

## Interview guide British Council

1. How is the future of Culture developing in Hungary?

a. Under the current development?

Well 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, meanwhile it is continuing to play its role on a larger stage, and I think this larger stage it show some of the best of Hungary's culture, for example with the spring festival or whatever it is also showing within the wide Europe, its interest in bringing in cultural experienced from elsewhere, for example you got in the spring festival the London philamotics coming in and things like this, and I think also it plays its role as president of the EU last year in its position within and making a contribution to the whole EU agenda 2020, so one the one hand you got Hungary pushing in the moment the strengths of its own culture but on the other hand it is playing its role, and will continue to on a wider stage on how it sees the culture of elsewhere.

Lasse So you don't see the Hungarian development going toward a more nationalistic development??

I avoid the term nationalistic movement deliberately because this is to make a kind of political statement, you can see how it is emphertizing its own tendencies, and there is always a balance or a need for balance if you like for those who are playing the role of encurruting others and listening to others, and you have to remember that the Hungarians have the Budapest festival orchestra in one of the leading roles and they don't want to lose that and these possibilities, so there is a two part element to it. I think they want reinforce and emphasize their position.

2. Is Eunic an important part of this development?

They can contribute and it need to as much as possible, I think one the one hand it can contribute to showcase what other cultures and other countries are doing on their cultural scene, and they can showcase the cultural strengths collectively 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. so I think what is important here is that Eunic not only have the potential in the individual stages but also on the collective stages to show cases culturally but also the empherzize the standards to always reinforce if you like that Hungary or Germany or Brittan are on a wider level stage, and unless you can that, and this is what Eunic is about, and this is what EU is about, whether there are individuals tensions between in countries fighting or whatever over what the role should be, the whole point of Eunic is that it is on a bigger stage of cooperation across of individual priorities of different institutes.

3. How do you see Eunics role in Hungary?

a. Especially in the time being

4. What is the best feature of EUNIC?

• And the worst?

• What do you think is the main assignments for Eunic?

5. What is your preferences towards EUNIC
  - a. Active suggesting programs?
  - b. Passive partner?

All the institutes or the majority of Eunic want to be active partners, otherwise there is no reason to be a part of the organization, off course there is the pragmatic problem by the smaller institutes capacity to be so active.

6. Is the current status of Eunic sufficient developed?

You have to remember that Eunic have only been going on since 2006-2007 Hungary cluster is one of the more active in the sense that it have a quite a lot of projects going on and have many members in this respect around 22-23. and in five years in some aspects Eunic generally is mothering, it have done a lot in these five years, Eunic here have done a lot, it is had presidents which either from a broad spectrum from small institutes to big institutes, so we had Austrians, Germany, Denmark, Romania, France, Brittan next time, and it is have done a lot to be able to bring people together to share and to be able to cooperate, so there is a lot of positives, is we went through different objectives of Eunic we could tick off to some extent. But it is only on the journey and I think it could do more, it takes time (you might say organization, but it is not really a organiasation, it is more a network) it takes time for anything to have an impact on, apart among themselves, on a broader stage, so for me it is a part of the way along, I see it have to look at areas in one aspect to play an Advocacy role, some people might use the word called lobbying, but an advocacy role, and I think we need to explore that, in one extent we want to work together on the Baltic festival not a big problem, on literature festival not really a big problem, but some of these other areas where it is not only cooperation, but where it have impact on the country or each other policies and how we transform to a certain extent our self into something where we could chain the individual cultural institution priorities and how to work together on things which matter, that is a journey, because we have to remember that the end of the day (certainly now, maybe it is going to be different in ten years ) each of the institutes priorities are properly to their own institute, and we say off course, and that mirrors what goes on in the EU, whether it is Britain, France or Denmark whatever. Now the off course might be how you overlay that, what is it to bring people together enough apart from the desire to be together, and to work together, beyond what they got with their limited resources and priorities, so your question is (how far we got? ) it is about how far we want to get, and I think Eunic cluster around Europe, and I think we are one of the Eunic where we feel that, yes lot of projects, lot of collaboration, lot of partnerships, lot of common understanding, could there maybe be more. This is here we are exploring our strategy, not just in Hungary, but also across Europe. So what is our strategy in the sense of involving China, what is our strategy with the middle east, particularly what is the strategy of outside EU, and how do we work here, you got the groundwork, because you got so many cultural Eunic around the world, not only in the EU off course, that shows(if nothing else does) that there is a desire to some extend to some commitment, but how you get the commitment to go further with the resources and priorities you have it takes time and a constant effort, to see it more than just as sum of the parts, for me Eunic is more than just sum of the parts...plus sum parts.

