
NETWORK GOVERNANCE

Governance Models of International Networks of Cultural Cooperation

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by

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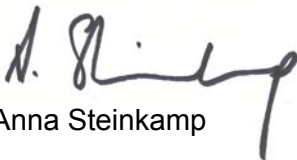
Master of Public Policy 2011-2013

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STATUTORY DECLARATION

I, Anna Steinkamp, declare that I have authored this thesis entitled “Network Governance – Governance Models of International Networks of Cultural Cooperation” independently, that I have not used other than the declared sources and resources, and that I have explicitly marked all material which has been quoted either literally or by content from the used sources. I also declare that this thesis has not been submitted to any other audit institution, and that it has not been published before.

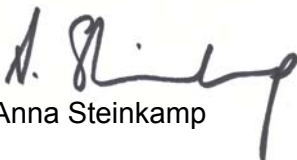


Anna Steinkamp

July 2013

STATEMENT OF CONSENT

I herewith declare my agreement that the presented thesis entitled “Network Governance – Governance Models of International Networks of Cultural Cooperation” is at the disposal of the following academic years of the Master of Public Policy for reference.



Anna Steinkamp

July 2013

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LIST OF ABBREVIATIONS

e.g.	exempli gratia
et.al.	et altri
i.a.	inter alia
ICT	Information and communication technology
IFACCA	International Federation of Arts Councils and Cultural Agencies
IFCCD	International Federation of Coalitions for Cultural Diversity
RT	Red Transatlántica
UN	United Nations
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNESCO	United Nations Educational, Scientific and Cultural Organization

“Si bien el entramado institucional y empresarial ha sido necesario para una fase de modernización, hoy en día se requiere la mayor flexibilización y rizomatización que reforesta, por así decir, a la sociedad con la diversidad cultural, análoga a la biodiversidad. Los mismos procesos de modernización que nos trajeron fábricas autopistas, represas y sus formas administrativas, que no sólo contaminaron el ambiente sino que generaron nuevas autoridades y jerarquías, tienen que ser reconvertidos [...].

De ahí la necesidad de políticas públicas, y ya no sólo públicas sino también del sector empresarial y del tercer sector, para el fomento de redes que puedan suministrar las mil y un necesidades que emergen en nuestras sociedades más complejas y al parecer caotizantes.”

George Yúdice, 2003

"While the structures of institutions and businesses were needed for a phase of modernisation, today there is the need for major flexibility and rhizomatisation that can reforest, so to speak, society with cultural diversity that is analogous to biological diversity. The same processes of modernisation that brought about factories, highways, dams and administrative forms that not only polluted the environment, but also generated new authorities and hierarchies, have to be converted [...].

Hence there is the need for public policy – with the participation of the business and the third sector – to foster networks that are able to serve the thousand and one needs emerging in our more complex and apparently chaotic societies. ”¹

George Yúdice, 2003

¹ Translated by the Author.

THANK YOU

I share the credit of my work with my dear friends and my family – who have stood physically and/or virtually at my side during the last weeks and months – and am deeply grateful to them for their moral support and motivation. Their faith in me gave me the needed energy and drive!

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EXECUTIVE SUMMARY

Networks are not a new phenomenon but are at the core of societal constitution. However, the notion appears more adequate nowadays than ever. Social networks are considered to be one of the most appropriate organisational forms of the 21st century given their flexible, adaptable, non-hierarchical and open character. In a world of disorder and uncertainty, they offer the opportunity to combine efforts, quickly connect people and knowledge and provide orientation, although they often struggle to sustain continuity.

This thesis examines how to make international networks of cultural cooperation more effective and sustainable – as tools for international cooperation, actors of global governance and thus as platforms to drive social and political changes in answer to current global challenges. Based on the terms of network, governance, knowledge and internationality, parameters of network governance are developed in order to analyse two international networks of cultural cooperation through the lens of governance. As a result, a draft model of network governance is proposed. It can serve as a resource to assess how to make networks more effective and sustainable.

ZUSAMMENFASSUNG

Netzwerke sind kein neues Phänomen, sondern bilden den Kern gesellschaftlicher Strukturen. Dennoch erscheinen sie heutzutage passender denn je. Soziale Netzwerke werden auf Grund ihres flexiblen, anpassungsfähigen, nicht-hierarchischen und offenen Charakters als eine der geeignetsten Organisationsformen des 21. Jahrhunderts betrachtet. In einer Welt des Durcheinanders und der Unsicherheiten, bieten Netzwerke Orientierung und die Möglichkeit, Energien zu bündeln, Menschen und Wissen schnell zu vernetzen und zu orientieren, auch wenn sie oft mit ihrer Kontinuität zu kämpfen haben.

Diese Masterarbeit untersucht, was internationale Netzwerke der kulturellen Zusammenarbeit effektiver und nachhaltiger macht – als Instrumente der internationalen Zusammenarbeit, als Akteure globaler Governance und dementsprechend als Plattform für sozialen und politischen Wandel um Antworten auf die globalen Herausforderungen zu finden. An Hand der Begriffe Netzwerk, Governance, Wissen und Internationalität werden Parameter für *Network Governance* entwickelt. Zwei internationale Netzwerke der kulturellen Zusammenarbeit werden durch die Governance-Perspektive analysiert. Die Ergebnisse werden zu einem *Network Governance*-Modell zusammengeführt. Dieses soll als Ressource dienen, um die Effektivität und Nachhaltigkeit von internationalen Netzwerken zu stärken.

INTRODUCTION

“Despite the different contexts across Brazil, Turkey, and Chile, as in Greece, Spain, Portugal, and the United States, people are taking to the streets to stand in the way of the rule of local and global elites by the logic of the longevity of their power and the increase of a minority’s wealth. Seeing all these revolutionary moments within one frame means that with or without democracy, with or without elections, popular rule is moving to the street and out of institutions and government offices. [...] We are at a global turning point.”

Rizk, 11 July 2013

As I write this thesis the world seems to be “lifted off its hinges”: People in Turkey, Egypt, Brazil, Bulgaria, Mexico, USA, Chile or China gather on the streets to demonstrate their dissatisfaction with the ruling authorities. The uprisings, even though extremely different in their origin, share one commonality: Authoritative and hierarchical structures that govern over the head of the citizens do not hold. Sooner or later, people will stand up and fight to make their voices heard. As Rizk states: “We are at a global turning point” (2013) – a turning point where hierarchy and authority fail and new forms of governance rise that need to take into account the diversity and particularities of people.

This “turning point” is part of a greater transition – of global change. This transformation process, broadly recognised and summarised under the notion of globalisation, is often described in scientific literature², the media or even in colloquial conversations in connection with the metaphor of networks. Because of the effects of globalisation, e.g. the global flow of goods, services, information, people, money or cultural expression as well as uncertainty, the flexibility required in all sectors of life, the magnitude of choices and opportunities and the high rate of connectedness and embeddedness of people and global transactions, the network metaphor is ubiquitously applied to a variety of things: groups of people, social phenomenon analysis, communication infrastructures or forms of cooperation beyond geographical, national, disciplinary or institutional borders. Even though networks are not a new phenomenon, and are at the core of societal constitution, the notion appears more adequate nowadays than ever: It is linked to communication, social interaction, physical and biological entities, research approaches – to name only a few. That’s why in 1996 Manuel Castells framed the global changes under the notion of “The Network Society” (Castells 2010: xvii).

International collaboration is one of the answers to the current demands of societal, environmental, cultural, political and economic challenges ahead of us. The nation state, as useful and meaningful as it was in the past and remains to be in some areas to this day, can no longer handle these challenges alone, but depends on cooperation with new partners such as civil society, the private sector or intergovernmental structures (Yúdice 2003; Willke

² See for example Boos, Exner, Heitger, 1992: 54; Castells 2010: xviiff; Fawcett 2011: 652; Broch, Rassiller, Schöll 2007: 7.

2007: 8). International cooperation and exchange is considered to be a tool for innovation: It is built upon diversity – diversity of people, perspectives, knowledge and resources.

