

# UC Irvine

## U.S. Center For Citizen Diplomacy Summit Reports

### Title

Citizen Diplomacy Organizations Throughout The World: Opportunities For Cooperation Roundtable

### Permalink

<https://escholarship.org/uc/item/0f00d4x8>

### Authors

Memis, Sharon, Chair  
U.S. Center for Citizen Diplomacy

### Publication Date

2010-11-16

### Copyright Information

This work is made available under the terms of a Creative Commons Attribution License, available at <https://creativecommons.org/licenses/by/4.0/>

Peer reviewed

U.S. CENTER  
FOR  
CITIZEN  
DIPLOMACY

# U.S. SUMMIT & INITIATIVE FOR GLOBAL CITIZEN DIPLOMACY

NOVEMBER 16-19, 2010 | WASHINGTON, DC

## CITIZEN DIPLOMACY ORGANIZATIONS THROUGHOUT THE WORLD: OPPORTUNITIES FOR COOPERATION

ROUNDTABLE

Sharon Memis | Chair



EVERY CITIZEN A DIPLOMAT

## **CITIZEN DIPLOMACY ORGANIZATIONS THROUGHOUT THE WORLD: OPPORTUNITIES FOR COOPERATION**

### **ROUNDTABLE CHAIR**

**Sharon Memis** British Council Director North America

### **REPORT AUTHORS**

Kieron Culligan Evaluation Advisor, British Council

A J Dalton Global Product Manager, British Council

Andrew Kneale Cultural Relations Manager, British Council

Naomi Leight Assistant Director, Research & Publications, USC Center on Public Diplomacy

Published in conjunction with the  
U.S. Center for Citizen Diplomacy's U.S. Summit & Initiative for Global Citizen Diplomacy  
November 16–19, 2010, Washington DC.

Materials included in this document are the views of the roundtable authors and are meant to serve  
as a tool for discussion.

© November 2010 | U.S. Center for Citizen Diplomacy

Cover: Robert Breeden, drumming for Huichol Marakáme Eguolojio De la Cruz in El Cerro de los Tigres. Photo: Maria Rios

## TABLE OF CONTENTS

1	I. Foreword
2.	II. Definition of Terms
3.	III. Trust: Why it Matters
6	IV. Understanding the “Cultural Relationship”
10	V. Co-Creational Partnerships
13	VI. The International Organizational Landscape
20	VII. Conclusion & Recommendations

Appendix 1: Figures 1-8

Appendix 2: What Does Increased Trust Actually Mean

Appendix 3: International Organization Surveys

The Chair would like to acknowledge the contributions of the following organizations. These contributions do not serve as official endorsement of the report.

Goethe Institut

Japan Foundation

Adam Mickiewicz Institute

Yunus Emre Institute

## PANELISTS

Sharon Memis, Chair, Director, North America, British Council

Naomi Leight, Assistant Director, Research and Publications, USC Center on Public Diplomacy

Cristoph Bartmann, Regional Director North America, Goethe Institute - Germany

Dr. Ali Fuat Bilkan, President, Yunus Emre Institute - Turkey

Delphine Borione, Director of Cultural Policy French Foreign Ministry, Second Vice President EUNIC - France

Martin Davidson, Chief Executive British Council, UK

Atsuko Nishimura, Administrative Vice President, Japan Foundation - Japan

Pawel Potoroczyn, Director of the Adam Mickiewicz Institute, Poland

Madame Xu, Counsellor of the State Council of P. R. China, Director General of HANBAN, Chief Executive of Confucius Institute Headquarters – P.R. China

## I. FOREWORD

This report aims to explore the global landscape of organizations which champion efforts to build closer relationships between nations through people-to-people engagement. It also seeks to identify potential cooperation and partnership with the view to maximize collective resources to achieve the greatest possible impact.

It should be noted that this report is produced by an international chair with contributions from a roundtable of mainly international contributors. This is in contrast to many of the US Citizen Diplomacy Summit roundtables, which are written by and in consultation with American scholars and practitioners from the public diplomacy and cultural relations sector. As such, this report perhaps also has a slightly different approach: instead of drawing on previous American research and analysis, it attempts to offer a contemporary strategic insight into international institutions.

As the British Council is chairing the roundtable, this report draws heavily on British Council experience and intelligence. It begins with a definition of terms to lay out the language of the report, specifically with regards to the international understanding of the term “citizen diplomacy.” In the first full section we look at work that the British Council’s Evaluation Adviser, Kieron Culligan, has developed in linking cultural relations activity to changes in perceptions – in particular, the level of trust amongst foreign publics. Taking this one step further, the British Council’s A J Dalton, who has developed a pilot index to map the UK’s cultural relationship with five different countries, comments on the importance of crafting international interventions that address the needs and wishes of local governments and populations.

Deconstructing the idea of cooperation in delivering cultural relations activity, the fifth section of the report advocates for new models of collaborative working that allow for several different approaches based on the organizations involved – ranging from funding relationships to co-creational partnerships.

In order to better understand the global landscape of citizen diplomacy worldwide, the sixth section of the report introduces a selection of international organizations whose mission is to further cultural and people-to-people connections internationally. Through a series of interviews, we explore their strategic priorities with the intention to identify areas of potential cooperation.

Finally, this report’s conclusion lay out three recommendations for future outcomes to ensure more multilateral work in the field of global citizen diplomacy and cultural relations.

A handwritten signature in black ink, appearing to read 'S. Memis', with a long horizontal stroke underneath.

**Sharon Memis**

Director North America, British Council

Chair, Roundtable on Citizen Diplomacy Organizations Throughout the World

## II. DEFINITION OF TERMS

Perhaps it is fitting that in a report describing the types of activities necessary to ensure international dialogue, language is a challenge. This report should begin by stating that the international community has not agreed the lexicon for activity broadly related to civil society's role in international affairs and diplomacy. Even the most commonly used terms do not have internationally recognized definitions; and therefore, subcategories add a further level of complexity.

For the purposes of this report, "citizen diplomacy" will be referred to as the US Center for Citizen Diplomacy has defined it, "the concept that the individual has the right, even the responsibility, to help shape ... foreign relations 'one handshake at a time.'" "Citizen diplomats can be students, teachers, athletes, artists, business people, humanitarians, adventurers or tourists. They are motivated by a responsibility to engage with the rest of the world in a meaningful, mutually beneficial dialogue."

As this is an international report, it is also influenced by terms besides "citizen diplomacy" although the meanings are very similar. The British Council uses the term "cultural relations" for instance, which it defines as "the building of trust and engagement between people worldwide through the exchange of knowledge and ideas." It is a broader application of culture than simply the "high culture" of the arts, rather – all the components that make up the ways in which we think and live. The term cultural relations will be used readily in this report, as it is the starting point for Roundtable Chair's thinking on this subject. Hopefully this will be seen as a welcome, nuanced perspective that will add to the American dialogue.

The term Public Diplomacy is commonly used – often differently country-to-country – to generally describe the means by which a sovereign country communicates with publics in other countries (cultural diplomacy being the use of a nation's cultural assets to achieve the same ends). The USC Center on Public Diplomacy at the Anneberg School has advocated the existence of a new public diplomacy which "is seen as taking place in a system of mutually beneficial relations that is no longer state-centric but composed of multiple actors and networks, operating in a fluid global environment of new issues and contexts."

There are many terms and interpretations of these terms to refer to the subject matter of the US Center for Citizen Diplomacy's summit and corresponding ten year initiative. Some of them are covered in this report, and some not. The broad intention, however, of these differing descriptions is the same: people-to-people connections are important for the stability and prosperity of our global societies.

In order to introduce a new discussion about international cooperation in the exchange of knowledge, ideas and culture, we must push on. In the end, no matter our definitions, we are all describing the means to the same end. And so, it is this end we will focus on – and the outcomes we are working towards.

### III. TRUST: WHY IT MATTERS

We understand the benefits of people-to-people engagement across countries and cultures; at least, we know them when we see them. It is important however, to name these outcomes outright in order to understand the efficacy of our endeavours and learn how to improve delivery in the future. The British Council has paid particular attention to the measurement of trust as an outcome of cultural relations in recent years. The following research of Kieron Culligan, the British Council's Evaluation Advisor, presents one hypothesis for an evidence-based approach to trust-building.

In 2010 the British Council undertook research with the agency YouGov, surveying a panel group of more than 1,000 young people, with minimum secondary level education, in each of the selected countries: India, China and Poland and nearly 500 in the Kingdom of Saudi Arabia (KSA). These young people, aged 16-34, are not representative of entire country populations but as an educated, urban, online community they do reflect their respective society's influencers. Importantly, they were an independently constituted group and neither chosen because of previous involvement with the work of the British Council nor of any other cultural relations organization.

As a base-line exercise we asked respondents to self-assess their level of trust in both people and government in the UK, US, Germany and France. Figure 1 in the Appendices shows the results averaged across the panel from China.

Although the detail changes by country, the results from the China panel illustrate an important general finding; that the level of trust in people is different from — and generally exceeds — that in government. It seems that respondents can and do discriminate between individuals and their political and governmental representatives. Even though the actions of states and government inevitably impinge on the global perceptions of their citizens, there appears to be independent room for trust building at a people-to-people and community-to-community level, the space in which cultural relations seeks to operate.

As a next step, the British Council then screened the respondents by asking whether they had participated in a variety of cultural relations projects. For example, these projects could include whether respondents had: been involved in international school-to-school collaborations,; studied abroad; and whether they attended an international arts, cultural exhibition or other cultural activities. The survey was analyzed and looked again at their self assessed level of trust in people and governments.

The headline results for the UK across all four countries are shown in Figure 2 and are quite striking. They show a clear positive association between involvement in some form of cultural relations activity involving the UK and the self-assessed level of trust in both people in the UK and government in the UK. Broadly speaking, these results are replicated for respondents involved in cultural relations with each of US, Germany and France.

The measured difference in net trust between those who have and have not been involved in cultural relations varies by country but typically lies in the range of 10 to 20 percentage points. What is particularly noteworthy is that while cultural relations deliberately operates at the people-to-people level and might therefore be expected to be associated with an increase in people-to-people trust, the data show that there is sometimes an even stronger association between participation and an increased level of trust in government.

At face value the data invites the generalized conclusion that cultural relations can be an effective tool for contributing to an increase in trust between people internationally. But there are two obvious challenges to this interpretation. The first concerns the notion of trust itself as an amorphous and multifaceted concept which is difficult to define, and is relative dependent on culture and language. The second challenge is the notion of causality between cultural relations and trust. Appendix 2 details the means by which the research addressed both topics.

## Why is increasing trust important?

If we accept the hypothesis that there is a positive relationship between the practice of cultural relations and the building of trust between people, there still remains a fundamental question of whether increased international trust is in itself of any tangible benefit to individuals, communities and countries.

The British Council's research directly explored respondents' willingness to engage with UK, US, France and Germany along various dimensions related to business, tourism, education and arts. In turn we analysed these results by the level of self-assessed trust in the relevant country. In all cases there was a positive association between levels of trust and a willingness to engage further with that country. Findings from these responses can be viewed in Figures 1 through 3 in Appendix 1.

It is this link between trust and an increased openness to and interest in wider international engagement which gives cause for optimism about the ultimate power of cultural relations. These relationships do not simply to prevent misunderstanding but contribute to the economic and cultural enrichment of countries and societies. Culligan's research does provide generalized evidence to support this optimism but the trenchant words of a senior civil servant from Syria make the point more eloquently than any statistics ever can:

*“Cultural relations is something more than essential for you – it’s your only available means of developing trust. And it does take years... What you [British Council] need – and I’ve been watching your work for a long time – is to be much more bold. Tackle the real difficulties – otherwise we’re all just having a good time... Challenge the UK more on what it assumes are the priorities for the Arab World. Do it, it has to be done. Because culture can light the way: politics is always looking for short-term benefits, but culture can re-draw the picture of the real relationship, the one we need, the one we have to build.”* SENIOR CIVIL SERVANT, SYRIA 2010

While this response is provided in the context of a British Council study, it charges all individuals and organizations working in the people-to-people field to take up the Syrian Senior Civil Servant's challenge to 'tackle the real difficulties' which are preventing greater international cooperation.

Qualitative and quantitative evaluation studies which many organizations conduct on a project by project basis, and broader more experimental research at the national level such as Kieron Culligan's, can make a powerful case for the value of cultural relations. It is imperative for international organizations working in the people-to-people business to demonstrate the effectiveness of their work to funders, stakeholders, and in many cases, governments. Yet, there is a dearth of internationally recognized evaluation practices and methodologies to empower the citizen diplomat, the cultural relations institute and government alike. There is a strong case to be made for sharing data and evaluation practices to better equip the international community with the tools to maximize impact.