- a. Should it expand
  - i. More countries
  - ii. Legislation?

it got it at the Brussels end, so there is a organisaiton element an structural element, I think legalistic at the moment, we don't want to go there in Hungary further, we looked at this, and we said "okay we can go down and perform ourselves as a foundation and use this as a better vessel for lobbying for sponsorships or something like that, I think we feel that once see the association and one see things formed, and you spend so much time on the legal and the beurocratic that you lose sight of the other goals, so I think there is a disadvantage to put to many eggs into having a more effective legislation.

I think structurally like having a little Eunic office within the administration, I would like to, in some aspects yes it would be good, but I wouldn't fight for it, because I don't think there is enough work in it. What is working in the moment is that you got the presidencies which are putting a lot into Eunic, it is a lot of work from these individuals and their institutions and it have worked, but there is always a chance that you can't take on a presidency if you don't have the staff and resources behind you. Secondly it is working in that field where the institutes is a leader on the field, so the British council for the language day when we started it two years ago, the Czechs the literature night, the Danish with the climate agenda (culture future) the Goethe institute on the celluloid curtain and the lead institutions have pushed that and it have happened because of someone have taken the lead. If individual institutes, and the EC have been very important in this, and I think the benefits on both sides the EC have got a lot out from the cooperation with the Eunic and Eunic have got a lot from the European Commission's resources. I think we need to look at, but I don't feel that we have to, I don't think we have to be completely diverted down to where we want to create structures where there is not sufficient bye in. there will always going to be in a small distribution, the smaller institutes will benefit from what there is at the moment, everybody are putting in a contribution of finance in a common treasury, so we provide some back structure and that is a contribution we are making, other institutes can't afford it for numerous reasons, if one get too structured about it, then we might get deflected and we are not ready for this, because it require people or institutes putting and saying say yes we would put in a bit more to create the institutional administrative support.

iii. Strategy?

When we are talking about a more clear strategy what we are saying is that we can't do anything. If and in the annual report of Eunic somebody says that countries which are doing 10 or more projects are really showing that they are doing an effective job, we are doing quite lot, but when we are talking about strategy, we can only do so much and certainly not each institution can be involved in everything so we have to be strategic about it, and my feeling concerning this which I think we should explore, is the next step on how do we want to prioritize without losing people and loosing institutions, course it can be a little bit of all things to all people, but there has to be a more clear strategic plan. There is a strategy; it is just that our strategy have been to bee together as a network to reach our aim. Let me remind you of what Eunic objectives are: It promotes European agendas and values, so that's more than the individual institutes. An active network encurriching members to implement share projects on many levels er are already doing that. It is a learning network to share ideas and best practices, we are also doing some of that. It is a partner network, working with partners including EC, I think some of the partners we have here, some institutions are very much the same, and some very different, so we got some cultural Hungarian bodies where quite a few of the cultural institutions are working with, and maybe with those we should be thinking a little more collective and could work more collective with each other, or are we happy to have these cultural institutions we are working with individually. So I think looking at this, should there be a

more strategic, could it be more strategic working with a particular working with a Hungarian partner, at the moment we have some kind of partnership, but necessarily not as a common partnerships.