Social networks are considered to be one of the most appropriate organisational forms of the 21st century. In a world of disorder and uncertainty they offer orientation and coherence (Boos; Exner; Heitger, 1992: 54). Yúdice considers networks necessary in order to bring social and political change to societies where more traditional forms of organisation fail (Yúdice 2003). In their organisational appearance networks have proved especially suitable for international collaboration and for the resolution of complex problems inter alia because their main resource is knowledge. Beyond institutional boundaries, networks are more flexible, adaptive, non-hierarchic, quicker at making decisions and thus more effective (Keast, Mandell, Brown, Woolcock 2004: 363). However, networks often are like a phoenix – they appear suddenly and often they disappear just as quickly, sometimes without having had a significant impact. Their success and failure are both a result of their characteristics.

Based on these assumptions, this thesis examines the governance of international networks. Culture “is our most powerful force for creativity and renewal” because it “enables sustainability – as a source of strength, of values and social cohesion, self-esteem and participation” as affirmed by UNESCO’s Director General Irina Bokova in May 2013 (UNESCO 2013). Therefore, the focus here is on international networks in the field of cultural cooperation which foster cultural diversity as a driver for sustainable development. Moreover, since civil society is often mentioned as a stakeholder when it comes to paradigmatic change in governance, the thesis limits itself to networks driven by civil society actors.

In this context governance is understood on the one hand as a tool for analysis and a perspective to approach networks. On the other hand, the network is commonly considered to be, alongside market and hierarchy, a form of governance itself.³ These two approaches will both be considered in the thesis when examining international networks of cultural cooperation. However the main focus lies on the governance of networks themselves (Provan, Kenis 2008: 233).

Research in the field of network governance is disparate, diverse and heterogeneous.⁴ The reason for this is the variety of possible approaches, which is in turn due to the broadness of the terms ‘network’ and ‘governance’. Moreover, the research that has been done in the field of cultural networks originates mostly from practitioners in the field, but rarely from a primarily academic standpoint. In addition, the international aspect of networks is taken into consideration only peripherally in such research. The same can be said about the reasons for the rapid increase of networks in civil society in all kinds of policy fields. Finally,

³ See for example Mayntz 2004; Schuppert 2011: 285f; Wald, Jansen 2007: 93; Weyer 2011: 3; Willke 2007:12ff; Provan, Kenis 2008: 232.

⁴ See for example Weyer 2011: V; Provan, Kenis 2008:229f, 247f; Vega-Redondo, Marsili, Slanina 2005: 628; Wachhaus 2012: 33; Klijn, Koppenjan 2012: 588.

researchers in the field of public policy stress that the governance of networks needs to be explored further (Klijn, Steijn, Edelenbos 2010: 1077).

Hence, this thesis is a humble contribution to the theoretically based research landscape, trying to bridge different disciplines and thus provide new insights. Furthermore, networks as an organisational form, because of their characteristics, have vast potential to be effective tools for change and collaboration. Their effectiveness, however, depends mostly on the governance of the network. Accordingly, this thesis should also be of practical relevance for stakeholders in the cultural field.

Since 2007 I have been coordinating an international network of young experts with the aim of exchanging good-practice and knowledge, empowering young experts and building upon their capacities in the field of cultural diversity. The network is of strong substance and has highly motivated members, but struggles with leadership, project-based initiatives and has almost no financial resources. In order to build on its success to date, the network needs to further develop, expand and build organisational capacities to create more value for all stakeholders. Besides my personal experience, it is commonly observed that networks have been springing up like mushrooms, often somewhat arbitrarily. Despite a strong vision or mission lots of them have quickly disappeared due to insufficient governance structure e.g. with regard to transparency in decision-making.⁵

The question that triggers me and that has guided my research is: Which models of governance make international networks of cultural cooperation effective and sustainable while at the same time retaining their spirit? How can networks be better sustained and sustain themselves better in order to be more effective for their members, but also for the overall society?

It is against this theoretical and personal background that I write this thesis. It is an attempt to make international networks more effective and sustainable – as tools for international cooperation and as platforms to drive social and political change in answering the current global challenges.

How I proceed to tackle this question within the given frame of this thesis is demonstrated in the following section.

⁵ See for example van Paaschen (2011: 161).

RESEARCH DESIGN AND COMPOSITION

In order to analyse effective and sustainable governance models of international networks of cultural cooperation, I use a methodology that combines research of relevant theories and literature with an analysis of selected current practices through a questionnaire-based survey.

The thesis is characterised by an inter- and trans-disciplinary approach since networks, governance and international cooperation are phenomena that are as complex as they are broad, concerned with the most diverse aspects. Thus, the question of which models of governance make international networks of cultural cooperation effective and sustainable has to be examined from as many perspectives as possible and through diverse lenses and methodologies. Consequently, this approach allows for a rather holistic idea – a first-order approximation of the topic. The thesis can be considered a bridge between relevant findings from public policy studies, political science, sociology and cultural policy and cultural management approaches.

The first two chapters set the theoretical framework of the thesis. Insights are solely based on the review of literature. The chapters give an overview of the current state of research. Moreover, Chapter 1 defines the key notions of the thesis such as networks, governance, knowledge and internationality. Knowledge and internationality will be highlighted because they are key to the research object: internationality as a dimension of analysis and as a dimension of impact and knowledge as decisive internal resource of networks and for their potential external influencing. But how do these four concepts relate to each other? What makes them relevant for the sustainability and effectiveness of international networks? This chapter prepares the ground for the further research.

Chapter 2 briefly defines and characterises international networks of cultural cooperation. A first theoretical examination of parameters of network governance is presented here.

In Chapter 3 I examine two existing international networks of cultural cooperation through the lens of governance, namely the “International Federation of Coalitions for Cultural Diversity” and “Red Transatlántica”. The objective of this practical study is to gain structured insights into the work of these networks, beyond their official presentation e.g. on their website. I decided to only examine networks from the field of cultural cooperation in order to assure comparability. Moreover, doing research on networks in the same field allows for more specific results. The terms “effectiveness” and “sustainability” are also defined here. This examination is mainly based upon a qualitative questionnaire-based survey. The design of this approach will be demonstrated in more detail at the beginning of Chapter 3. The chapter ends with the comparative presentation of the survey results and first hypotheses: What makes international networks of cultural cooperation effective and sustainable?

Finally, Chapter 4 consists of a contemplation on network governance by offering a model for effective and sustainable network governance. The theoretical findings (Chapter 1 and 2) are contrasted here with these practical insights (Chapter 3).

To conclude, I summarise the overall results of my research, identify open questions and outline prospects for future research.

I chose these methodologies, namely literature review and survey-based observation through the lens of governance, because of their compatibility with the topic and the theoretical concepts linked to them, the easy accessibility of the selected networks through electronically transmitted questionnaires, my personal professional background, the required format of this Master thesis as well as the available timeframe.

Finally, it has to be highlighted that this thesis, based on scientific methodologies, is designed and drafted as a resource for practitioners and by a practitioner from the field. It is the first step in the line of a theory of change as stated by the HUMBOLDT-VIADRINA School of Governance: thinking, acting, realising.

1. NETWORK AND GOVERNANCE IN THE 21ST CENTURY – WHAT MATTERS?

In the following sections the theoretical framework of this thesis is set through the examination of the key notions relevant for the research question: networks, governance, knowledge as a key resource of networks and internationality as dimension of analysis and as a level of impact. Here, the guiding aspect is the relation between them and their impact on and relevance for the sustainability and effectiveness of international networks.

1.1 Networks

“Now, in the early 2000’s, the word “network” itself is ubiquitous and no longer needs justification. Networking is considered the normal, indeed the desired way of behaving: in contemporary management theory, in globalisation theory, in terms of computers, of physical geographical infrastructure, of civil society and even in politics.”

DeVlieg 2001: 5

“There has been a recent burst of interest in the study of networks that springs from a wide diversity of fields: economics, sociology, biology, mathematics, and physics. Despite their common object of concern, the focus and methodology is markedly different in each case.”

Vega-Redondo, Marsili, Slanina 2005: 628

“Networks are ubiquitous. A phenomenon which is at once ancient and post-modern, networks are widely championed as ideal systems for a variety of complex management, communication and cooperation activities. They provide models of commitment, interdependence and collaboration which are effective in delivering benefits across the field.”

Staines: 1996: 8

With these three quotations in mind, the question in this section is why are networks of such great interest at the end of the 20th and even more at the beginning of the 21st century? Moreover, the broad field of networks will be narrowed down to a working definition for the purpose of this thesis.