## IV. UNDERSTANDING THE “CULTURAL RELATIONSHIP”

Section IV of this report, “Understanding the Cultural Relationship,” presents a pilot project developed by the British Council aimed at understanding the broad cultural relationship between any two countries (including elements of trust or mistrust). The intention, ultimately, is for a globally adaptable tool which can better inform the roll-out of cultural and citizen diplomacy programs designed to improve these relationships and the world. It is a work in progress, and should be viewed as such — a provocation intended to stimulate discussion, and hopefully collaboration.

It is common in the global discourse to discuss two people having a *personal relationship* and two companies entering into a *business relationship* with each other. Most will have heard of the governments of two countries sharing a *special relationship*. However, beyond the limits of economics and politics, there is a wider relationship that exists between people, organizations and countries: *the cultural relationship*.

The cultural relationship encompasses everything from: the fashion, films and TV programs one country produces and shares with another; to the amount of current affairs coverage one country’s press and media gives another country; to the number of tourist and exchange visits that happen between countries; and even the number of foreign food restaurants one country has because of another. Everything from which the people of one country can learn in order to understand the life and people of another country is a part of the cultural relationship. It can include what we learn when formally studying in another country and, at the same time, what we pick up when browsing the websites of another country or chatting in online social networks and forums with people from that country.

A healthy cultural relationship benefits both countries involved, as it reduces prejudice and mistrust. It allows for the sharing of ideas, knowledge, approaches and solutions, and can often result in an increase in trade and tourism – all of which increases the quality and opportunity of people’s lives.

### An Index for Cultural Relationship Mapping

In 2009 the British Council conducted pilot research with Citizen Service Transformation (CS Transform) to develop a Cultural Relationship Index with which to assess the relative strength of the UK’s cultural relationship with countries around the world. The methodology was designed to produce a tool that could be used by other organizations, besides the British Council, and in countries other than the UK, to provide a detailed analysis of the cultural relationship between any two countries.

In the near-term, the research pilot aimed to:

- Identify by cultural sector (Arts, Science, Education, Business, Government, Civil Society) the relative benefit realized by three different audience groups (Leaders/Stakeholders, Influencers/Partners, Aspirants/Customers) through cultural relations programs run by the British Council;
- Identify by sector and audience group particular weaknesses and barriers in the existing cultural relationship that might represent opportunities for the development of high-impact cultural relations programs;
- Explore the main definition in each of those countries of the term ‘cultural relations’, whether such definitions differ significantly from the British Council’s and whether the British Council should look to specify cultural relations programs differently in order to strengthen the cultural relationship between the UK and the host country as far as possible.

### Overview of research findings from the Cultural Relationship Index Pilot

At a top-line level, the Index used set of socio-economic indicators (across the Arts, Science, Education, Business, Government, Civil Society sectors) to assess the relative strength of the UK’s cultural relationship with 114 countries. (Figure 4)

The British Council undertook a deeper analysis to assess the impact of cultural relations activity in five specific countries (Syria, Japan, Georgia, Armenia and Azerbaijan). By sector, the frequency and benefits of collaboration through cultural relations activity were scored by audiences, where a score of 0 was low and 10 was high.

Of those consulted in Japan, Syria and the South Caucasus, audiences in the South Caucasus observed the highest average frequency of cultural relations collaboration, across sectors with a score of 6. Education, Business and Civil Society were cited as being particularly frequent. Although a full point lower on the average frequency scale

at 5.02, audiences in Japan indicated the most benefit in cultural relations collaboration with an average score across sectors of 7.82 – highlighting the Arts and Education as most beneficial. (Figure 5)

In order to understand why the frequency of collaboration was not higher in certain sectors where effort and investment in cultural relations collaborations had been concentrated, it was important to assess the general levels of ‘interest/willingness’ and ‘readiness/capability’ amongst the three audience groups (Leader/Stakeholder, Influencer/Partner and Aspirant/Customer) to collaborate in cultural relations.

The research showed that the “willingness” and the “capability” to collaborate in future cultural relations collaborations was highest on both fronts among Influencers/Partners in the South Caucasus with scores of 8 and 7.3 respectively. Leaders/Stakeholders in Syria were the next most willing at a score of 7.64, although their “capability” was not as high as the third most willing group, Leaders/Stakeholders (7.5) in the South Caucasus. The lowest “willingness” and “capability” for future cultural relations collaborations existed in Japan amongst all audience groups. (Figure 6)

These results were generally in-line with the degree of overall importance audiences attached to the cultural relationship between their country and the UK:

- In the South Caucasus, 50% of respondents described the cultural relationship between the South Caucasus and the UK as being in the South Caucasus’s top three cultural relationships in terms of importance and benefit. Over 90% of respondents described the cultural relationship with the UK as being in the South Caucasus’s top ten cultural relationships.
- In Syria, 32% of respondents described the cultural relationship between Syria and the UK as being in Syria’s top three cultural relationships in terms of importance and benefit. In total, 84% of respondents described the cultural relationship with the UK as being in Syria’s top ten cultural relationships.
- In Japan, 27% of respondents described the cultural relationship between Japan and the UK as being in Japan’s top three cultural relationships in terms of importance and benefit. In total, 91% of respondents described the cultural relationship with the UK as being in Japan’s top ten cultural relationships.

Significantly, lack of audience willingness and capability to collaborate was not due to any perception that cultural relations as an approach to strengthening the cultural relationship between countries was lacking in credibility or validity. (Figures 7 & 8)

A final result of the British Council’s Cultural Relationship Index pilot was that it caused considerable excitement among and received overwhelmingly positive feedback from partners in the five countries and the UK. The project demonstrated higher levels of engagement than would normally be expected of a project of this small scale. In addition, it unexpectedly attracted large amounts of national media coverage in Georgia. The action research methodology used to explore definitions of ‘cultural relations’ with stakeholders and partners in order co-design programs that would more effectively strengthen cultural relationships was therefore ‘a powerful act of cultural relations in and of itself’. It is an approach that has allowed a more shared, and therefore more powerful, language of cultural relations to emerge. It is a language that has seen UK partners and partners in the five countries begin to understand each other better so that a more positive cultural relationship can be developed.

## **Moving Forward**

The Cultural Relationship Index provides a process to not only assess the strengths of relationships between countries, but to re-evaluate the sectors of concentration of existing cultural relations activity according to perceived frequency and benefit. Moreover, it attempts to identify potential areas of mutual interest for partnered cultural relations collaboration by flagging areas of willingness and capability amongst three sets of audiences that cut across society.

It is but one method, and has yet to be assessed beyond its pilot stage. As a contribution to what is an underdeveloped area of international models for cultural relations and citizen diplomacy impact assessment and

evaluation, the British Council views the research as having provided rich conclusions, without necessarily universal conclusions.

As such, during 2010/11, the British Council will roll out the Index methodology with a second group of 10-15 countries. This will allow the number of indicators within the Cultural Relationship Index to be expanded and improved – thereby increasing the ability of users to compare the strength of different sectors within a cultural relationship.

In addition, the wider roll out will allow the British Council to offer its global partners in cultural relations operational access to the Cultural Relationship Index methodology, tools and collected data. It will allow each global partner to compare the set of cultural relationships it seeks to maintain with the sets of the other partners – so that good practice can be identified and shared.

In seeking to meet its aim of growing the amount of cultural relations activities in the world so that we might all be better able to tackle shared challenges, the British Council is looking to share and exchange ideas, knowledge, tools and capacity on best practice in this area with like-minded citizen diplomacy and cultural relations organizations and individuals.

## **V. CO-CREATIONAL PARTNERSHIPS: MULTINATIONAL CO-OPERATION IN CULTURAL RELATIONS PRACTICE**

With new tools at hand to assess the potential for collaboration, citizen diplomats, cultural relations institutes and governments must examine the existing models of partnership. Are these the types of partnership models that will maximize the talents and skills of all the partners involved, and how can new types of partners be brought to the table to scale the impact of people-to-people engagement worldwide? This section of the report considers these questions.

### **Greater than the sum of the parts**

No single organization can deliver all the cultural relations required by today's world. No single country can deliver all the cultural relations required.

When an organization designs and develops cultural relations programs on its own, it: i) competes wastefully with other organizations for national and international resources, relationships and audiences and; ii) has to limit the scope (and therefore the impact) of what is delivered based on the resources ultimately secured. This singular and competitive approach sees some organizations going out of business and the larger organizations limiting the overall amount of cultural relations going on by seeking to own and control it in order to ensure their own business security.

Therefore, if organizations are to increase the amount and sustainability of cultural relations activity going on in the world, they can only do so by adopting a more plural and less competitive approach. They must seek to influence positively rather than control negatively; build the capability of other organizations for cultural relations rather than own cultural relations; and build multilateral alliances rather than act independently.

In this era of globalization, countries, organizations and people are faced with the challenges of depending on each other for their security, prosperity and environmental sustainability. *Effective partnerships are therefore essential for survival in this 21<sup>st</sup> century world.* Working together in partnership is our best chance of exploring and developing solutions that work for everyone. By working together we draw on a wider range of ideas, knowledge and experience. If enough like-minded organizations collaborate, together they can help move the world towards what Malcolm Gladwell would call the 'tipping-point' whereby cultural relations-based partnership is recognized as the preferred mechanism and approach for increased global security and prosperity.

It is for all these reasons that the US Summit for citizen diplomacy holds the potential to be an event to foster a global effort to build new partnerships that scale cultural relations to new levels of delivery and impact.

### **The nature of partnerships**

There are a range of relationships that can exist between two or more organizations that have very little to do with partnership; however, partnerships (even by legal definition) involve the co-creation and co-ownership of an agenda, product or service in order to achieve a shared or agreed goal. The organizations share their resources in order to create and deliver something that they would be unable to achieve alone. In working together in this way, the organizations positively transform the capability, competence and working cultures of each other, thereby increasing their potential to realise greater impact in terms of their corporate and business aims. Such relationships are usually exemplified by joint ventures, consortia, alliances and joint committees.

Global partnerships that grow and catalyse the capability of their organizations can be developed across a multitude of sectors including: private and public sectors; government; civil society and business; charities and commercial organizations,; and for private sector organizations. All of these sectors can move closer to achieving their aims through cultural relations. Indeed, international organizations *must* do so if they are to be successful in the longer-term rather than be seen as an ‘occupying force’.

Research<sup>1</sup> commissioned by the British Council from nfpSynergy in May 2009 identified a series of partnerships across private and public sector organizations that allowed the partners to transform their brand value, ability to influence markets and corporate and business performance. The report, *The British Council: Commercial and Business Partnerships—achieving the income and influence ambition*, provided multiple examples of public-private partnership.

One successful example was a partnership between the British Red Cross (public) and Tesco (private). Since 2004, the British Red Cross and Tesco had worked together to raise money for humanitarian relief after the Tsunami. This ongoing relationship facilitates other public-private partnerships between the two organizations. Three years later, the British Red Cross applied for Tesco’s “Charity of the Year” award which raised £4.6 million through this partnership.

However, this type of donor-recipient partnership is not the only type that exists within the public-private sector. The report referenced also discussed a growing popularity with the transaction-based partnership where corporations are seeking partnerships with the public sector for the expertise they provide in certain fields such as environmental issues, among others.

It is necessary to dispel certain myths and fears that might otherwise cause a potential partner to decide against entering into an alliance, joint venture or consortium. There are four major risks of entering into a partnership to consider.

- 1) When a partnership is created between a charity and a commercial organization:
  - There are risks concerning brand complementary and brand value;
  - It is important to conduct an analysis of brand complementary before entering into a partnership and to agree jointly the branding strategy for the partnership.
  
- 2) Partners benefit from each other’s strengths but also learn about each other’s weaknesses.:
  - A cynical partner may then choose to exploit the other organization by ‘coring out its key competences’, seizing access to the other organization’s audiences or, where the other organization has no centralised management, deliberately draining extra resources from across the organization;
  - Organizations must be sure that their aims and values are as aligned as possible before entering into partnership. When robust contractual agreements are in place to govern the partnership, it is then far easier to proceed with a partner on the basis of trust and generosity.
  
- 3) In serving to build the capability of another organization,:
  - An organization risks putting itself out of business unless it quickly adds a leadership and consultancy (based upon its learning and legacy) to its set of competences and service offer.

1 Presented in the report *The British Council: Commercial and Business Partnerships – achieving the income and influence ambition*, by Joe Saxton and Gemma Tracey, May 2009

- 4) There are legal risks when a private sector company offers sponsorship to a charitable organization in return for commercial marketing opportunities that sit outside of the charity's primary purpose:
  - Carefully examine the charity, donation and sponsorship laws within your organizations home government to insure the legality of the partnership stipulations.

None of the risks described above, whether individually or combined, represent reasons not to enter into a partnership. Rather, they are risks that require adequate resources to be allocated to risk management and mitigation.