It is a question about multi bilateral work, it is how that multi lateral the Eunic could possibly add value to both sides, at the moment we are not sure, and is a part of the exploration. The couple of other thing which is a work in progress, if not all is, is the advocacy network in building cultural relations, what do we mean by advocacy and lobbying, are there thing in the Hungarian context that we feel strongly enough as the network to try to influence, I think that is an area that we are not sure about, I think that's a area we might want to explore and institutions might stand back of that one because of the political agenda, or what do we actually mean where are we going and we feel there are agendas we can push on, climate could might be the agenda, some institutions feel this agenda is to political or too soft. Another area where we are doing some, but not an awful lot is the field of joint research, we have done some on migration and multilingualism, the point of joint of joint research would be that is has some policy contribution, I don't think that we have explored that, we are doing a bit of it, but it require some institutions have a leading on it and money from the EC or external factors, but there is a research possibilities in this field, much more than we know.

Brussels have a library which I have never been to, but there is some very exiting data and they are publishing a lot of potential exiting material coming from this place. One of the big issues in Europe right now is youth unemployment, is that something that have nothing to do with Eunic to look at, or is this something for others institutions to look at, or is it something Eunic cultural institutions is interested in, for us (British Council) yes because we are this kind of cultural institution, but for other institutions they might say that this is not the way we want to go, but they might say yes to language this is the way to employment and opportunities and then we are going to the whole area on citizenship. this is also related to our free borders within Europe, where I said earlier that whatever the difficulties are the great thing about the EU and maybe it is the plus side of globalization is that the boards are broken down and it sounds a bit trivial to talk about living in a safer place or world, however unless you are making things more open and more understandable practically between citizens then we are not going to live in a tolerant world, but in a nationalistic world, more pluralistic and more confined toward each other agendas and that's why it is back into network or organizations how much they fail, is that is much better to have that kind of cooperation and openness than not to have it.

iv. Do money play a big role in the development? And how to get these?

In some respects the EU is the obvious place where the money should come from, for it to be, but you don't want it to be too heavy.

we already got a structure in some respect, because we have a office in the Brussels end which is bringing together their heads, you got the structure that we every two months, you got some money going in, not enough in that respect, you got some strategy coming from the Brussels end, where we here are trying to gather our strategy collectively or see how things translate and sharing all the best practices from the organizations. we have to one extend and actually using the website which Goethe in fact were working on here, not only here but also elsewhere, so there are various bits of infrastructure and I think we need to exploit them as much as we can and should. An to maybe bit by bit develop a small secretariat. I can see it happening and I think it is worth exploring, but I think what we very need to always to look at is what is it Eunic is all about, the Eunic need to have something which is over and above the individual parts, so our

content, so there are in different countries different things which we say we can make a contribution, for example we might say "look I would like to see more work on arts and business" here in Hungary to interface and take advantage, so later we can do with our experiences, finding funding partners so we can share this, we are looking at this and contributing within the Hungarian cultural context, because this is an issue anywhere, not only climate, but this is an issue where there is just not enough money. Ministries of culture don't have enough money anywhere, and the squeezes on even more and we are all looking properly in our individual institutions how we can leverage the business sector whatever is. So how we look at that I think an organization like Eunic, sorry network like Eunic can be doing things like that. we properly got away from your structural point of view, but how we interface, how the EU does, and therefore the culture centers, if we believe that culture is a soft diplomatic tool to better cooperation, which is an assumption of understanding, then how we are working together with the worlds big parts, how we understand each other but also how we work together. I think actually it is the French in this case because it is their presidency here to pick up on whole this idea of conference of china and EU, but also the companies and the EU, with the cultural institutes.