As noted in the introduction, Manuel Castells states in 1996 and reaffirms in 2010 that a “new form of society, the network society” (Castells 2010: xvii) will rise. He explains his assumptions through diverse current phenomena:

“The global financial crisis; the upheaval in business and labor markets resulting from a new international division of labor; the unstoppable growth of the global criminal economy; the social and cultural exclusion of large segments of the population of the planet from the global networks that accumulate knowledge, wealth, and power; the backlash of the disaffected in the form of religious fundamentalism; the rekindling of national, ethnic, and territorial cleavages, ushering in the negation of the other, and thus the widespread resort to violence as a way of protest and domination; the environmental crisis epitomized by climate change; the growing incapacity of political institutions based on the nation-state to handle global problems and local demands: these are all diverse expressions of a process of multidimensional, structural change that takes place in the midst of agony and uncertainty.” (Castells 2010: xvii)

Moreover, through the possibilities of the information and communication technologies (ICT), the high degree of mobility of people, goods and services and thus overcoming geographical, time and national boundaries, Castells argues that everything is “made of networks” (Castells 2010: xviii), they are the “morphology” of our societies (Castells 2010: 500). The reason is based in the characteristics of networks: open, flexible, dynamic, innovative, and adaptive. Networks work “as long as they share the same communication codes (for example, values or performance goals)” (Castells 2010: 501). Hence, the needs that arise from the new societal constellation can be best answered through network structure and network organisation.

Networks, however, are not a new or modern phenomenon. Famous examples of historic networks are for instance the Hanseatic League in Northern Germany or the craft network of guilds in medieval times. Also the creation of Diderot’s Encyclopaedia is a joint creation of a network of writers and intellectuals (Brun, Benito Tejero, Canut Ledo 2008: 67ff).

When examining the reasons for the network-hype in the 21st century more closely, a look at the basic settings of networks might help: First of all, a network is made up of points and lines (Broch, Rassiller, Scholl 2007: 7) and nodes marking the interrelations among them. This structure is so simple, but at the same time so complex, that it fits many interactions among humans, electronic or biological entities because it emphasises and highlights the in-between of the points and lines where connections happen and new things emerge (Wachhaus 2012: 38). What the nodes, points and lines concretely represent depends on the context:

“They are stock exchange markets, and their ancillary advanced services centers, in the network of global financial flows. They are national councils of ministers and European Commissioners in the political network that governs the European Union. They are coca fields and poppy fields, clandestine laboratories, secret landing strips, street gangs, and money laundering financial institutions in the network of drug traffic that penetrates economics, societies, and states throughout the world. They are television systems, entertainment studios, computer graphics milieux, new teams, and mobile devices generating, transmitting, and receiving signals in the global network of the new media at the roots of cultural expression and public opinion in the Information Age.” (Castells 2010: 501)

Network clearly is a buzzword. As also stated by Vega-Redondo, Marsili, and Slanina (2005: 628), the understanding and definition of the notion of “network” varies from discipline to discipline, however some categorisation is possible and needed for this thesis. Mark Newman (2010: 174ff) systemises networks according to four categories:

1. Technological networks: the Internet, telephone networks, transportation, distribution or delivery networks
2. Social networks: series of people or groups interacting with each other such as friends, business contacts or families
3. Networks of information: the World Wide Web or citation networks

4. Biological networks: biochemical, neural or environmental networks.

In this thesis, for the sake of brevity and clarity, further focus is placed upon social networks. Accordingly, the term 'network' refers specifically to these forms. Social networks are when people are connected with other people (Scholl 2007: 13). As such, social networks have been object of systematic research since Marx: He stated that society is the sum of relations among the individuals of a society (Fuchs 2007: 82). Since then scholars have dealt with social networks in different variations: Durkheim, Simmel, Weber or Mead all focus on the aspect of social relations which are at the very ground of social networks (Fuchs 2007: 82ff). The "social capital" as defined by Bourdieu as

„[...] die Gesamtheit der aktuellen und potentiellen Ressourcen, die mit dem Besitz eines dauerhaften Netzes von mehr oder weniger institutionalisierten Beziehungen gegenseitigen Kennens und Anerkennens verbunden sind; oder anders ausgedrückt, es handelt sich dabei um Ressourcen, die auf der Zugehörigkeit zu einer Gruppe beruhen.“
(Bourdieu 1983: 190f)

can be seen in this same line. This definition is crucial for the further examination of social networks, especially when it comes to the question of when and how they are effective and sustainable.

After having limited the scope of the network to social networks, another line of definition is their appearance as organising forms. Social networks can be boundless groupings of people and relationships or can be a more concrete form of how people organise themselves to achieve common goals.

In this sense, networks have been recognised – both in research and in practice – as a relevant organisational form (Provan, Kenis 2008: 229). Even though there is a common understanding about the significance of this way of organising, there is no clear definition of networks as organisational form. Some scholars, following Luhmann's system theory even deny that they can be considered as such (Boos, Exner, Heitger, 1992: 54) since they cannot clearly be demarcated. A clear demarcation, however, is a main characteristic of Luhmann's social system. Hence, further focus is placed on those scholars who examine social networks as organisational forms as they exist in practice.

What is common to all of these viewpoints is that they define organisational social networks as flexible, adaptable, with little hierarchy and without heavy institutional structures. Further, they strengthen the incubator function of networks when it comes to exchanging knowledge, services or goods.⁶ Social networks can be temporary or take structures similar to institutions, such as a coordinating entity. They can be local or take global scopes. In addition, they can comprise only few participating people or up to a thousand. They can be business networks, policy networks or cultural networks. Their *raison d'être* is diverse but always united in the fact that a common goal, shared objectives or values can be better

⁶ See for example Jones, Hesterly, Borgatti 1997: 915; Provan, Kenis 2008: 244; Wachhaus 2012: 33ff.

achieved through cooperation in the network for the benefits of their participants. Social networks, whatever shape they take, are all forms of coordination of action (Provan, Kenis 2008: 229).

The increasing organisation in and around networks in the professional context, be it in economic, political or cultural fields, can be explained by the fact of growing “task complexity in conjunction with time pressures” (Jones, Hesterly, Borgatti 1997: 921) and general acceleration of life. These facts make traditional organisational forms such as hierarchical structured institutions appear heavy and slow in decision-making (Boos, Exner, Heitger, 1992: 54). Networks thus offer the opportunity of working together beyond traditional boundaries, allow for quick transmission of relevant knowledge and information in resource- and cost-efficient synergies. Or said the other way around: Networks are especially practical when resources, e.g. people, are widely spread. Regarding the social aspects, networks provide their participants or members with orientation, affiliation, and access to influence on matters they care about, but at the same time leaving enough space for their individual identity (Boos, Exner, Heitger, 1992: 55f).

Finally, I quote Kapucu and Van Wart to highlight the advantages of networks and to summarise why they are an adequate organisational form for the 21st century:

“Through networks, organizations can quickly and efficiently work with one another to achieve specific goals that require combined resources and expertise that hierarchies alone could not readily accomplish.” (Kapucu and Van Wart 2006 quoted from Provan; Kenis 2008: 244)

Since networks are such fluid constructions, their very existence depends upon the careful maintenance of their effectiveness and sustainability. It is assumed that the governance approach can help to strengthen and improve their long-term impact. Therefore, the following section relates social networks to the notion of governance.

1.2 Governance

“An isolated person, say Robinson, does not need governance. But as soon as there is a Friday, or a group, a family, a clan, a village, a tribe, an organization, or a society, the need for governance is there.”

Willke 2007: 10

According to the broadly recognised definition of Mayntz, governance is understood as:

„Gesamt aller nebeneinander bestehenden Formen der kollektiven Regelung gesellschaftlicher Sachverhalte von der institutionalisierten zivilgesellschaftlichen Selbstregelung über verschiedene Formen des Zusammenwirkens staatlicher und privater Akteure bis hin zu hoheitlichem Handeln staatlicher Akteure.“ (Mayntz 2004: 5 quoted from Schuppert 2011: 278f)

As already framed in the introduction, governance implies a “double nature”: It refers, according to Renate Mayntz, to the structures that govern collective actions on the one hand,

and to the processes and modes of actions resulting from this regulation on the other hand (Mayntz 2004; Benz, Lütz, Schimank, Simonis 2007: 14). In the latter sense, governance presents an analytical tool and a perspective. In the other sense, it is important to emphasise that networks are considered as a governance form, alongside market and hierarchy. Through this recognition in the 1980s, the network form has been acknowledged as an effective tool to achieve goals and deliver results. This function had been attributed before to hierarchical structures and markets only (Provan, Kenis 2008: 232). Fawcett even argues that “governance has replaced government and that networks have replaced hierarchy as the dominant mode of governance” (2011: 652). Hence, network as a form of governance, networks as part of governance as well as the governance of the network itself have to be considered.