Entering into a new era of global partnership has required the British Council to change its working culture, develop its internal capability for partnerships and move beyond the comfort zone of its traditional ways of working and areas of activity. The change has been difficult. Yet in today's world – when the process and benefits of globalisation are at significant risk, such that we are all struggling to meet the shared challenges of security, prosperity and environmental sustainability – the British Council understands that it needs to be braver if it is adequately to strengthen global cultural relationships and help usher in a new world of trust and engagement for mutual benefit. It is the British Council's vision that the future for this crowded, dangerous, beautiful world depends on people of all cultures living and working together on foundations of education, mutual understanding, respect and trust.

## VI: THE INTERNATIONAL ORGANIZATIONAL LANDSCAPE

The US Center for Citizen Diplomacy estimates that there are over 1000 organizations supporting international people-to-people work in the US alone. There may be thousands more across the globe. Just as the terms used to describe this work differs from country to country, the organizations that deliver citizen diplomacy and cultural relations around the world come in all shapes and sizes. From government departments, to arm's length national institutions, from public-private partnerships to non-profits large and small. Part of understanding the potential for cooperation amongst these bodies is in understanding how their goals, modes of delivery, and resources differ and how they are the same.

This report does not attempt to provide a comprehensive mapping of citizen diplomacy and cultural relations actors around the world. Such research does not currently exist and would be a major undertaking. However, it does seek to provide a strategic insight into several targeted organizations as an introduction and as a means to draw out learning points.

While there is no analogous institution in the United States, many countries around the world have national institutes of culture. The British Council is but one of them. These institutes are often the focal point for a nation's people-to-people engagement efforts, but certainly not the only means of delivery. It makes sense then, to begin looking internationally with these institutions. Four such institutes which will be represented at the US Summit on Citizen Diplomacy in November, have completed questionnaires (Appendix 3) to gauge their various organizational make-ups, priorities, and capacities for the future: the Goethe Institut (Germany), Japan Foundation, the Adam Mickiewicz Institute (Poland) and the Yunus Emre Institute (Turkey).

### Questionnaire Results

#### Missions

The questionnaire asked for the mission statement of the organizations, and the ways in which they desire to engage with the world. Given the types of organizations targeted, it is no surprise that each of the missions is grounded in some form of cultural engagement through cultural heritage, language or exchange.

*'The Goethe-Institut... brings the multifaceted image of Germany to the world. It provides access to German language, culture and society and promotes international cultural cooperation.'*

*'The Japan Foundation mission is to contribute to the improvement of the international environment as well as to the maintenance and development of harmonious foreign relationships with Japan...'*

*'Our mission is to enhance the credibility of Poland as a unique link in the international exchange of ideas, values and the finest cultural commodities'* ADAM MICKIEWICZ INSTITUTE

*'Yunus Emre Institute has been established with the aim of promoting Turkey, its cultural heritage, the Turkish language, culture and art; improving the friendship of Turkey with other countries...'*

It is interesting to note, however, the different outcomes to which cultural exchange is attributed in the various missions. The Goethe Institut "promotes international cultural cooperation", the Japan Foundation focuses on the "development of harmonious foreign relationships with Japan", the Adam Mickiewicz Institute seeks to "enhance the credibility of Poland", and the Yunus Emre Institute stresses "improving the friendship of Turkey with other countries". It is probably safe to say that this collection of missions reflects a broad description of citizen diplomacy across the international community, and indeed, citizen diplomacy efforts in the US: "credibility, friendship, harmony, international cooperation".

## **Overseas Presence and Geographic Priorities**

Amongst the four different organizations consulted, each has vastly different overseas presences, ranging from offices in 93 countries (Goethe Institut), to 21 countries (Japan Foundation), to 5 with plans to expand quickly (Yunus Emre), and one central office operating with and through others (Adam Mickiewicz Institute). These quite striking differences must influence the way in which these organizations are able to scale their activity.

The Goethe Institut, the largest and most established organization of the four – with 136 offices and 11 regional hubs around the world – identifies its geographical priorities as concentrated on the BRIC states and the Middle East. In this way, you could say that the Goethe Institut's geographic priorities are sensitive to the current geopolitical challenges and priorities of the German state, and indeed, that of the West more broadly. It should also be noted that the Goethe Institut has 13 offices across Germany, serving a domestic agenda.

The Japan Foundation's presence is more established with its 21 offices focused on the major world powers of United States, Europe and Asia. However, the Japan Foundation notes that 'most recently, we have also turned our attention to the Middle East and Newly Industrialized Economies.'

For a new organization like Yunus Emre, the immediate geographic priorities are Turkey's closest relationships (where the language is spoken, or where there are close cultural ties). Thus, its five current overseas offices are in Sarajevo (Bosnia-Herzegovina), Tirana (Albania), Skopje (Macedonia), Cairo (Egypt) and Astana (Kazakhstan). As it expands however, Yunus Emre is concentrating on its next two strategic geographic priorities: 1) where its culture is least known, and 2) the major capitals of the world. Thus, in 2010, Yunus Emre will begin activity in London (UK), Berlin and Cologne (Germany) and Brussels (Belgium). New centers are also planned for 2011 in Moscow (Russia), Algeria (Algeria), Paris (France), Damascus and Aleppo (Syria). In the next two years, Yunus Emre will grow from 5 offices to 14.

As the Adam Mickiewicz Institute has just one office in Poland, its reach abroad is made possible through cooperation with 21 other Polish organizations and the Ministry of Foreign Affairs through the cultural departments of more than 70 embassies abroad. In the 2009/2010 financial year, for example, the Adam Mickiewicz Institute concentrated work in nine countries. The institute sets geographic priorities on an annual basis: In 2011 it will focus on the EU and major non-EU capitals in line with the Polish Presidency of the European Union. In 2012, priorities will be the Ukraine and the UK; in 2013, the US and Russia. Limited staff resource and physical overseas presence seems to dictate the need for a concentrated, and yet flexible, geographic strategy.



## Programmatic Priorities

As part of the questionnaire, the four organizations were asked to indicate which of the following 13 issues to be examined at the 2010 US Summit on Citizen Diplomacy were areas of interest and focus: business, community-based organizations, culture, arts & humanities, development assistance, faith-based organizations, global health, higher education, international voluntary service, K-12 education (primary and secondary school), sports, tourism and travel, and youth service. Answers were concentrated on five of the 13:

### Issues

Culture	4(all)
Arts & Humanities	4 (all)
Higher Education	3 (Adam Mickiewicz, Japan Foundation, Goethe Institut)
K-12 Education (primary & secondary school)	2 (Japan Foundation, Goethe Institut)
Tourism	1 (Adam Mickiewicz)

This concentration of priorities is, of course, due in part to the nature of the organizations involved. All organizations consulted were keenly interested in culture, arts & humanities. Still, as a representative sample of national institutes dedicated to the development of closer relationships and cooperation abroad, the identification of this specific set of common areas for dialogue shows an international preference for communication around culture – ones own, and that of others.

When asked to expand upon these preferences, the organizations outlined some of the thinking behind their programmatic portfolios:

Almost all of the organizations consulted strongly emphasized the role that language plays in their respective portfolios. The Japan Foundation has seen such a significant increase in the demand for Japanese language teaching, that it brings Japanese language teachers from all over the world for further training and professional development, as it does for Japanese studies through academic fellowships. The Yunus Emre Institute also emphasized the demand for Turkish language in the global business community, as a means to access Turkey's growing economy. The Goethe Institut focuses on German language learning as a link to Germany, but also emphasizes the language as a "key qualification for education and employment."

This focus on language by these three institutes demonstrates how language is a key component of ones culture—not only to be able to communicate effectively, but to also be able to understand the values and norms of a society and its culture. Communication through a common language makes creating a shared dialogue easier.

Even though language is a key component of culture, culture itself can be a tool for communication and promoting dialogue. All four organizations also discussed culture as a pillar of their organization's ability to promote dialogue. Yunus Emre Institute's namesake, the Anatolian Sufi poet (c. 1240- c. 1320) symbolizes "human values, humanity, and societal peace" and thus, the institute seeks to contribute to intercultural dialogue, resolving conflict where it may exist. "Fostering peace through cultural initiatives" is also one of the focuses of the Japan Foundation, within its broader remit of promoting contemporary Japanese culture and facilitating "the enrichment of global creativeness through cultural exchanges." The Goethe Institut stresses its role of facilitating the exchange of information on important issues between Germany and the world, as well as promoting an understanding of Europe at a global level and developing common European perspectives, multilingualism and awareness of European citizenship. The Adam Mickiewicz Institute advocates for recognition of the role culture plays in international relations, not merely the export of cultural goods. The organization is also supportive of new public and private funding models for cultural relations and citizen diplomacy projects, and is engaged in thinking around new trends in these disciplines.

## Partnership Experience

In order to be successful, citizen diplomacy and cultural relations rely on overseas partnerships as a matter of principle— whether it be with NGOs, governments, higher education institutions or other local partners of choice. Long-term, strategic partnerships with other international institutions that have the same or similar missions is becoming, more and more, a trend for leading organizations in the field.

Strengthening cooperation with other like-minded organizations through synergies and exchange is a strategic objective of the Goethe Institut. Cooperation agreements exist with both domestic and overseas partners. On the domestic front, the Goethe Institut has close working relationships with a vast array of German institutions dedicated to exchange and relationship building overseas. Its relationships with organizations overseas are also strong. Cooperation agreements exist bilaterally with Instituto Camões – the Portuguese institute, Instituto Cervantes – the Spanish institute, the British Council and EUNIC – European Union National Institutes for Cultures, the European consortium of cultural relations organizations. In fact, the Goethe Institut and the British Council are actually co-located in two cases: Kiev (Ukraine) and Ljubljana (Slovenia).

The Adam Mickiewicz Institute collaborates extensively abroad as well, working in partnership with organizations from 26 countries, though its closest partners have been in Israel, the UK and Russia. Similarly, the Japan Foundation works closely with analogous institutions in other countries – particularly those public institutions that have the same “arm’s length from the state” relationship with government such as the Goethe Institut, the British Council and the Korea Foundation.

As a new organization, Yunus Emre Institute is signing collaboration protocols with analogous institutions around the world in order to identify areas of mutual interest. Collaboration protocols exist with the British Council and the Goethe Institut, and the organization seeks to develop similar arrangements with The Japan Foundation, China’s Confucius Institutes, and Russia’s Pushkin Institute. The end goal of these collaboration protocols is jointly run projects, through its new overseas network.

### **Previous Experience with the USA**

In stark contrast to the joined-up working across Europe and Asia, the cultural relations organizations consulted have had limited partnership working with US organizations.

The Goethe Institut, one of the world’s largest cultural relations organizations and advocates of citizen diplomacy has also not had any experience with US-based citizen diplomacy organizations thus far. In contrast, there are more than 30 “Japan America Society” organizations throughout the US, run by US citizens. These organizations “organize a variety of Japanese cultural events and exchange programs with the citizens of Japan” – such as the famous annual Sakura Festival in Washington, DC. The Japan Foundation “deeply appreciates” the work of the Japan America Societies and sometimes provides support through grants and other collaborations. The Adam Mickiewicz Foundation has established contacts with the Warsaw-based chapter of the Polish-American Freedom Foundation, but that is the extent of its experience. The Japan Foundation, by far, has the most experience of the organizations consulted, with the US. The Yunus Emre Institute has not had any prior experience with the US yet, and its current expansion plan from 5 to 14 offices over the next two years does not include an American component.

The experiences of these organizations with the US seems to be limited in two ways: first, those examples cited are strictly of a bilateral nature; and second, they exist only because of long-term relationships based on previous geopolitical circumstance. The Polish-American Freedom Foundation is an initiative developed to support democracy and economic development in Poland – one rooted in a political alliance built over time, while the Japan America Societies were a cultural response to forging closer business relationships between Japan and the US. Interestingly, these two institutes surveyed that have relationships with US citizen diplomacy organizations have large and established diaspora communities throughout the U.S. which seems to contribute to the successful relationships.

From the responses collected from this representative sample of international cultural relations institutes, what seems to be missing is new efforts to build new bilateral relationships both on the part of, and with the United States. It is also the case that of the multilateral programming cited, the United States is missing from many if not all.