7. What can the Eunic cooperation do better than you can alone?

well multilingualism is defiantly one and we can work together on areas of we/EU work with china outside the EU, we could properly work on and in some extent we are working together on a number of projects in fact, the literature and translation areas, so lot or art/culture ones, we could be working on combating/confronting extremism for example. Because it depends on how you define culture, if you take culture to be arts and segment it is quite limited in this sense, but if you take culture much broader and this phenomenon and how we interact with each other then there is a awful lot of areas where we could collaborate and working together, and I think that the advantage of a network like Eunic is that it is sharing ideas and there is a number of things you can do.

The environment is a very good example and we are already doing it, you at the conference on the CultureFuture, where the climate were in the front, the British council have spend quite a long time in the last two or three years specific in this area and I think the main thing if one moves out in the obvious, you are moving out where there are common issues, the climate is a common issue, multilingualism is a common issue, confronting fundamentalism and racism is a common European issue, literature off course is, you have to look for the issue and sharing a musical stage is absolutely fine but that if you like even is saying we are working better by building trust and understanding by coming together in different stages.

The environment and the other themes is very much hands on task on and for me and the British council because they are taking a very broad perspective at the culture, we are including things like intercultural dialogue in our kind of projects we have big focus on the environment, we think that multilingual (not only English) society have its strengths, so whether it is English, the environment, aspects of science, and migration, these are the societies we live in the cultures we live in, it is breaking down borders and boundaries, and breaking borders between countries as well. For the British Council we don't see the culture as specifically the arts and only this, so I think we find different cultural institutions have different breaths of what they would put into culture, some will putt sport in some wont, some would tourism in, some would put fashion in, some architecture, into not what they are doing in the specific countries but what they are doing in the world, and we would put some of the isms in. we just had a conference in youth and extremism and maybe another kind of culture event, so we take it quite broadly. so I feel and I think

that quite a few people would feel it in Eunic (depends on the cultural institution) it is a debate how broad how we would like to go, for me the issues which are of a common European theme are worth seeing on if that could not be a part of our strategy, course we are already doing it, but we may not be that structured and maybe not doing it in the specific countries.

8. Could a legislative administration be a part of the solution of the cooperation?

why not I think you see generally Eunic for example in the Baltic countries that Eunic are crossing the borders in how to leverage the EC money better or how to even change the EC agenda on what is important in these countries, so it's not just about, again it is cultural institutions across borders where there have been a whole history where these countries not so long time ago where part of a unit, Yugoslavia for example, and I can certainly see how they could be in the future, more collaboration and more leverage within the EC and the European level you got a lot of money there, are the programs that are there for cultural institutes to access, are they the right programs should networks like Eunic be putting pressure on the Brussels end to say " look actually citizenship stuff great" and once there is a Roma angle to it, which is amplifying four or five countries yes then your cultural institutions (because we are working Roma for examples) you can access funds or even part of funds from the EU and EC. But say there is something else like the more traditional art and culture programs, there is actually those programs in the EC, so there they exist for the people to access or should they say look we need these kind of programs and in more general dialogue because it is European money, and I think a part of that have been good because of these cultural meetings which happened where the presidency is, in Hungary last year there was a lot of meetings which brought together cultural leaders and cultural institutions and foreign offices, because you fight in some countries in the foreign office, in others in the ministry of culture. But bringing together various people which makes the strategies and then those strategies of how they face the other European organizations and Eunic is one of those manifestations of culture there are.

9. Could a single independent structure within Eunic make the expansion of culture stronger?

10. Who do you think would prefer a strong Eunic?

a. Who do you think would have the most benefit of it?

I think that anybody, I think the very fact that the cultural institutions are there presumably they want it to be as strong as possible, strong is individually their benefit because strong is collectively something we can do, and to back up the advocacy. Not all institutions are there, but we got a pretty good number of official cultural institutions which want to be there, and which to have it strong.

Whether or not you question means if people are content to leave it as it is?

Maybe, I got personally because I like to go to whatever I like to strengthen, I like to strengthen its impact on others.