Firstly, it will be examined in which sense the governance perspective can help to analyse whether networks are effective and sustainable. Applying this perspective, it is describing and observing the coordination of collective action what makes governance relevant for the analysis of networks. Therefore, a “wesentlicher Vorteil dieser Betrachtungsweise liegt [...] darin, einen analytischen Werkzeugkasten zur Beschreibung und zum Verstehen kollektiven Handelns bereitzustellen“ (Benz, Lütz, Schimank, Simonis 2007: 18). It allows a well-thought-out examination of structures, organisation and regulations. Thus the focus is “on the governance and management of networks themselves” (Provan, Kenis 2008: 233). Consequently, Provan and Kenis propose three network governance models:

1. Participant governance: The network is governed from within by the participants and thus decentralised. No extra coordinating entity is established (Provan, Kenis 2008: 234).
2. Lead organisation governance: One of the participating organisation takes the lead coordination, mostly due to its bigger resources available to take this role (idem: 235)
3. Network Administrative Organisation: A secretariat or similar is set up to govern the network, independently from any of the participants’ organisation, in a centralised way (idem: 236).

The authors highlight that any of these forms have their advantages and disadvantages. The choice of which form fits best depends on the specificities of the network itself. Moreover, they propose

“that the successful adoption of a particular form of governance will be based on four key structural and relational contingencies: trust, size (number of participants), goal consensus, and the nature of the task (specifically, the need for network-level competencies)” (Provan, Kenis 2008: 237).

Chapter 2 of this thesis deals with these aspects when it comes to concrete models of network governance more in detail.

Moreover, when it comes to the impact of networks, the second aspect, governance as perspective and tool, is also of interest: Not only do the form and structure matter, but also the mode of actions and the released processes and mechanisms (Benz, Lütz, Schimank, Simonis 2007: 14) as well as the relationships within the network. And still “most literature on organizational networks does not explicitly address governance” (Provan, Kenis 2008: 230f).

But governance also has its limits: According to Schuppert, governance is a concept that can clearly describe the coordination process but cannot give causal answers to the why (2011: 20). This aspect has to be kept in mind when it comes to the question which models of governance make international networks effective and sustainable.

Finally, networks as forms of social organisation will gain more and more importance as actors in governance structures since inter- and multi-stakeholder approaches beyond the classical political domain have been requested and are required to handle global challenges. Especially international networks are of interest, because the global challenges are becoming more and more complex due to their interconnectedness. Coordination and multilateral cooperation is therefore needed (Provan, Kenis 2008: 231). Since Global Governance means

„eine Mischung verschiedener Formen der Regelung – durch internationale Regierungsorganisationen, durch internationale Regime, durch die Kooperation staatlicher und zivilgesellschaftlicher Akteure und schließlich in Form zivilgesellschaftlicher Selbstregelung etwa im Bereich der Wirtschaft“ (Mayntz 2004).

international civil society networks can also be considered as actors of global governance, depending on their thematic scope and the level of their political embeddedness.

This aspect, international networks as actors of global governance, will be explored in the following section, as well as internationality as a perspective of analysis and internationality as a dimension of impact.

1.3 Internationality

Since I am especially interested in the impact and effectiveness of international networks in the field of cultural cooperation, this specific dimension will be further examined here.

Firstly, as introduced earlier, the rapid increase of networks is a direct result of, as well as an answer to, globalisation – globalisation understood here as a container term for various global phenomena such as acceleration, climate change, social exclusion, poverty, technological progress especially in the field of ICT or political challenges that overwhelm the reach of national governments. Networks can navigate more easily in this globalised world because, as demonstrated in the first section of this chapter, they are quicker, lighter, more flexible and adaptive than traditional institutions. The latter are slowed down by their hierarchical structure e.g. when it comes to decision-making. It is assumed that networks are

not only generally the most adequate form of organisation and governance in the 21st century, but especially for international cooperation.

As understood in this thesis, the term 'international cooperation' refers to the established relations of and between states and/or third parties, be it at bilateral or multilateral level.⁷ Moreover, these forms of cooperation are highly institutionalised in national agencies responsible for international cooperation, intergovernmental agencies, e.g. UN agencies and legalised through treaties, agreements, declarations or conventions. This kind of cooperation is of a political nature. This understanding of international cooperation is coined by the Charter of the United Nations (UN 1945: 3f). Beyond this, international cooperation also takes shape in the so-called third sector or civil society, non-governmental organisations, foundations, policy networks, etc. International cooperation, as defined within the scope of this thesis, mostly does not involve economic cooperation with clear monetary benefits, but is considered a tool and platform for exchange. International cooperation is especially about partnerships among state institutions, private and non-profit sectors. Regardless of where and how it takes place, international cooperation is about jointly achieving a common goal or interest. Ideally, international cooperation takes place on equal footing between all of the partners involved. Hence, it can clearly be separated from development assistance.

International networks are therefore located in this context, together with a variety of other stakeholders. The interplay with other actors and the possible influence or impact on the environment of a specific network must be considered when talking about effective and sustainable networks. Often networks are not as equipped, in terms of human, financial and infrastructural resources, as are other, bigger players of international cooperation. However, their benefit is that they are internationally present, through their members or participants, including the available information and knowledge resources at their disposal.

The governance of networks does need to take the international dimension into account, not only with view to their external relations, but also internally. Working at an international level, in international teams and with people coming from diverse countries and continents, requires a high level of empathy, knowledge, interest and respect, which is normally summarised as intercultural competence. More concretely, intercultural competence can be defined as "the ability to interact effectively and appropriately in intercultural situations, based on specific attitudes, intercultural knowledge, skills and reflection" (Deardorff quoted from Bertelsmann Stiftung 2006: 5). Interculturality, the presence and interaction of different cultures in their broadest sense, is a resource for networks. They can scoop from a diversity of (cultural) knowledge, mind-sets, tools, approaches and languages. Thus, networks can be strong in communication, both in terms of language and cultural sensitivity. At the same time,

⁷ This is for example manifested in Article VIII of UNESCO's Declaration of Principles of International Cultural Co-operation (1966) and in a more contemporary approach in Article 12 of UNESCO's Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005).

this characteristic is not unique to networks, but is also true for international teams, enterprises, international organisations and all other entities where people from diverse countries work or live together. Still, interculturality is another parameter to check when effectiveness and sustainability of a network are at stake. At the same time, in particular, interculturality is not only of benefit, but also a challenge. This is explained through different “mental models” (Liu, Friedman, Barry, Gelfand, Zhang 2012: 270) that are shaped through the cultural environment within which people grew up and/or live and “epistemic and social motives, which moderate how much that socialization will manifest in current behaviour” (Liu, Friedman, Barry, Gelfand, Zhang 2012: 292). Thus, the same sets of information – independent of their form – can be interpreted completely differently. This may contain potential for conflicts and lead to misunderstandings. Nevertheless, the degree of perturbations through cultural difference depends on each individual: “The effects of cultural differences depend on the adaptability of the individuals’ mental models” (idem). This is why the intercultural competence of the individuals involved, especially those in leadership roles, matters.

For the concrete work of a network, internationality means also working simultaneously in different languages, time zones as well as establishing working relationships with people they might never have met in person. Thus, the quality of communication is unavoidably different from one built on face-to-face contact. Even though ICT might help to overcome geographical distances, this challenge remains of importance when governing a network.

Another aspect under the heading “internationality” is how to have an effect at an international level as an international network. The sphere of influence is global and possibly only limited through the topic dealt with by the network. Actions and activities always have to be in line with this dimension, which requires dealing with more complexity and uncertainty.