### **Multilateral Working**

With the exception of the Yunus Emre Institute which was only established in 2009, all the organizations consulted have been involved in both multilateral programming and co-created projects with multiple national institutes – moving beyond bilaterally focused work. One example of such programming is collaboration through formalized consortium structures such as the European Union National Institutes of Culture (EUNIC) and partnerships with multilateral political

bodies like the EU and the United Nations. For instance, the Adam Mickiewicz Institute, the British Council, the Goethe Institut and the Swedish Institute have together bid for a tender under the Regional Monitoring and Capacity Building Unit for the EU Eastern Partnership Culture Programme, which, if successful, would be delivered as an informal consortium of equal partners through a formal grant agreement. However, it is not the case that formal structures must exist for multilateral collaboration. In Asia, the Japan Foundation has worked with the Korea Foundation and the All-China Youth Federation on a program called “Future Leaders Forum: Korea-China-Japan” which was designed to “strengthen the bonds of trust among the young generations of these three countries in the region.” This demonstrates the value placed on citizen interaction as a means of forging ties between the future leadership, as well as the broader citizenry, of their nations in order to create a more trusting and peaceful relationships.

While multilateral work is increasingly prevalent, it is not without its challenges. Capacity development; equal partnership – especially in the case of developing and developed countries; conflicting agendas, funding levels and influence are all potential areas of contention identified by the organizations in the questionnaire. Cultural and historical misperceptions were also cited as being potential risks which could negatively affect the experience of partnership. Furthermore, the Adam Mickiewicz Institute points out that “In countries where citizen diplomacy is still young, it can be challenging to demonstrate why it is a fundamental tool in the realm of public diplomacy.”

Despite the obstacles, all four of the organizations consulted indicated that they were in favour of *more* multilateral partnership working. The table below identifies areas of interest for multilateral programming, and the existing opportunities to partner with each of the respective institutes. It is clear that all the organizations consulted currently work multilaterally, are in the process of putting multilateral projects together, and further desire multilateral work in the future. However, two issues stand out. Firstly, current multilateral work is segmented by regional

<b>Organization</b>	<b>Areas of Interest for Multilateral Programming</b>	<b>Existing Opportunities to Partner</b>
Goethe Institut	Themes: “culture & climate, culture & conflict, culture & economy”	a) European co-locations b) Joint programming on Themes c) EU projects d) Multilingualism
Japan Foundation	Fostering a sense of community in Asia	a) Grant programs for organizations interested in collaborating with Japanese organizations
Adam Mickiewicz Institute	International exchange in Asia with China, Japan and Korea	a) Arts and culture projects in Ukraine, Russia, China, Korea and Japan b) Education and postgraduate studies for young/early career professionals in the arts, culture management, tourism, and public sphere
Yunus Emre Institute	In line with its early development strategy, geographies where a) Turkish cultural heritage is deeply rooted, and b) where it is least known and underrepresented: Russia, Greece, Serbia, India, China, Japan, the USA, and African countries	In search of: a) large-scale multi-national partnerships b) small-scale bilateral projects

geography. There are both formal institutions and consortiums which bind European cultural relations together in collaborative working. In Asia, the desire to build a sense of Asian community has driven participation between Japan, India and China. Secondly, the US is strikingly absent from existing multilateral programming, and only minimally involved in direct bilateral programming – although, engagement with the US is desired.

From these four sample surveys, it is clear that there is enormous room for collaboration between these traditional cultural institutions and other citizen and cultural organizations. In introducing a number of international organizations responsible for increasing dialogue between countries and culture, albeit a small group, this report hopes to give citizen diplomacy practitioners and organizations in the US a greater understanding of the global organizational landscape, and new ideas for overseas partners and the areas that these organizations are looking to strengthen.

## VII. CONCLUSION & RECOMMENDATIONS

The purpose of this report was two fold. To first use current examples of British Council's strategic thinking on evaluation and partnerships, in order to provoke discussion on the growth and development of cultural relations and citizen diplomacy. Secondly, this report sought to survey the global landscape of organizations that champion people-to-people engagement, with a view to identifying future areas of cooperation which would increase the impact of efforts both in the US, and around the world, to build relationships between countries and cultures.

Only through a clear understanding of what it is we wish to achieve can we know what success looks like. Trust matters; if we seek to establish it, or to otherwise develop it, the citizen diplomat and the national cultural institution alike needs to invest in the means to measure and evaluate our practices. Evaluation of cultural and citizen diplomacy projects provides proof to funders and other stakeholders that these relationships and partnerships are effective and powerful for building a stronger and more peaceful interconnected world. Unfortunately, there is a lack of best practice evaluation models, and the international cooperation to develop them, as a means of aiding and empowering the global community.

Tools such as the Cultural Relationship Index are an attempt to better understand where cultural relations interventions fit into the broader relationship between countries. Listening, and assessing the willingness and needs of those whom we seek to engage is vital. Engagement has to be the right kind of engagement, and it also has to match expectations in order to be successful.

Organizational partnership in citizen diplomacy and cultural relations is being redefined for the 21st century. There is a push to move beyond transactional institutional relationships, and to co-create – increasingly, multinationally. Institutes with the capacity to deliver mass people-to-people engagement are doing so, in partnership, through culture. Although partnerships are thriving in Europe and Asia, the US is often absent. There is the desire, however, to do more on many fronts. More interface opportunities are needed to build on common interests in order to increase activity to make sure there are increased people-to-people collaborations in all areas of the world, regardless of capacity.

### Recommendations

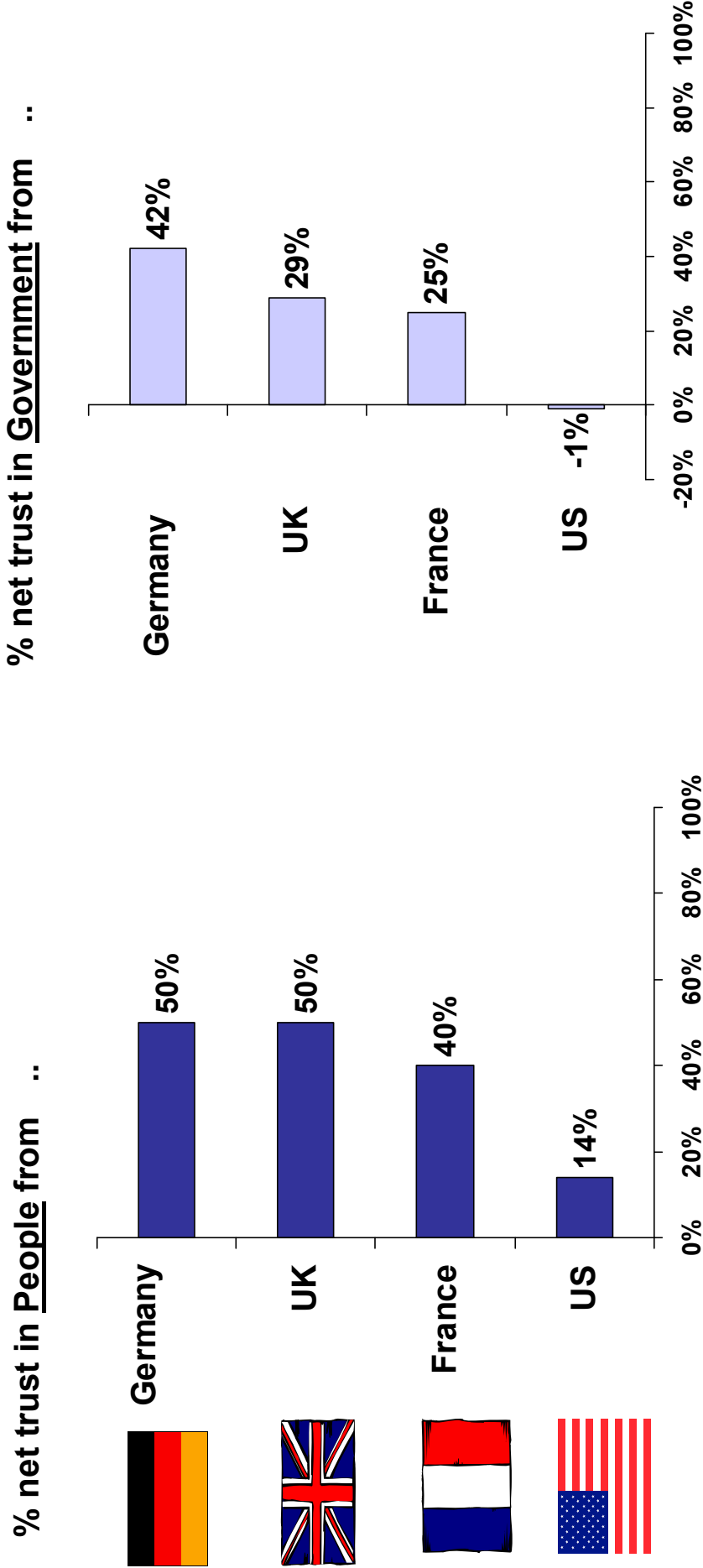
It is in light of these conclusions, that the following recommendations are made:

- A coalition of experienced international institutions should invest in a shared evaluation tool to better understand the effectiveness of cultural relations and citizen diplomacy interventions, and their impact on the broader relationships between their countries. This would involve a willingness to share existing processes and data, choosing a tool to develop, and implementing this tool over a number of years to bring it from pilot stage, through proof of concept, and to full deployment.
- With the recognition that cultural relations and citizen diplomacy is best delivered through partnership, a web-based directory of international actors and organizations should be established to aid in research, match interests, and encourage collaboration.
- To build on the momentum of the US Summit on Citizen Diplomacy, a World Summit delivered in partnership with major international stakeholders in citizen diplomacy and cultural relations should be organized for 2012. The summit would provide more opportunities for international practitioners and stakeholders to share, and learn from one another in order to become more effective, and to connect in order to develop new partnerships and scale global activity in this area of work.

Citizen Diplomacy Organizations Throughout the World:  
Opportunities for Cooperation

**Appendix 1: Figures**

# Baseline average net trust in people and government (China panel)



Net Trust = (Strongly Trust + Trust) – (Strongly Distrust + Distrust)

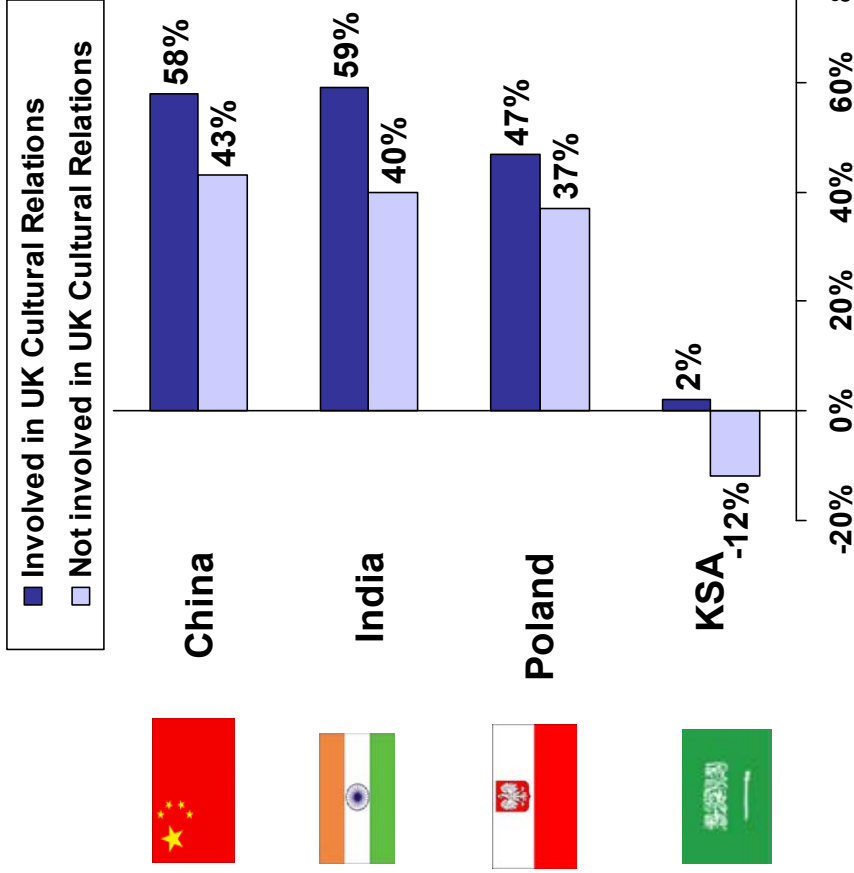


Source: YouGov Online panel survey of respondents aged 16-34 with minimum secondary education (March 2010)  
 Base: KSA (279 CR, 241 non-CR); China (993 CR, 212 non-CR); Poland (982CR, 223 non-CR); India (994 CR, 209 non-CR)  
 Data presented here is weighted to reflect the original population of the online panel

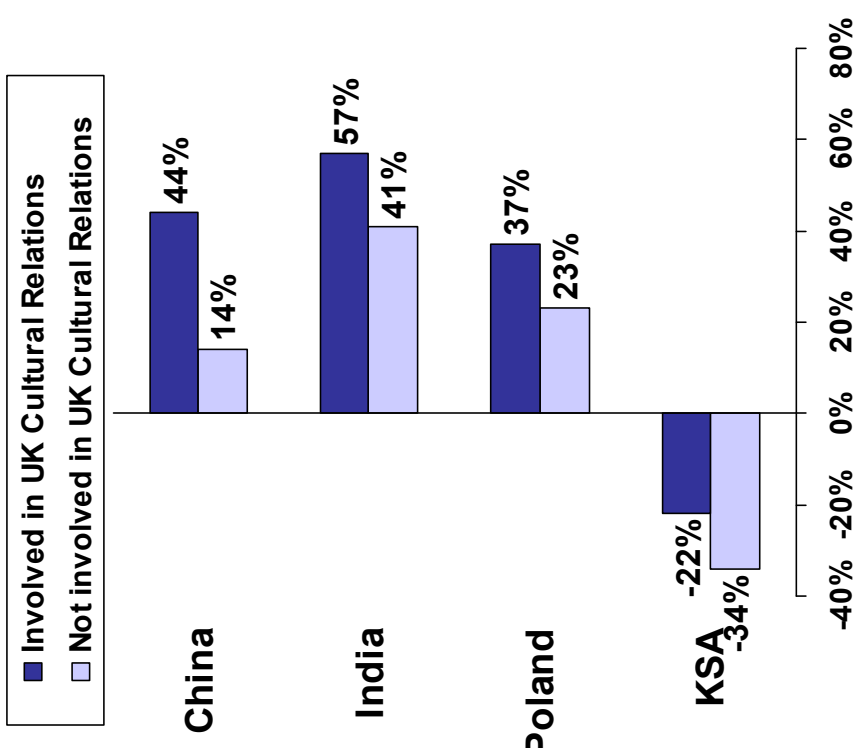
Figure 1

# The strong positive association between trust in people and government from UK by involvement in Cultural Relations with UK

% net trust in people from UK among people from .