I think what you bring to the table you get back, but at the same time in some respect the smaller culture institutes, however to define this, can benefit because of the voices, Eunic is bigger than they are as individual institute, some of the bigger institutes might feel that they are doing a lot on the bilateral side

and yes we like the idea of Eunic and we can't not be a part of it really, but we don't need it in quite the same way. There is the possibility of that and the different institutes you have been interviewed you got a quite broad specters, you got the big ones and you got the middle and the smaller one. The big institutions are working very much together in other programs besides Eunic, the thing about Eunic is in a way that it is giving a little bit of extra because opportunity be causing it is formalizing the opportunity to pick up the phone or ask to share some information, you could be sharing the information about salaries, some phoned me up the other day, you could equally look up for some standards about teaching centers, weather we are teaching German, English or Estonian I don't think we are doing it here but we could be, there are certain thing which happen where on exams where we share information and even maybe get together with the Goethe about our experiences within the Hungarian structure, and that is very important to be able to do this, but in the same time if you got it in your framework, and put it on the table and say "actually we got an issue here" and I think that there would be 5 or 6 which have the same issues could go off and explore and maybe something we could do together. so we said this quite a lot of times, it is about that you can thing bilateral but sometimes it is good to have a structure in the sense which is there without the offices.

11. Is the cooperation in the organization filled with prejudices?
  - a. Are there any institutes which you prefer?
  - b. Why?

Not really I think if we had obvious prejudices there were no point in us being together, and I think the fact that we are together are breaking down of some of our prejudices and actually all of us who are heading cultural institutions or in cultural institutions are presumably there because one thing that we do is to encourage against prejudices, otherwise I don't think we would be in our work. So whatever prejudices there are in us and in our countries and the world that we inhabit, I think the one thing we want to bring to the table is a lack of prejudices. Preferences well I think there is a natural experience to bring certain institutions together to certain things, but that's not a generic preference but a pragmatic one because of experience. I think for example on the climate side, Denmark have obviously with the CultureFuture and with its COP15 experience, Britain under Blair or through the foreign office or through British Council we put quite a lot of money into this area, so not surprisingly we might be closer than other cultural institutes to that agenda. When the Baltic festival happened we were actually asked for the table, but we wouldn't be at the table because we are not a Baltic country, so there is obviously certain things which come close, and then I think it is not so much about preferences but priorities and where your expertise is, but it is not about prejudice, it is about working in a realistic order, and I think all the think about Eunic is to be realistic and idealistic, you got to practical but you can afford also to widen the tent in ones aspirations. It is not that we to be on the realistic side that to reconsider that we have limitations, and everybody have, and we are living in a world which are not resource heavy, but we are also living in a world which is breaking down the first barriers and prejudice. I would be very surprised if anybody and institutions not did respond to this word prejudice.

12. What about the non European partners, do they contribute to the internal European construction?
13. How do you see the future of Eunic?
  - a. Development?

I think in a number of ways that we already have talked about, 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, I see that we will want to be inclusive and bring on and understand more the non EU part of Eunic, it is not that we don't know it is there, but we haven't really looked at working with a non EU whether its focus is China, middle east or whatever, as we know the EC money is accessed from more parts of the world and I think that is developing even more in our countries than some of our alliances that we already have members or associate members or guests like the Japanese foundation or whatever. So I see it developing generally, but I wouldn't not develop it in such a way that it is going to be too bureaucratic too heavy, however if I was going to project in ten or twenty years time, it might be that you already do have, in an ideal world, an umbrella organization called Eunic Hungary, and we are doing more as part of that and less on our bilateral side, not necessarily saying it would be a good thing, but I think it would be interesting, because some of these discussion I have; can you even put any of your resources to be bilateral or should we put all our resources to be multilateral? So particular smaller institutes are saying okay we got a few thousand Euros lets put all into that, but then it is the same tension between your country and the bigger world, and most at the end of the day want to see the plusses of the both, but I think that is going to a part of the development in the future that we put a bit more into this, but I wouldn't actually predict that, but I think we should starting strategizing much more and think more about it.