Since this thesis addresses international networks of cultural cooperation, cultural cooperation is conceived, according to UNESCO, in the following way:

“The aims of international cultural co-operation in its various forms, bilateral or multilateral; regional or universal, shall be:

1. To spread knowledge, to stimulate talent and to enrich cultures;
2. To develop peaceful relations and friendship among the peoples and bring about a better understanding of each other's way of life;
3. To contribute to the application of the principles set out in the United Nations Declarations that are recalled in the Preamble to this Declaration;
4. To enable everyone to have access to knowledge, to enjoy the arts and literature of all peoples, to share any advances made in science in all parts of the world and in the resulting benefits, and to contribute to the enrichment of cultural life;
5. To raise the level of the spiritual and material life of man in all parts of the world.” (UNESCO 1966).

Accordingly, the international community unanimously agreed in 1966 that knowledge, as stated in UNESCO’s Declaration on the Principles of Cultural Co-operation, is a key factor for international cooperation, but also for peace building through dialogue. This dialogue

demands a broad knowledge in combination with mutual respect. Hence, knowledge is a resource – especially in turbulent, globalised and complex times like those we are facing in the present day. To conclude, cultural cooperation is linked to the concept of human rights, cultural rights, and cultural diversity (Brun, Tejero y Canut Ledo 2008: 31).

Following this line further, knowledge and its correlation with international networks will wind up this first chapter.

1.4 Knowledge

“Knowledge and expertise become the most important resource for decision-making and collective action.”

Willke 2007: 8

As previously stated, societal changes, especially what is commonly considered the shift from the industrialised age to an information⁸ and/or knowledge society⁹, have upgraded the value of knowledge (Willke 2007: 37).

Almost every actor in the public sphere is concerned with knowledge. However, within networks – be it in delivery, distribution, creational or exchange function – knowledge is one of the key reasons why networks exist, whereas the reasons might be different in other organisational forms. Networks rely on information and knowledge. People, businesses or governments gather in networks to share and broaden their access to relevant knowledge. This is the reason why knowledge is regarded here as a resource and as a means of influence.

Firstly, knowledge has to be circumscribed from data and information. For Davenport and Prusak, these three terms can be differentiated as follows:

- Data say what happened but “provide no judgment or interpretation and no sustainable basis for action” (Davenport, Prusak: 2000/1998: 2)
- whereas information is a “message”, that “is meant to change the way the receiver perceives something, to have an impact on his judgment and behaviour” (idem: 3).
- “Knowledge is a fluid mix of framed experience, values, contextual information, and expert insight that provides a framework for evaluating and incorporating new experiences and information. [...] Knowledge derives from information as information derives from data. [...] Knowledge can and should be evaluated by the decisions or actions to which it leads.” (idem: 5)

The framing and contextualisation of information is what makes knowledge. Therefore it is also clear that knowledge “is created by individuals only” (Nonaka, Ikujiro, Takeuchi, Hirotaka 1995: 59). Institutional or organisational forms can prepare the ground for the creation of knowledge through individuals as they can also provide adequate tools and structures for its

⁸ For this strand see for example Castells 2010.

⁹ For this line see for example Willke 2007.

transmission and safeguarding (idem). Having said this, knowledge can take various forms and kinds. The most relevant here are implicit or tacit versus explicit knowledge and personal versus organisational knowledge. Implicit or tacit knowledge are visualised in the following graphic:

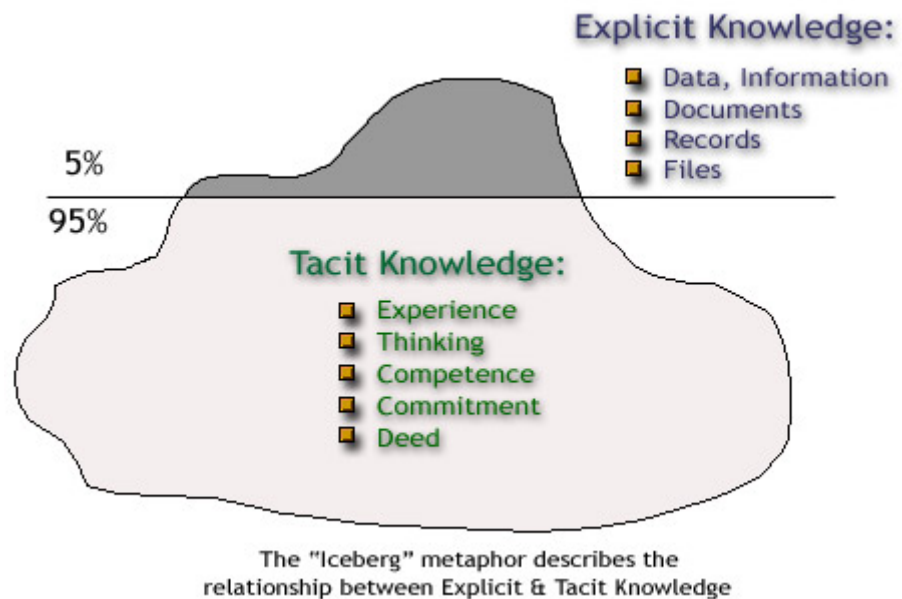


Table 1: Explicit and Tacit Knowledge
 Source: <http://www.cognitivedesignsolutions.com/KM/ExplicitTacit.htm>

Personal knowledge is limited to an individual whereas organisational knowledge means the knowing how and why, e.g. processes or also the organisational culture of an organisation.

All these forms are included when knowledge is referred to within the context of this thesis. Their specificities in transmission, in managing or in safeguarding are to be taken into account; here especially when analysing the effective and sustainable governance models of networks. To give an example, implicit knowledge needs more time and more intensive relationships in order to be transmitted, according to Wald and Jansen (2007: 194).

But how can knowledge be generated and created within organisational forms? Nonaka and Takeuchi have developed the "knowledge creation center"-model (1995: 62ff) to explain how knowledge is generated, transformed and transferred and how this is interrelated. They distinguish four processes:

- "Socialization is a process of sharing experiences and thereby creating tacit knowledge such as shared mental models and technical skills." (idem: 62)
- "Externalization is a process of articulating tacit knowledge into explicit concepts." (idem: 64)
- "Combination is a process of systemizing concepts into a knowledge system. This mode involves combining different bodies of explicit knowledge." (idem: 67)
- "Internalization is a process of embodying explicit knowledge into tacit knowledge. It is closely related to "learning by doing." (idem: 69)

The following graphic visualises the process of the generation of knowledge within online learning environments. However, it clearly illustrates the complex process, which is the reason why I have chosen it.

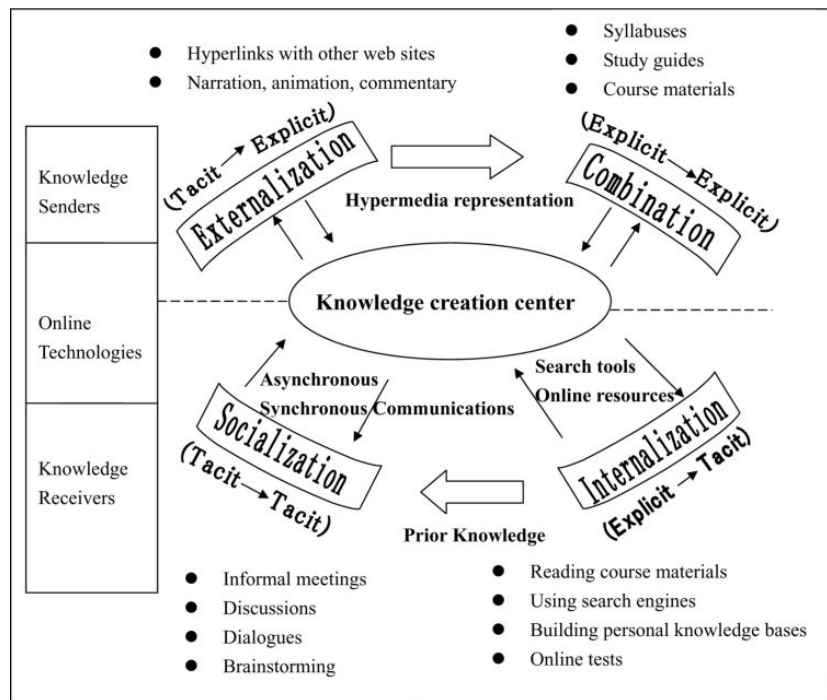


Table 2: Framework of knowledge creation in online environments
 Source: <http://cjlt.csj.ualberta.ca/index.php/cjlt/article/view/119/113>

In the often mentioned “flood” of information and knowledge, knowledge management is crucial in order to make this flood organised and accessible (Willke 2003: 95f). Thus managing and organising knowledge are each factors that enable people but also organisational constructions to learn effectively (Reinemann-Rothmeier 2001: 54). Moreover, the more effectively knowledge resources are managed and distributed, the merrier a group or an organisation is able to adapt and to innovate. Knowledge management is one tool to achieve goals and implement strategies efficiently. This is highly relevant for networks that build their existence on the “trade” with knowledge. Having knowledge and making it available creates the possibility for influence: “Knowledge and expertise become the most important resource for decision-making and collective action” (Willke 2007: 8). This is especially true for international networks that have gathered around a shared interest to increase their influence in a specific area, political field or social action.