% net trust in government from UK among people from .

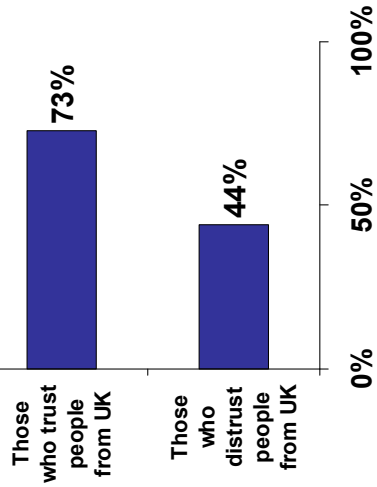




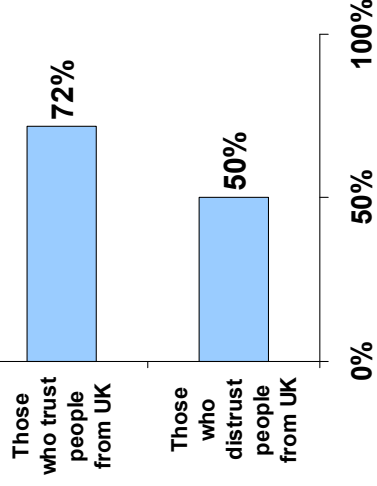


# Increased trust is associated with an increased desire to engage (India panel)

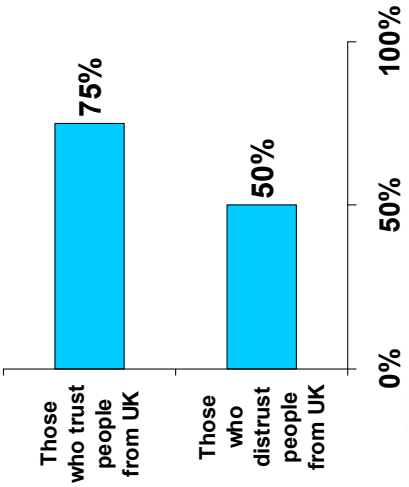
% agreeing, "I am interested in building contacts and talking more with people from UK"



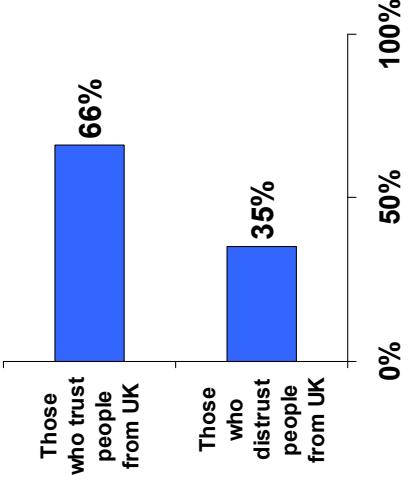
% agreeing, "I am interested in opportunities to work/do business with people and organisations from UK"



% agreeing, "I am interested in study or education opportunities in UK"



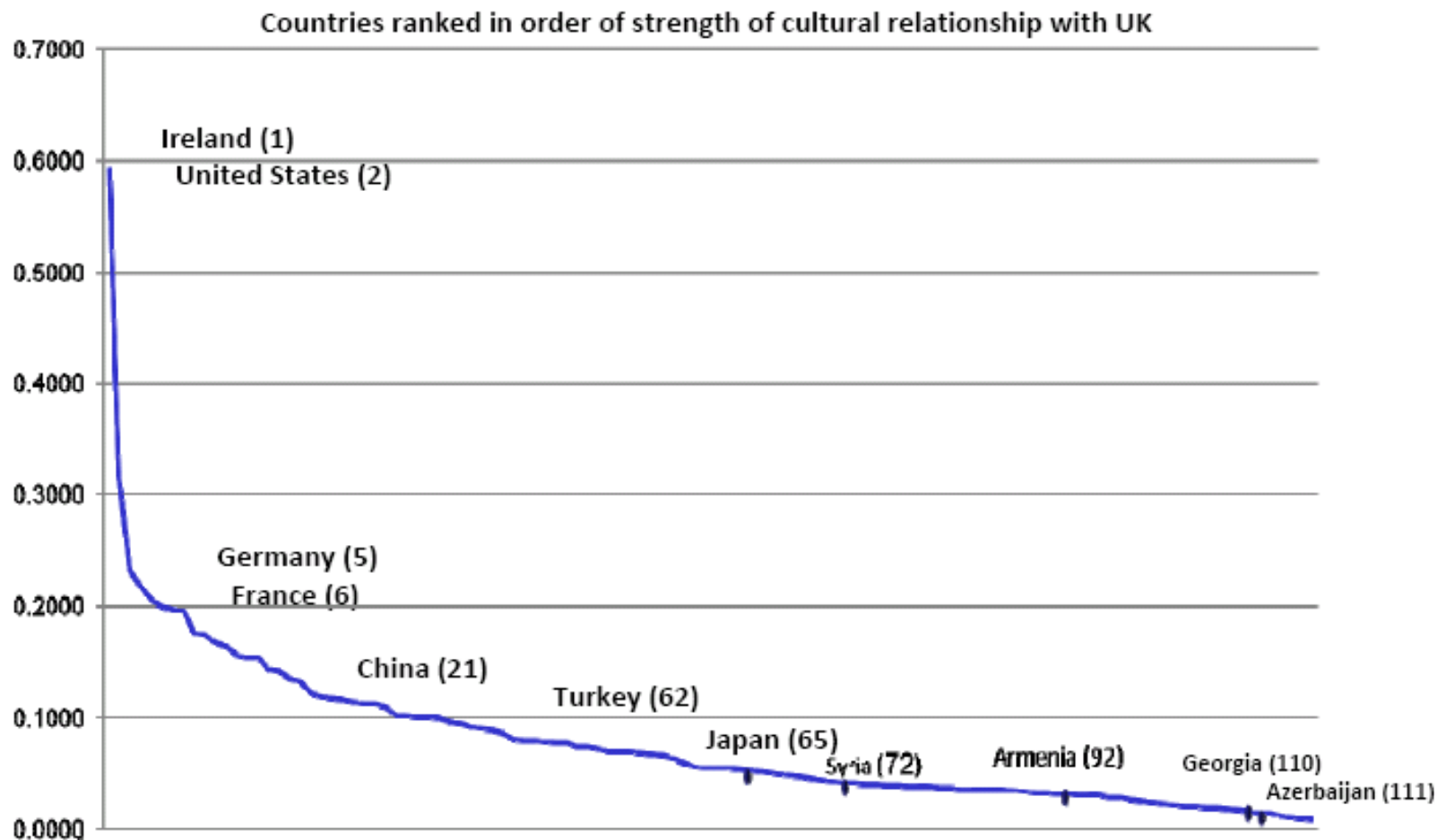
% agreeing, "I am interested in getting to know more about the UK"



Source: YouGov Online panel survey of respondents aged 16-34 with minimum secondary education (March 2010)  
Base: KSA (279 CR, 241 non-CR); China (993 CR, 212 non-CR); Poland (982CR, 223 non-CR); India (994 CR, 209 non-CR)

Figure 3

# Cultural Relationship Index of 114 Countries



*The Cultural Relationship Index used data in the UK (some published data and some data supplied by UK partners specifically for this exercise including BBC, Office of National Statistics, World Bank, Thomson Reuters and DFID) against 10 of the indicators for the UK's relationship with 114 countries. We used this data to give the UK's cultural relationship with another country an overall score between 0 and 1. Scores were also weighted by the size of each country's population.*

**Figure 5: Frequency and Benefit of Cultural Relations Activity by Sector in Japan, Syria & South Caucasus**

	Arts	Science	Educatio n	Busines s	Governm ent	Civil society	Average across sectors
frequency of collaboration UK/Japan	5.50	5.50	4.93	5.11	5.08	4.00	<b>5.02</b>
benefits of this collaboration UK/Japan	8.33	7.93	8.31	7.32	7.54	7.48	<b>7.82</b>
frequency of collaboration UK/Syria	3.45	3.07	4.13	3.17	2.88	4.04	<b>3.46</b>
benefits of this collaboration UK/South Caucasus	6.5	7.0	6.24	6.24	6.47	7.43	<b>6.65</b>
frequency of collaboration UK/ South Caucasus	5	5	6	6	5	6	<b>6</b>
benefits of this collaboration UK/ South Caucasus	7	7	8	7	7	7	<b>7</b>

**Figure 6: “Willingness” and “Capbility” Amongst Three Different Audience Types in Japan, Syria & South Caucasus:**

	Leader/ stakeholder	Influencer/ partner	Aspirant/ customer
Interest in future collaboration ('willingness') UK/Japan	5.79	5.79	6.07
Readiness to invest time and resources ('capability') UK/Japan	5.04	4.97	5.11
Interest in future collaboration ('willingness') UK/Syria	7.64	6.62	7.15
Readiness to invest time and resources ('capability') UK/Syria	6.58	5.72	6.85
Interest in future collaboration ('willingness') UK/South Caucasus	7.5	8	6.5
Readiness to invest time and resources ('capability') UK/South Caucasus	7	7.3	6.2

**Figure 7: How far does cultural relations activity represent an effective approach ( 0 as low and 10 as high):**

Country	Average score
Armenia	9
Azerbaijan	9
Georgia	10
Syria	8.73
Japan	9.33

**Figure 8: How far does cultural relations represent an effective approach in the face of the shared global challenges of security, prosperity and environmental sustainability?**

<b>Country</b>	<b>Security through increased mutual understanding</b>	<b>Prosperity through the sharing of benefits from global economic growth</b>	<b>Increasing sustainability, particularly through tackling climate change</b>
Armenia	9	8	9
Azerbaijan	8	8	8
Georgia	9	9	8
Syria	8.92	8.22	7.00
Japan	9.32	7.55	7.29

Citizen Diplomacy Organizations Throughout the World:  
Opportunities for Cooperation

**Appendix 2 : What does increased trust actually mean?**

At face value the data supports the case study evidence and invites the generalized conclusion that cultural relations can be an effective tool for contributing to an increase in trust between people internationally. But there are two obvious challenges to this interpretation. The first concerns the notion of trust itself.