To conclude, within this first chapter I have examined the interplay of network, governance, internationality and knowledge with special regard to what aspects are relevant when setting up models that render international networks effective and sustainable. It has been found that networks, due to their light structures, are ideal forms for organising collective action and quickly transmitting knowledge. Knowledge as well as social capital, with special regard to interculturality, are their main resources and/or challenges. The governance approach helps to analyse coordination processes, relationships and interplays within the networks but also in its external environment. Due to their international scope, networks, as defined in the first section of this chapter, can themselves be actors of global governance.

2. INTERNATIONAL NETWORKS OF CULTURAL COOPERATION

In this chapter networks are further defined in the context of cultural cooperation. Moreover, their particular characteristics are highlighted. At the end of this chapter I present parameters that are relevant for the analysis of network governance.

2.1 Definition

“There are so many different types of network, that it is nearly impossible to give an inclusive definition.”

van Paaschen 2011: 160

After having already narrowed down the network term in the first chapter to social networks with an international dimension, it remains to be defined what is meant exactly when I say “international networks of cultural cooperation”.

According to the definition of cultural cooperation set out in the last chapter, networks of cultural cooperation are actors that collaborate towards the promotion of culture. Culture is understood in its broader sense: It encompasses not only the arts but also mentalities, lifestyles and “value systems” (UNESCO: 1982). Hence, at their core, networks of cultural cooperation spread knowledge to showcase and promote cultural diversity and often also to safeguard cultural heritage. This happens based on the assumption that cultural exchange enhances peace, solidarity and mutual understanding among different cultural groups and/or communities. Moreover, as stated in the introduction, the recognition of culture and the promotion of culture contribute crucially to sustainable development – because of the richness of approaches, mental models and mind-sets, solutions, processes and of knowledge and know-how possible in this world.

According to Brun, Tejero y Canut Ledo networks of cultural cooperation are part of civil society that act in the public sector (2008: 82). Van Paaschen adds that international cultural networks are also social change networks that “undertake actions that have a (potential) impact in society by bringing people into an action-oriented framework. These actions could be directed to governments, the private sector or to the public at large” (2011: 160).

Brun et al. argue that networks are especially convenient to artists, cultural experts and activists since “the cultural field has been categorized for a while by its aversion against frontiers of all kind, the network channel this energy” (2008: 83).

For the further purpose of the analysis it is crucial to draft, building upon this definition, a typology of international networks of cultural cooperation in the section that follows.

2.2 Characteristics

“Networks are quintessentially a form of organising and not organisations per se, they are fluid, intangible, haphazard, and this is what creates an exciting, unpredictable chaos of activity.”

Mik Flood 1998 quoted from DeVlieg: 2001

International networks of cultural cooperation can take various forms. They are constituted as informal working groups, forums, associations, federations or alliances and often do not use the term ‘network’ in their name. To distinguish them from other kinds of such organisational forms, networks of cultural cooperation, as is the basis of all networks, do not feature hierarchical or heavy bureaucratic structures. They are dynamic, decentralised systems, yet have a coordinating instance that acts as facilitator. Their origin is justified through the joint will to achieve one or various shared objectives. What is specific to networks of cultural cooperation, however, is that participating people come from diverse countries and have certain awareness for the impact of cultural differences. Hence, it can be assumed that intercultural competence is wider spread than in other networks (Cvjetičanin 2011: 262) and thus, these networks are able to “work in multiculturality” and at the same time they work towards the objective to foster intercultural communication (Brun, Tejero y Canut Ledo 2008: 107)

Moreover, they are building upon diversity – diversity of members, diversity of cultures, diversity of approaches (van Paaschen 2011: 160). Consequently and in accordance with their dynamic structure, they assure their own potential for innovation (Brun, Tejero y Canut Ledo 2008: 51). Due to their international scope, these networks build their work internally and externally largely on ICT. Moreover, the quality of the relationships within the network and the external relationships of the network depend on the information and knowledge that “circulates” among the involved parties as well as their capacity to “capture and redistribute” this information and knowledge (idem). Networks of cultural cooperation are all about knowledge and communication.

This is the reason why their most important resources are their social capital, e.g. the relationships established among and of the members or participants. Those, on the other hand and at the same time, are the carrier of the other key resource, which is relevant knowledge.

As Newman has proposed three types of network governance, namely participant governance, lead-organisation governance and network administration organisation (see Chapter 1.1.), Brun et.al. propose two types of governance that are most common among networks in field of cultural cooperation (2008: 89). However, both are coherent:

1. Network with a coordinating office (centralised form);
2. Networks where the members assume the responsibility of coordination, governing and administration (decentralised form).

Whereas the first type corresponds to Newman’s lead-organisation governance and network administration organisation, the second form is in coherence with what Newman calls participant governance. The following graphics visualise these two or respectively three categories:

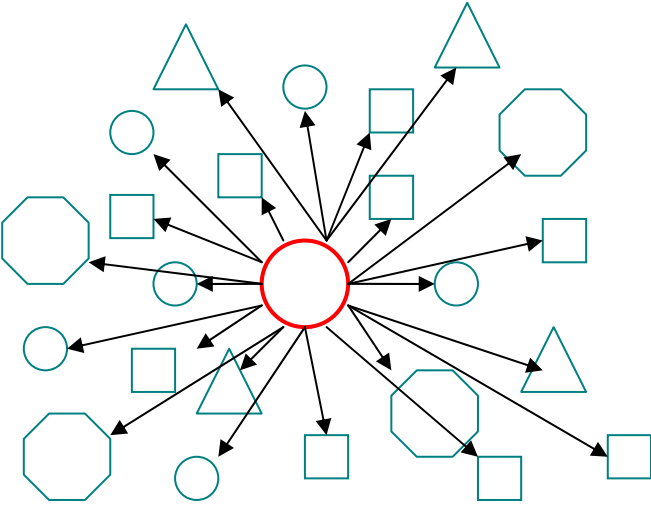


Table 3: Simplified network with coordinating office
Source: Author’s own presentation

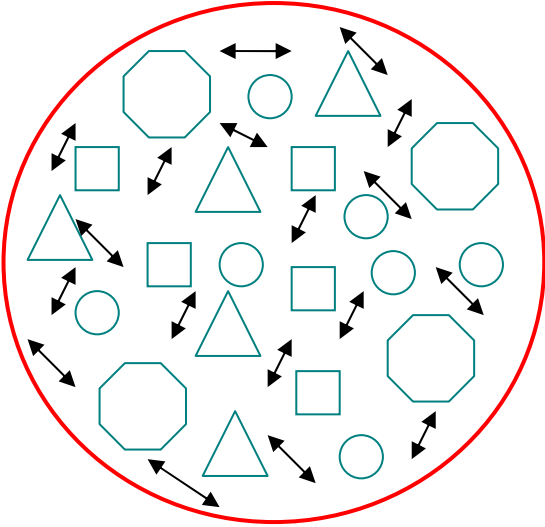


Table 4: Simplified participant governed network
Source: Author’s own presentation

Finally, the following list of characteristics of international networks of cultural cooperation can be concluded. They

- group around a joint interest and/or shared objective in the field of cultural promotion;
- take various forms from informal to more formalised, legalised or institutionalised ones;
- are as dynamic, flexible and adaptive as other kinds of networks;
- have best conditions to be culturally sensitive, interculturally competent and promote intercultural dialogue as well as to overcome cultural barriers;
- are horizontally organised, either in a centralised or decentralised manner;
- build upon diversity, knowledge and social capital as their key resources;
- are hence necessarily linked to ICT;
- present as many tangible as intangible results, whereas the benefit is mostly intangible.

In the following, I draft parameters that are crucial for the further analysis on the effectiveness and sustainability of international networks of cultural cooperation.

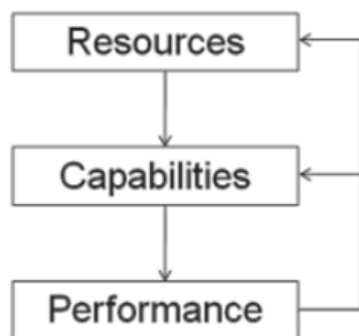
2.3 Parameters of Network Governance

The features and characteristics of international networks of cultural cooperation described above are useful in order to analyse a variety of parameters that matter in terms of

governance. Mainly based on three different studies from the field of international cultural cooperation, that are briefly presented, a set of parameters are proposed for the analysis of the current practices that follows this chapter.

On the basis of her own experience as secretary-general of the International Federation of Arts Councils and Culture Agencies (IFACCA), Gardner proposes a sustainability model for networks (Gardner 2011: 205ff). She assumes that three “interrelated capacities” are key to sustainability of networks: resources, capabilities and performances (idem: 206):

Cycle of sustainable success for networks



A network's resource base is a combination of the skills and knowledge of network members and organizers, their commitment to the network, and the financial and infrastructure resources that are available to nurture the network.

A network's capabilities and performance depend on this resource base. If the network and its members are able to develop stronger capabilities and their performance is enhanced, then the network's resource base can be nurtured and possibly grow. If, however, capabilities and performance are below par, the resource base will not grow, or may even decline, and the network may atrophy.

A network needs to be active and keep innovating by bringing in new resources and building existing resources to replace those that fall away, in order for capabilities and performance to be renewed. This requires constant evaluation to monitor the health and relevance of the network and its members.

Table 5: Cycle of sustainable success for networks
Source: Gardner 2011: 206

At the beginning, there are resources available. These are “knowledge and skills, financial support, member commitment, legitimacy or community support, and infrastructure” (idem: 206). These are the ground for creating and developing capabilities that again will result in performance by the network that might result in the possibility of obtaining or investing in further resources (see Table 5). Gardner adds that “management tools, vision, programme innovation, regional coordinators, events and projects, research” can help to strengthen capabilities and optimise performance. Since she sets this model at the end of her analysis in a future perspective and in a global context as it has been outlined before in this thesis and, the model is useful for the further analysis:

“As the world becomes increasingly used to working internationally to solve the big global issues [...] the quality of the leadership, capabilities and performance of networks becomes more and more important.

What is needed to strengthen culture networks is the development of leadership skills for network coordinators, opportunities for them to network with each other to develop their skills in communications and strategic planning helping them maximize their effectiveness, and the creation of international mechanisms to help build financial resources” (Gardner 2011: 212).

However, what is underexposed in this model is the social aspect, e.g. the interaction and relationships of members, which is why it is useful to look at the other two studies.

DeVlieg numbers six criteria to measure effectiveness in her study focusing on the evaluation of European cultural networks (2001). She distinguishes between “functional” and “added value” criteria. Functional criteria are the democratic level of the structure, the presence and

accessibility of diversity and the defined mission, aims, objectives of the network (DeVlieg 2001: 2). Added value is measured through the following criteria: connectivity in terms of knowledge transfer and information exchange, the economic aspect of the network and the source of the finances (donor and/or member fee based), the environment in which the network is working (idem).

DeVlieg summarises that inter alia the following attributions are responsible for “efficiency” of networks:

“the potential inherent in their complexity (confrontation of national, regional and local operators representing a variety for types, sizes and functions), the speed at which relevant information is diffused, their capacity to act as pépinières for innovative projects, the free space they offer for independent confrontation and intercultural dialogue [...], on-going professional training and know-how transfer regarding cross-border collaboration techniques, [...] encouraging the formation of new financial and support partnerships” (DeVlieg 2001: 7).

Moreover, she also emphasises the positive effects networks have on the individuals that are part of the network, such as better understanding and access to new (cultural) insights as well as exchanging on topics of interest (DeVlieg 2001: 8). As a result, the offered model is comprehensive enough. However it is written with and from a European perspective and pays little attention to the interplay among the criteria.

As a third approach and from the perspective of the international development organisation HIVOS, van Paaschen also highlights the importance of a “democratic structure” and “diversity” as resource (2011: 160). In accordance with Bourdieu’s social capital, he stresses that “dynamism” is important and presents it as the ground for innovation. He clearly sees it as a task of leadership to assure this dynamism (idem). Further, like Gardner, he focuses on “performance” in a sense that efforts invested “are leading to something” (idem: 161). He also emphasises, as further highlighted, the role of a central entity in facilitating the work and flows of the network, rather than increasing bureaucracy: “Communication and the processing and dissemination of information are two of the most vital functions of the network’s organization” (idem). Based on the outlined aspects, “leadership and participation” are as crucial as communication and knowledge, since it sets the atmosphere for further social dynamics. Van Paaschen’s model appears as the most grounded one, given the practical experience that stands behind his analysis.

This thesis aims at being of practical relevance; therefore, the most appropriate and pragmatic criteria are taken from these three models and are combined with findings of the previous chapters to the following collective set of parameters. Here, the governance perspective, namely not only what kind of structures and regulations (what?) but also the processes and mechanisms (how?) are considered. I combine every parameter with guiding questions that provide orientation for the further analysis:

Parameter	Questions
Structure	What kind of structure has been chosen? It is democratic (enough)? What kinds of management tools are applied?
Resources	Which human, financial and infrastructural resources are available? How are they generated and managed?
Communication	How is communication organised – internally and externally? What kind of information is communicated? To whom and how?
Knowledge	How is the flow of knowledge organised – inside out and vice versa? How is knowledge generated and made available? What kind of management systems support the flow, transfer and safeguarding of knowledge?
Social Capital	Who are the members? Are they heterogeneous enough? How can people access the network? How often do face-to-face meetings happen? How are relationships strengthened? How are conflicts handled? How is leadership and participation organised? Are members committed (enough)? How to maintain the commitment?
Skills and Capabilities	What kinds of skills are available? Are they used? Is training available to improve skills? What kind of specific capabilities does the network have or has developed? How is a learning environment assured?
Performance	What kinds of activities are realised? Are they of relevance? How are they implemented? By whom? Are results communicated and evaluated?
Diversity	Is the network diverse with regard to all parameters?
Innovation	How is renewal assured – in terms of input, members, ideas, knowledge?
Legitimacy	Is the network (still) legitimate? How is social and political relevance monitored?

Finally, it has to be highlighted that none of these parameters is a stand-alone parameter, but that they interact and interrelate according to the environment as well as the network-specific settings, as highlighted by Gardner. Moreover, the list of questions does not claim to be exhaustive or complete. This list serves as guidance and orientation during the following analysis and can be adapted and amplified accordingly. What is more, the criteria must be adapted to each network since each one has different characteristics, needs and is located in different environments.

In summary, this chapter has defined and characterised international networks of cultural cooperation. Moreover, I have drafted 10 parameters with which to analyse how and when networks are effective and sustainable. In the following chapter I will apply these parameters to two existing international networks of cultural cooperation. Chapter 3 can hence be considered to work as a prototype.

3. ANALYSIS OF INTERNATIONAL NETWORKS OF CULTURAL COOPERATION

In this chapter, I examine two existing international networks of cultural cooperation through the lens of governance: “International Federation of Coalitions for Cultural Diversity” and “Red Transatlántica”. This examination is mainly based upon a qualitative questionnaire-based survey. It aims at contrasting theory with current practices. Interpreting the data obtained through the survey might lead to new practical insights on how networks can be effective and sustainable.

I will first explain the design of my research approach. Then I shall analyse the networks consecutively. The chapter ends with a comparative conclusion of the survey results and first hypotheses: What makes international networks of cultural cooperation effective and sustainable?