Trust is an amorphous and multi-faceted concept which is difficult to define. It has been variously explored by academics through the lens of sociology, psychology and economics. Often the conclusion has been that it is easier to identify some of the attributes and contributors to trust than to define the concept itself. In fact, much of the most insightful work into the nature and contributors to trust comes from the commercial world where it is the everyday currency of marketing specialists and brand builders. Perhaps surprisingly much of this learning from the commercial world around developing trust in brands is readily applicable to understanding the practice and impact of trust-building through cultural relations:

- trust can involve friendship but more often involves notions of **respect, recognized commitment and consistency of relationship through good times and bad**. A leading supermarket such as Tesco, Walmart or Carrefour would see their brand franchise with the consumer in almost exactly the same terms;
- In consequence, whatever trust is **it usually takes time to develop**. In the commercial world as in the world of international relations, this most basic insight is often the most difficult one for policy-makers to accept when they are driven by policy and financial timescales often measured in months rather than years;
- Trust follows as a consequence of **consistent delivery of high quality product**. This is why brand guardians at Kellogg's or Heinz are obsessive about quality and delivery and why the project managers for student exchanges, cultural showcases or schools collaborations must be equally so. Indeed, the development of trust through cultural relations is an example of a more general thesis explored by John Kay in his recent book, *Obliquity*, which argues that many goals are best pursued – or sometimes only possible to pursue - indirectly. Commonsense suggests that an invitation to participate in cultural relations activities '*because we want you to trust us*' is unlikely to be successful. The activity must have a purpose which is valuable for the participant in its own right and must be delivered in a quality way; and
- **Trust building is asymmetric**. You can only build trust over time by delivering on the (brand) promise time and time again; you can destroy trust by failing to deliver just once. One botched attempt at cross-cultural collaboration will undermine trust just as much as one instance of putrid soup or mouldy cornflakes will undermine a lifetime of investment in the brand and customer relationship.

Many would argue, quite rightly, that trust is also in part a relative idea determined by culture and language. Certainly we recognise that the trust measurement tool used in this quantitative research is a fairly blunt instrument and therefore in order to generate greater insight into what respondents actually mean when they say they do or don't trust, we asked a series of related attitudinal questions. By correlating responses to these questions with responses to the basic questions about trust, we get some insight into respondents' underlying conception of trust as measured in the survey.

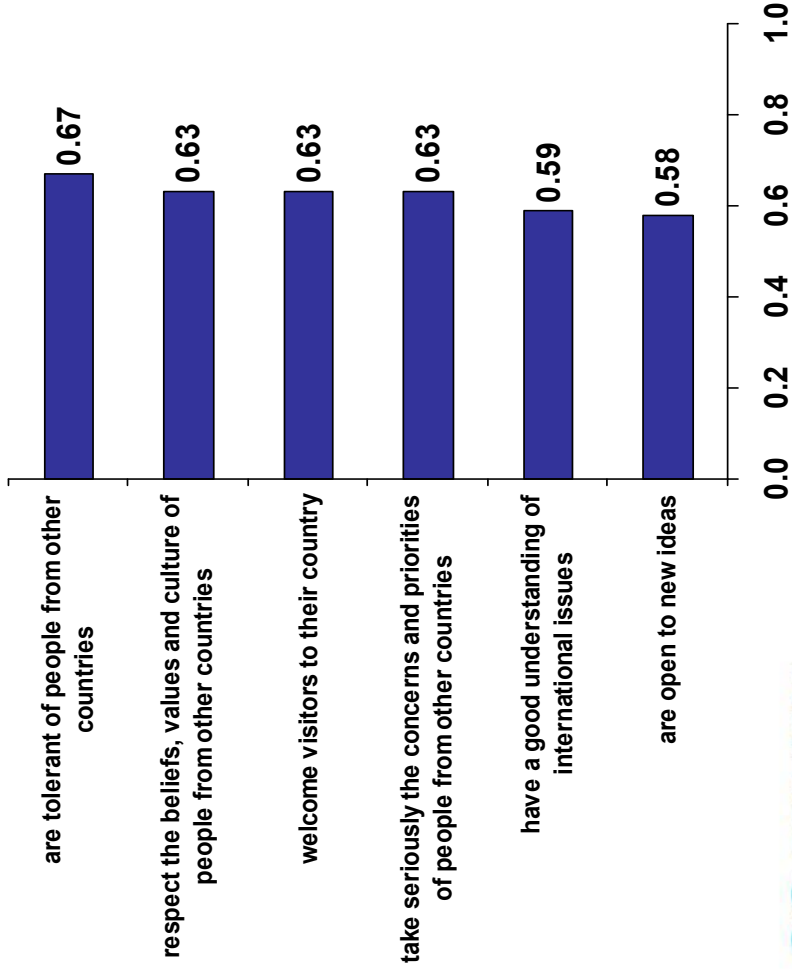


# Attitudinal correlates of trust in UK (KSA Panel)



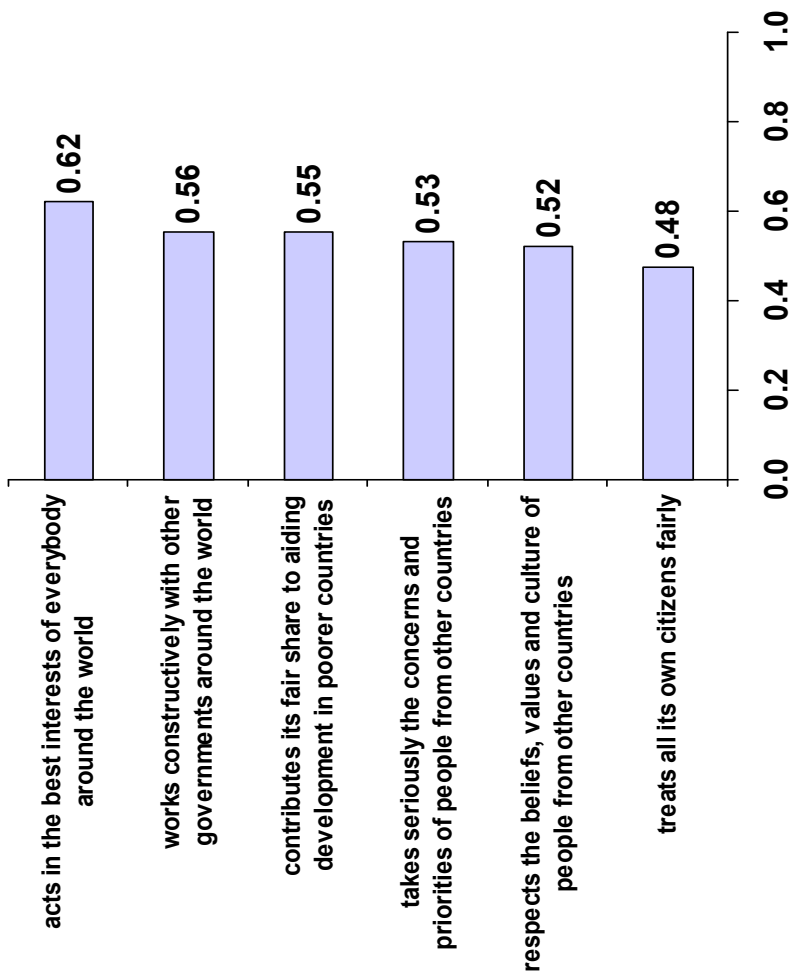
**Attitudinal correlations with level of trust in people from UK (KSA Panel)**

**People from UK.....**



**Attitudinal correlations with level of trust in government from UK (KSA Panel)**

**Government from UK.....**



Source: YouGov Online panel survey of respondents aged 16-34 with minimum secondary education (March 2010)  
 Base: KSA (279 CR, 241 non-CR); China (993 CR, 212 non-CR); Poland (982CR, 223 non-CR); India (994 CR, 209 non-CR)  
 Data presented here is **weighted** to reflect the original population of the online panel

This chart again shows data relating to the UK and this time draws on responses among the panel in Saudi Arabia (KSA). The chart plots correlation coefficients between self reported levels of trust in people from the UK and government from the UK and levels of agreement with various attitudinal statements about people and government from the UK. A coefficient of 1 would indicate a perfect correlation – and would suggest that the idea of trust and the associated attitude are effectively the same – while a coefficient of zero would suggest no relationship whatsoever between the idea of trust and the associated attitude.

In this example, the correlation coefficient for all the attitude statements chosen is more than 0.4. This indicates that the trust measure in the survey reflects all these attitudes to a considerable extent and gives ground for optimism that in answering the relatively blunt questions about trust, respondents are indeed reflecting the type of underlying opinions which we would expect.

Looking at the results in more detail, among respondents from KSA, perceptions of trust in people from the UK are most closely correlated with perceptions that people from UK are tolerant and respectful of different cultures. Perceptions of tolerance and fairness on the part of the UK government are also correlated with levels of trust in the government but the strongest correlation is with the perception that the UK government acts in the best interests of everybody around the world.

The exact pattern of results does vary by country but on the whole, in each country researched levels of personal trust are strongly correlated with perceptions of tolerance and respect while levels of government trust are strongly correlated with perceptions that governments are acting in a global interest. In summary, the simple measure of trust which we have employed does seem to be useful across a number of different cultures and languages and to be measuring and reflecting underlying attitudes which accord with a commonsense interpretation of the meaning of trust.

But the results also give powerful information about the nature and content of what constitutes effective cultural relations. Looked at another way, the data show that if an individual from Saudi Arabia says that he/she trusts people from the UK, to a large extent what they are saying is that they believe that people from UK are tolerant and respectful of people from other cultures – presumably tolerant and respectful of people like themselves. By extension, the task that cultural relations sets itself of building trust is more or less the task of demonstrating that people from the UK are tolerant and respectful.

This finding in itself gives strong support to our belief that equality of opportunity, fairness, tolerance and respect for diversity are among the fundamental values which have to characterise and be continuously demonstrated through all forms of cultural relations activity. Further, the only way to demonstrate tolerance and respect is to be genuinely open to two-way dialogue, exchange and difference of opinion and to represent a society which genuinely represents those values. True cultural relations can only hold a mirror to the societies in which it operates, not present an alternative reality. But does involvement in cultural relations actually drive an increase in trust?

The second challenge to the conclusion that cultural relations can build trust concerns causality. The fact that there is an association between levels of trust and participation

in cultural relations activities does not mean that one causes – or even contributes in a directed way - to the other. The association may reflect other underlying drivers or, of course, reflect a causality which runs in reverse – i.e. that people with a relatively high level of trust for UK, US, Germany, France are more likely to be the ones willing (or able) to participate in cultural relations activities with that country.

In reality, there are many and varied reasons why and how people get involved in cultural relations projects, just as there are many and varied drivers of trust. A large proportion of these drivers are not readily amenable to the type of survey analysis we have carried out. However, experience on the ground and analysis of the survey data across all countries identifies three underlying factors which emerge consistently as being significantly associated with an increase in trust:

- ability to speak the relevant language (English, German, French);
- having family or friends in the country;
- personally visiting the country.

Of course, an individual does not have to participate in formal cultural relations programs in order to benefit from any of these but they are three factors which underlie almost all cultural relations activities in one form or another. The evidence therefore supports the commonsense view that both directions of causality are partly valid and that the argument is to some extent chicken and egg.

People with an existing family, language or cultural tie to the UK, say, are probably more inclined to get involved in cultural relations with the UK. At the same time, we can point to countless case studies and testimony from people from around the world – teachers in Ethiopia, faith leaders in Indonesia, students in Brazil, for example – whose enthusiastic involvement in cultural relations programs has no obvious link to an existing connection or interest in the country but who, through that involvement, have gained language skills, developed friendships and in some cases had the opportunity to visit the UK. What is certainly true is that a significant proportion of people who participate in one cultural relations activity go on to participate in several and that the average level of trust rises with the number of activities undertaken. Whatever the first stimulus to involvement, there seems to be evidence of the development of a virtuous circle of increased involvement in cultural relations, leading to increased trust, which leads to increased involvement.

Two other findings from the survey data are particularly relevant:

- Even allowing for the factors noted above, involvement in cultural relations activities itself appears to make an independent and additional contribution to self-assessed levels of trust. So, even if you already speak good English, for example – which in itself would be a predictor of relatively heightened trust in UK or US - involvement in cultural relations programs is associated with a further increase in average trust;
- Visiting a country is particularly strongly associated with an increase in trust – and there is a correlation with the number of visits. Here the survey data

supports widespread feedback from the numerous interviews we have undertaken with cultural relations participants around the world that the opportunity to visit a country, spend some time among its people and share its culture first hand remains the most powerful mechanism for developing and cementing trust; and of course the development of trust works both ways.

## References

Kay, John (2010) *Obliquity – How our goals are best pursued indirectly*: Profile

Putnam, Robert D. (2000) *Bowling Alone: The Collapse and Revival of American Community*: Simon & Schuster

Halpern, D. (2009). *The Hidden Wealth of Nations*. Cambridge: Polity.

Citizen Diplomacy Organizations Throughout the World:  
Opportunities for Cooperation

**Appendix 3 : Multi-Country Organizational Questionnaires**

## **Goethe Institut:**

### **Multi-Country Organizational Questionnaire**

*Please note, the information compiled within this questionnaire will be used to compile a report for the November 2010 US Summit on Citizen Diplomacy, and its roundtable on "Citizen Diplomacy Organizations Thought-out the World: Opportunities for Cooperation."*

What is your organizational mission and how do you seek to engage with the world?

The Goethe-Institut, as the cultural institute of the Federal Republic of Germany, brings the multifaceted image of Germany to the world. It provides access to German language, culture and society and promotes international cultural cooperation.

We, the staff around the world, represent an open Germany. We build bridges that cross cultural and political borders. The fact that people speak openly with one another and work together in a visionary way enables something brand new and exceptional to be generated from our work. We develop the skills to question our self image as well as the perception of others and deal with cultural diversity constructively.

We open doors between the arts, education, science and development and we trust in the power of art and its ability to ask questions and unsettle. We search for answers to the future questions of a globalised world.

How many countries do you have a presence in, and how many offices worldwide?

The Goethe-Institut has 136 institutes (plus 13 institutes in Germany, which offer language courses without been sponsored by government grants) and 11 liaison offices in 93 countries all over the world. Each institute is assigned to a Regional Institute and offers language, cultural and information services focussed on the respective locations.

In addition to its own facilities, the Goethe-Institut takes advantage of close and long-term alliances with suitable partners overseas.

- 138 Cultural societies / Goethe Centres
- 77 Reading Rooms/ Dialogue Points/ Information and L-Centres
- 55 Language Learning Centres
- 181 Examination Centres

What are your geographical priorities?

The geographical priorities of the Goethe-Institut are the BRIC-States (Brazil, Russia, India, China) and the Middle East Region.

Of the following issues to be examined at the 2010 US Summit on Citizen Diplomacy, which are priority areas for your organization's work? (tick as many as apply)

- Business
- Community-based Organizations
- Culture
- Arts & the Humanities
- Development Assistance
- Faith-based Organizations
- Global Health
- Higher Education
- International Voluntary Service
- K-12 Education (primary – secondary school education)
- Sports
- Tourism & Travel
- Youth Service

Please add comments regarding your organization's priorities issues.

The prioritisation of the ticked areas is deduced from the following main tasks of the Goethe-Institut:

- We promote and convey the German language as a key qualification for education, employment and understanding. It is many people's link to Germany. We strengthen the position of the German language within the diversity of foreign languages and set quality standards for teaching German as a foreign language worldwide.
- We provide access to knowledge and information about Germany and present our country's cultural phenomena, positions and experience throughout the world. Conversely, we take advantage of the opportunities offered by intercultural dialogue to bring important developments from other regions of the world to Germany.
- We promote an understanding of Europe at a global level and develop common European perspectives. Within Europe, multilingualism and an awareness of European citizenship are essential for closer unity

Has your organization been involved in partnerships with other national cultural relations and citizen diplomacy organizations; if so, which countries? What were these experiences like? What was the most successful collaboration? Please use project examples if applicable.

Yes, the Goethe-Institut closely works together with numerous institutions in Germany and abroad and has entered into cooperation-agreements with the following intermediary partner-organisations:

- Anna-Lindh-Stiftung (Egypt)
- British Council (Great Britain, due for renewal)
- Deutsche Welle (Germany)
- Deutscher Akademischer Austauschdienst (Germany)
- Deutsche Kultur International (Germany)
- EUNIC - European Union National Institutes for Cultures



Institut für Auslandsbeziehungen (Germany)  
Instituto Camões (Portugal, due for renewal)  
Instituto Cervantes (Spain, due for renewal)

To strengthen the cooperation with other cultural organisations is a strategic objective of the Goethe-Institut. Using synergies and exchange experiences are just some of the values to extend the networking activities of the Goethe-Institut.

As best practice example could be mentioned the "co-locations" with the British Council in Kiev (Ukraine) or Ljubljana (Slovenia).

Specifically, has your organization had experience working with US-based citizen diplomacy organizations?

There is no experience working with US-based citizen diplomacy organizations so far.

Has your organization been involved in multilateral programming (i.e. involving multiple partner countries)?

Yes, there are joint multilateral programmes with EUNIC (European Union National Institutes for Cultures), the EU and the UNO.

Are you interested in working more multilaterally, and if so, in what sort of capacity – in which geographical areas, and/or on what issues?

Of course we do.

The main issues for more multilateral programming are "culture & climate", "culture & conflict", "culture & economy" and "culture & public space". Our geographical focus are the Official Development Assistance countries (ODA).

What would you say is the greatest challenge in working on multi-nation citizen diplomacy collaborations?

The greatest challenge in working on multi-nation citizen diplomacy collaborations is the capacity development.

What current opportunities exist to partner with your organization – both on small and large-scales?

- european "co-locations" (see above)
- joint programming (key issues see above)
- EU-Projects
- Multilingualism

## **Japan Foundation:**

### **Multi-Country Organizational Questionnaire**

*Please note, the information compiled within this questionnaire will be used to compile a report for the November 2010 US Summit on Citizen Diplomacy, and its roundtable on "Citizen Diplomacy Organizations Throughout the World: Opportunities for Cooperation."*

What is your organizational mission and how do you seek to engage with the world?

The Japan Foundation (JF) mission is to contribute to the improvement of the international environment as well as to the maintenance and development of harmonious foreign relationships with Japan through the implementation of activities centered on international cultural exchange. To this end, JF seeks to deepen other nations' understanding of Japan, promote mutual understanding among nations, and contribute to culture and other fields around the world.

How many countries do you have a presence in, and how many offices worldwide?

JF has 23 offices in 21 countries: Australia, Brazil, Canada, China, Egypt, France, Germany, Hungary, India, Indonesia, Italy, Malaysia, Mexico, the Philippines, the Republic of Korea, Russia, Spain, Thailand, the United Kingdom, the United States, and Viet Nam.

What are your geographical priorities?

JF has placed geographical priorities on the United States, Asia, and Europe. More recently, we have also turned our attention to the Middle East and the Newly Industrialized Economies.

Of the following issues to be examined at the 2010 US Summit on Citizen Diplomacy, which are priority areas for your organization's work? (tick as many as apply)

- Business
- Community-based Organizations
- Culture
- Arts & the Humanities
- Development Assistance
- Faith-based Organizations
- Global Health
- Higher Education
- International Voluntary Service
- K-12 Education (primary – secondary school education)
- Sports
- Tourism & Travel
- Youth Service

Please add comments regarding your organization's priorities issues.

[Japanese Language Education]

According to the latest 2009 survey, the number of students learning Japanese language worldwide is around 3.7 million. This figure has increased about 28-fold compared to the roughly 130,000 students studying Japanese in 1979, the first year a survey of this kind was conducted. Moreover, this number has increased by more than 20%, from 3 million students in 2006. Therefore, it has become an urgent task to train qualified Japanese language teachers worldwide to cope with the growing needs of these students. In response to this need, JF invites Japanese language teachers from foreign countries to Japan to provide additional training opportunities as well as provides information and materials for language education through the internet.

JF also conducts the Japanese Language Proficiency Test (JLPT) worldwide. In 2009, the number of students taking the exam was approximately 770,000, compared with only 7,000 students who took the exam when the test was first conducted in 1984.

It is worthwhile to note that in the past many of those test-takers were motivated by the growing Japanese economy; these days, however, their interests are rather cultural-oriented, i.e. manga, anime, etc.

#### [Japanese Studies]

With regard to the longer-term perspective, in order to deepen the understanding of Japan in foreign countries, it is essential to cultivate Japan specialists in these countries. JF, since its inception, has provided fellowships and grants and helped a great number of scholars and researchers in the field of Japanese Studies further pursue their researches.

#### [Contemporary Japanese Culture]

We have observed a worldwide growth of interest in Japanese contemporary culture/Japanese youth culture, such as manga, anime, and J-pop. To respond such interest, for example, the Japan Foundation China Center (established in 2006) created a website "Heart to Heart" which enables Japanese and Chinese youths to exchange and learn from one another about their contemporary cultures without worrying about the language barrier. Many of these individuals have also become interested in the more traditional Japanese culture as a backdrop to these contemporary phenomena. Of course, it is our mission to respond to the growing demands of our friends around the globe who appreciate Japanese contemporary and traditional cultures, however, we also believe that one of our important missions is to contribute to the enrichment of global creativeness through cultural exchanges.

#### [Fostering Peace through Cultural Initiatives]

Culture is one of the necessary elements to foster peace among peoples. JF believes that cultural exchange programs can efficiently contribute to fostering peace around the globe. Such cultural initiatives include, but are not limited to, cooperation to preserve cultural heritage in developing countries and cultural initiatives for individuals and communities in crisis as a result of conflict, man-made and natural disasters, etc.

#### [Contemporary Interests of Civil Society and its Cultural Aspects]

There are a number of contemporary issues shared by global civil societies such as the environmental degradation and challenges to sustain social welfare within aging societies. JF is developing methodologies to approach these contemporary issues by focusing on the cultural aspects of these phenomena.

Has your organization been involved in partnerships with other national cultural relations and citizen diplomacy organizations; if so, which countries? What were these experiences like? What was the most successful collaboration? Please use project examples if applicable.

Yes, the Japan Foundation has been collaborating closely with so-called "arm's-length-from-the-state" public organizations such as the Goethe-Institut, the British Council, and the Korea Foundation which maintain similar distance from the state as JF does. Also, JF has partnered with many organizations, namely private foundations (many based in the United States), institutes of higher education, NGOs, and a variety of arts and cultural organizations in many countries. JF has also collaborated with international organizations such as UNESCO.

For example, in 2005, along with UNESCO, JF invited a group of pottery craftsmen from Afghanistan to spend two weeks in Japan to interact with their Japanese counterparts to learn about Japanese pottery techniques and culture. We hoped to contribute to the revitalization of Afghanistan's rich pottery culture and to an industry which can be a basis for the rebuilding efforts of Afghanistan's economy. In another example, in 2004, JF invited a contemporary theatrical group from Iraq to Japan and organized a number of public performances. During both of these programs, which fall under the category of "Fostering Peace through Cultural Initiatives", we arranged for participants to visit Hiroshima and interact with common Japanese citizens who appreciate this culture of peace.

Specifically, has your organization had experience working with US-based citizen diplomacy organizations?

Yes. In the United States, there are more than 30 organizations throughout the United States referred to as a "Japan America Society" run by U.S. citizens. These U.S.-based societies organize a variety of Japanese cultural events and exchange programs with the citizens of Japan. One great example is the famous annual Sakura Festival in Washington, D.C. organized by the Japan-America Society of Washington, D.C. JF deeply appreciates the initiatives taken by the various Japan America Societies in the U.S. and

sometimes provide supports through grants and exchanges of ideas for fruitful collaborations.

Has your organization been involved in multilateral programming (i.e. involving multiple partner countries)?

Yes. For example, JF has collaborated with the Korea Foundation and the All-China Youth Federation on the program called the "Future Leaders Forum: Korea-China-Japan." This program is designed to strengthen the bonds of trust among the young generations of these three countries in the region. Participants from these countries were selected from variety of fields such as politics, civil service, business, academia, and the media, and spent about 10 days together which included travel to each of these countries.

Are you interested in working more multilaterally, and if so, in what sort of capacity – in which geographical areas, and/or on what issues?

Yes.

1) JF aspires to contribute in increasingly multilateral programming to foster a sense of community in Asia.

2) The Center for Global Partnership, established in 1991 within the JF promotes efforts for a Japan-U.S. global partnership to cope with the global issues of our time and provides grants to wide variety of collaborative projects conducted by Japanese and U.S. organizations. In recent years, JF has placed emphasis on involving relevant players from outside of Japan and the U.S., especially players from Asia, to enhance multilateral partnership opportunities.

What would you say is the greatest challenge in working on multi-nation citizen diplomacy collaborations?

In organizing multi-national projects, JF believes it is of utmost importance to ensure that the partnership among parties involved be one of equals. Especially when promoting collaboration between developing countries and developed

countries, it is fundamentally important to respect one another as equal partners as opposed to a relationship between one who provides support and one who simply receives support.

What current opportunities exist to partner with your organization – both on small and large-scales?

JF has a variety of grant programs to encourage organizations based in other countries to collaborate with Japanese organizations. JF also welcomes suggestions from other interested parties to conduct collaborative projects.

## **Adam Mickiewicz Institute:**

### **Multi-Country Organizational Questionnaire**

*Please note, the information compiled within this questionnaire will be used to compile a report for the November 2010 US Summit on Citizen Diplomacy, and its roundtable on "Citizen Diplomacy Organizations Throughout the World: Opportunities for Cooperation."*

What is your organizational mission and how do you seek to engage with the world?

Our mission is to enhance the credibility of Poland as a unique link in the international exchange of ideas, values and the finest cultural commodities. We aim to communicate a vision of Poland as Europe's Creative Hub with a wide system of communication and exchange serving transcultural understanding.

We consider cultural exchange as a smart power in the mutual dialogue between countries, which builds on a positive relationship and respect between them. building. Our programs and projects seek to reduce the knowledge gap between various cultures and customs. In pursuing these goals, we aspire to facilitate an exchange amongst local, national, and international artists, researchers, community leaders, and the general public. We are ready to provide residency, travel, and necessary resources for the above mentioned cultural exchanges. We want to be directly engaged in the promotion of the arts, along with providing the means and facilities for their development.

In the Central and Eastern Europe region we aim to develop innovative and pioneering initiatives aiming towards a common interest in cultural and citizen diplomacy by building positive engagement of business, NGOs and academics.

How many countries do you have a presence in, and how many offices worldwide?

We have only one office - the centre in Poland, however we cooperate close with 21 Polish Institutes responsible for building cultural relations in line with the foreign policy of the Ministry of Foreign Affairs. Also we maintain close cooperation with 70+ Polish Embassies (Cultural Attaches) around the world. In current season 2009/2010, we worked in 9 countries including Israel, Great Britain, China, Lithuania, Ukraine, Russia, Ukraine, German, Spain and Austria.

What are your geographical priorities?

In 2011, our priorities are the cultural program of the Polish Presidency in the European Union, an enhanced presence in selected EU member states (Brussels, Paris, London, Berlin, Madrid) and non-EU capitals (Moscow, Kiev, Mińsk, Beijing, Tokio).



In 2012 - Ukraine: Euro 2012-related enhanced cultural exchange with Ukraine.

In 2012 - Cultural Olympiad, London, Edinburgh

In 2012 - Korea, Expo-related showcase of the creative potential of Polish culture.

In 2013 - USA, East Coast, the presentation of the creative potential of Polish culture on five Ivy League Campuses

In 2014 - Russia - Moscow, St. Petersburg, Siberia. Presentation of contemporary Polish culture in Russia's main cities, co-ordinated by local curators

Of the following issues to be examined at the 2010 US Summit on Citizen Diplomacy, which are priority areas for your organization's work? (tick as many as apply)

- Business
- Community-based Organizations
- Culture
- Arts & the Humanities
- Development Assistance
- Faith-based Organizations
- Global Health
- Higher Education
- International Voluntary Service
- K-12 Education (primary – secondary school education)
- Sports
- Tourism & Travel
- Youth Service

Please add comments regarding your organization's priorities issues.

We look to advocate the place of culture in international relations. Taking account of contemporary thinking on cultural diplomacy and citizen diplomacy and existing examples, the intention is to look forward to possible future developments and trends and who is likely to be shaping them.

In order to achieve success, we need to convey the message to decision-makers that international cultural exchange and cultural diplomacy is significantly more than simply the basic export of cultural goods.

We also strive to introduce new financing programs for citizen and cultural diplomacy by increasing the role of the public and private sector funding as a modern means of supporting Poland's foreign Policy.

Has your organization been involved in partnerships with other national cultural relations and citizen diplomacy organizations; if so, which countries?

What were these experiences like? What was the most successful collaboration? Please use project examples if applicable.

Our organization has been involved in partnerships with cultural organizations and institutions from 26 countries. We have enjoyed the closest co-operation with organizations from Israel, Great Britain and Russia. We have just closed a highly successful large-scale project called POLSKA! YEAR, a 16 month presentation of contemporary Poland (over 200 projects) that involved 200 partners, including the British Council, Southbank Centre, Barbican Centre, Tate Britain.

Specifically, has your organization had experience working with US-based citizen diplomacy organizations?

We do have established contacts with the Warsaw-based chapter of the Polish-American Freedom Foundation

Has your organization been involved in multilateral programming (i.e. involving multiple partner countries)?

The Adam Mickiewicz Institute is in the process of developing a project for the International Youth Orchestra during the Polish Presidency in the European Union. The project involves young (under 25) musicians from Belarus, Ukraine and Poland brought together to create an international symphony orchestra under the political auspices of the EU concept of Eastern Partnership.

- The international experience with building such ensembles proves that they have enormous social and political potential with the ability to stimulate the development of civic education and offer a unique artistic opportunity for professional encouragement, networking, and a great experience for young musicians, especially those in Eastern Europe.

- The project will be implemented as an extended European concert tour, ensuring consistent communication and exposure for the project during the Polish Presidency and beyond

- SCOPE: Poland, Belarus, Ukraine + other Eastern Partnership countries, EU member states

The Adam Mickiewicz Institute proudly joined the British Council, Goethe Institut and the Swedish Institute in a consortium, which prepared a bid in the below tender: **Contract title: Regional Monitoring and Capacity Building Unit (RCMB) for the Eastern Partnership Culture Programme**. The results are expected in October 2010. In case of success, the Adam Mickiewicz Institute will work as a consortium partner on the realisation of this complex European project.

Are you interested in working more multilaterally, and if so, in what sort of capacity – in which geographical areas, and/or on what issues?

Yes, very much so. Adam Mickiewicz Institute could be a reliable partner in the international exchange of cultural products, particularly in Asia (China, Japan, and Korea). The importance of intercultural communication with Asia has increased during recent decades. We wish culture to serve as a vehicle for trans-cultural understanding and provide opportunity to learn traditional values of the countries, customs and its social setting.

What would you say is the greatest challenge in working on multi-nation citizen diplomacy collaborations?

Fundamental differences in the agendas of partners involved, cultural and economical discrepancies, disproportionate levels of funding all influence the nation focus of particular countries. It may also have an effect on international attention on the impact of citizen involvement in international activities. In countries where citizen diplomacy is still young, it can be challenging to demonstrate why it is a fundamental tool in the realm of public diplomacy.

What current opportunities exist to partner with your organization – both on small and large-scales?

The greatest potential lies with a number of projects in Ukraine, Russia, China, Korea and Japan across all fields of arts and culture. We will also enhance education projects and postgraduate interdisciplinary studies for young emerging cultural professionals and prospective cultural diplomats in the area of arts, culture management, tourism, public space, democracy.

## **Yunus Emre Institute:**

### **Multi-Country Organizational Questionnaire**

*Please note, the information compiled within this questionnaire will be used to compile a report for the November 2010 US Summit on Citizen Diplomacy, and its roundtable on "Citizen Diplomacy Organizations Thought-out the World: Opportunities for Cooperation."*

What is your organizational mission and how do you seek to engage with the world?

Yunus Emre Institute has been established with the aim of promoting Turkey, its cultural heritage, the Turkish language, culture and art, improving the friendship of Turkey with other countries, establishing and operating cultural centres abroad to augment cultural exchange.

The primary duty of the Institute is to run educational activities abroad concerning Turkey, its cultural heritage, the Turkish language, culture and art. One of the most significant goals of the Institute is to bring the Turkish language education to a qualified level that has been carried out in various regions of the world.

The Institute collaborates with universities, non-governmental organisations, and also with other relevant people or institutions to run common projects.

The improvement of the collaboration with cultural organisations, foundations, institutes, universities and cultural centres abroad is specified in the Yunus Emre Foundation Law. In this respect, Yunus Emre Turkish Cultural Centres abroad will be encouraged to run joint projects with our counterparts in other countries.

How many countries do you have a presence in, and how many offices worldwide?

Yunus Emre Institute, established in 2009, has opened centres in Sarajevo (Bosnia-Herzegovina), Tirana (Albania), Skopje (Macedonia), Cairo (Egypt), and Astana (Kazakhstan). The endeavours to open branches affiliated to these centres are ongoing.

Until the end of the year 2010, our centres in London (UK), Berlin and Cologne (Germany) and Brussels (Belgium) shall start their activities.

Opening new centres in Moscow (Russia), Algeria (Algeria), Paris (France), Damascus and Aleppo (Syria) in 2011 is in progress.

What are your geographical priorities?

Our geographical priorities shall be summoned under three main headings:

- a) Geographic areas where Turkish is spoken and/or Turkish cultural heritage is deeply rooted.
- b) Geographic areas where Turkey or Turkish culture is less known or underrepresented.
- c) Capitals and leading cultural centres in the world.

Of the following issues to be examined at the 2010 US Summit on Citizen Diplomacy, which are priority areas for your organization's work? (tick as many as apply)

- Business
- Community-based Organizations
- Culture
- Arts & the Humanities
- Development Assistance
- Faith-based Organizations
- Global Health
- Higher Education
- International Voluntary Service
- K-12 Education (primary – secondary school education)
- Sports
- Tourism & Travel
- Youth Service

Please add comments regarding your organization's priorities issues.

Yunus Emre Institute is named after an Anatolian Sufi poet (c.1240-c.1320). Yunus Emre is a symbol of human values, humanity and societal peace. Through cultural and artistic activities the Institute aims to contribute to intercultural dialogue.

Turkey has adopted a foreign policy which aims resolving all the problems with its neighbours and the rest of the world. We believe that, in accordance with this goal, Turkey needs to represent its historic and cultural values more effectively.

Considering Turkey's rapid economic development in recent years, Turkish language also gains significance all over the world. Consequently, there is a rise in demand in the business world for Turkish language.

Has your organization been involved in partnerships with other national cultural relations and citizen diplomacy organizations; if so, which countries? What were these experiences like? What was the most successful collaboration? Please use project examples if applicable.

Yunus Emre Institute has recently signed collaboration protocols with the British Council and the Goethe Institute. The objective of these protocols is to provide a framework within which the parties can identify areas of mutual interest, particularly in the fields of culture and education. We also wish to cooperate with The Japan Foundation, Pushkin Institute and Confucius Institute and with similar organisations.

Because these protocols are quite new, we plan to run joint projects with these Institutes in partnership with our branches in the near future.

Specifically, has your organization had experience working with US-based citizen diplomacy organizations?

Our Institute has not worked with US-based citizen diplomacy organisations yet.

Has your organization been involved in multilateral programming (i.e. involving multiple partner countries)?

As an initial step for large scale multilateral partnerships our branches in Sarajevo, Tirana and Cairo carried out several joint projects with local organisations.

Are you interested in working more multilaterally, and if so, in what sort of capacity – in which geographical areas, and/or on what issues?

Our multilateral programming is based on two essential approaches. First, we are interested in geographic areas where Turkish cultural heritage is deeply rooted. Relying on shared values high capacity partnerships are foreseen in these areas. We plan to develop projects about Turkish language, literature, art and culture which will gain high publicity. Our second focus of attention will be geographic areas where Turkish culture is less known or underrepresented. In such regions our objective will be to create the means of better understanding of Turkey.

What would you say is the greatest challenge in working on multi-nation citizen diplomacy collaborations?

The greatest challenge in working on multi-nation citizen diplomacy collaborations is the misperception fed by popular biased images, historical misconceptions. In addition to these, there are also prejudices in some regions inherited from cold war psychology. Turkey is at the crossroads of East and West and also has been a melting pot of civilizations throughout history. Therefore Yunus Emre Institute is fully aware of the risks that may arise from the ignorance of one of the components of diverse cultural pattern. Another obstacle can be the insistence of the parties on following their own interests in the collaboration process. Such an approach may hinder long-term multi-lateral cooperations and be harmful to the mutual understanding between cultures.

What current opportunities exist to partner with your organization – both on small and large-scales?

Yunus Emre Institute is eagerly in search of large-scale multi-national partnerships to identify areas of mutual interest, particularly in the fields of culture and education. We also welcome specific project proposals on small scale partnerships. In this respect we have run projects in Bosnia-Herzegovina and Macedonia varying from restoration works, to unearthing activities of the historical artefacts. In near future, we would like to extend these partnership opportunities to countries as Russia, Greece, Serbia, India, China, Japan, the United States and African countries.

# THANK YOU

The U.S. Summit for Global Citizen Diplomacy was made possible by the following generous sponsors and contributors. We celebrate these gifts and express our gratitude

## PRESIDENTIAL SPONSORS



In support of the USCCD Web site and the 2010 National Awards for Citizen Diplomacy honorees



## CORPORATE DIPLOMAT SPONSOR

Anonymous Family Foundation

## GLOBAL CITIZEN DIPLOMAT SPONSORS



In support of International Cultural Engagement Task Force



## CITIZEN DIPLOMAT SPONSOR



## DIPLOMAT SPONSORS

In support of International Cultural Engagement Task Force



MID ATLANTIC ARTS FOUNDATION



In support of International Cultural Engagement Task Force in partnership with the National Endowment for the Arts



In support of K-12 Education Task Force



## FRIEND OF THE SUMMIT | NON-PROFIT SPONSOR



## IN KIND CONTRIBUTORS



NFL PLAYERS ASSOCIATION



The Honorable Charles T. Manatt  
Saturation Productions

U.S. CENTER FOR CITIZEN DIPLOMACY

**Every Citizen a Diplomat | [www.uscenterforcitizendiplomacy.org](http://www.uscenterforcitizendiplomacy.org)**