3.1 Methodology

As shown in the preceding chapters, the research field of networks with regard to governance, knowledge and internationality is complex. The theoretical findings of the first chapters should thus be aligned with current practice. Therefore, the collection of practical data is needed. With regard to a higher expressiveness of qualitative methodologies, a questionnaire-based approach has been chosen. Further, it seems to be the most appropriate and effective choice with regard to the geographical distances between the Author and the analysed networks as well as the available time resources of both. With reasonable effort, qualitative statements can be made through this methodological approach.

This approach does not claim to be objective, but is highly marked by subjectivity. Considering the diversity of the existing networks, the possible governance approaches as well as the high specificities of each network, objectivity is rather impossible. This research aims at being exemplary through providing ideas and incentives for further investigation and experience-based learning at the network level.

Accordingly, the following analysis is based on a questionnaire-based survey of two international networks of cultural cooperation. It is complemented through a review of the respective website, social media presence and/or publications published by the networks themselves.

In summary this section explains my procedure, as well as the constraints and scope of the research.

3.1.1 Choice of Networks

Due to the limited number of networks that can be analysed in the framework of a Master's thesis, I decided to examine networks of the same field. In doing so, I am able to better compare the results. Moreover, these networks work in the same *Systemlogik* which makes it again easier to compare. The choice of the field is closely linked to and is justified through my expertise in the cultural field, as professional in the field of international cultural cooperation and also as a cultural scientist. Furthermore, this choice reflects my conviction, as stated in the introduction, that culture matters. Having the confidence of the people, thus giving me candid responses, was another criterion of my choice. Based on my professional network, contacts and trust-based relationships, it was no problem to access these networks.

After a review of existing international networks of cultural cooperation based on my experience, Internet and literature research¹⁰, I choose three networks that correspond to my criteria of selection:

1. The network features an international dimension.
2. The network corresponds to the criteria defined in Chapter 2.2.
3. The network promotes cultural diversity and intercultural dialogue.

To be on the safe side, I choose three, instead of two, networks in case one network would, for any reason, not being in a position to provide a response.

The networks chosen were the pan-African *Arterial Network*, the global *International Federation of Coalitions for Cultural Diversity (IFCCD)*, and the European-Latin-American *Red Transatlántica (RT)*. They are each diverse enough in terms of their governance, but at the same time are comparable because of the political field in which they are operating. Moreover, I have reliable personal contacts with all of them. At the same time, these contacts are distant and professional enough to avoid biases on my part in the context of this research. On the contrary, my experience with these networks allows for a deeper understanding of their work. This is the reason why I also signed the questionnaire in my diverse positions, as MPP student, as coordinator of my own network, which is well known in the field, as well as in the name of my organisation.

Parallel to reviewing the field of existing networks, I started to draft the questionnaire.

3.1.2 Design of the Questionnaire

When designing the questionnaire, I rely on several existing and hence tested questionnaires: first, one that I had developed for my first master thesis¹¹, which also features

¹⁰ As for example Staines (1996), Brun et.al. (2008) or Cvjetičanin (2011).

a mix of qualitative and quantitative questions. Additionally, I based the design on my experience on several online questionnaire-based surveys I performed at my work place. These questionnaires were sent out to a broad audience of approximately 500 people. From this experience, I learned how to communicate with the intention of reaching out and getting feedback (e.g. incentive speech, clear announcement, setting of deadlines). Accordingly, I dispose over the necessary competences to implement this research.

The questionnaire starts with a short introductory text where I explain the reason of my research. I also indicate how long answering the questionnaire would take (see Annex 1.1). Further, the questionnaire is formatted as a “form” in order to facilitate the answering process.

According to the parameters defined in the preceding chapter and the presented models of Gardner, DeVlieg and van Paaschen, I then identified eight sections, each with different questions varying in number from 2 to 12. Since the research is about effectiveness and sustainability, concepts that hardly can be assessed merely on a quantitative basis, most of the questions are qualitative ones. After having drafted the questionnaire, I send it to Kirsten Schröter, expert in survey-based methodologies associated with the HUMBOLDT VIADRINA School of Governance, for her feedback and methodological approval. According to her feedback as well as on the basis of two pre-tests I ran, the questionnaire was adapted, especially with regard to its comprehensiveness.

The questionnaire is based on independent variables (parameters) to assess the dependent variable, namely effectiveness and sustainability. It is designed to showcase examples of current practices and, when comparing them, find indices for the dependent variable. Accordingly, my aim is to make hypotheses on possible indicators for this variable.

3.1.3 Implementation of the Analysis

After finalising the questionnaire and selecting the networks, I contacted the three networks exclusively via email, individually and with a personal comment, with an appropriate – neither too long nor too short – deadline of 12 days. The questionnaire as well as the mails are written in English language, since it is common working language in the international field. In coherence with our prior communication, I only addressed the Red Transatlántica in Spanish. In each case, I contacted the persons in charge of coordination and/or execution. Part of the agreement was also that the questionnaire is answered anonymously and that no individuals would be quoted. That is the reason why names are not mentioned.

¹¹ Steinkamp, Anna (2006): „The ERASMUS-Generation. Mobility of Young People in Europe”. Master thesis submitted in September 2006 to Universidad de Deusto in the context of the European Master Programme EUROCULTURE.

Arterial Network got back to me within an hour affirming their will to help. Moreover, they forwarded the mail within the next days to a research manager. However on the day of the deadline I did not receive any response. On inquiring I was informed that unfortunately, given heavy workload constraints, a response to the questionnaire was not feasible in the given time frame, but a Skype talk was offered for a later date. Given the advanced time, I decided that it would not be feasible on my part. Consequently, I did not analyse Arterial Network.

IFCCD replied within six days confirming its participation in the research and offering a Skype conversation to clarify preliminary questions and the overall setting of the research. On this basis, the questionnaire was filled out and returned to me within only one week after transmission.

Red Transatlántica answered within one day stating that the network will participate in my research. As the deadline passed and I had not heard back from Red Transatlántica, I contacted it again via email and was given immediate response that the questionnaire will be sent within the next hours.

In conclusion, I received two duly answered questionnaires, which serve as the basis of the further analysis. The original number of three networks was thus “automatically” reduced to two.

The results of each network will be separately presented in the following sections through presenting the network, summarising the answers given in the questionnaire according to the schema of parameters of network governance and interpreting by outlining hypotheses for effective and sustainable network governance. Quotations of the questionnaire are indicated as follows: (name of the network, section of the questionnaire).

Through the unified approach of a standard questionnaire, giving a short introduction through the research as well as doing the survey in written form, the ground for the highest possibility of comparability was set.

3.1.4 Defining “Effectiveness” and “Sustainability”

After having used the terms “effectiveness” and “sustainability” without further explanation, it is now time to define what I understand when I talk about an effective and sustainable network in the context of this analysis.

Effectiveness “is the capability of producing a desired result. When something is deemed effective, it means it has an intended or expected outcome, or produces a deep, vivid impression” (Wikipedia 2013). With regard to networks, Provan and Kenis adapt this definition as follows: “the attainment of positive network level outcomes that could not normally be achieved by individual organizational participants acting independently” (2008:

230). Effectiveness is here seen in two dimensions – internally effective for the network itself, and externally for the linked community outside the network as well as with regard to society: Can it contribute to social and political change? Moreover, effectiveness means “a measure of outputs over inputs” (Provan, Kenis 2008: 242). This implies the use of resources, which leads to the term sustainability.

According to the definition of sustainable development as set out in the Brundtland Report (UN 1987), sustainability means “to ensure that it [the development] meets the needs of the present without compromising the ability of future generations to meet their own needs” (UN 1987: 15). Even though this definition is addressed in a broader, global context, it is still useful for the context of networks. It means that all actions of all kinds of nature – social, financial, material or intangible etc. – have to respect the responsible use of the resources (in the broadest sense) and that the long-term perspective (“future generations”) of the network but also of society and the environment as such are kept in mind. That means, for example, that people in charge of a network project use external funds responsibly and professionally to assure that further funding might be given to the network again in the future. It also means that structures are set in a way that all participants are both able and motivated to act. Hence, sustainability means the possibility to continue without loss – this understood in its social, ecological, economic and cultural dimension.

3.1.5 Limits of the Methodology

Given the broad and complex research objective, this methodology is evidently not exhaustive nor requires being complete. In view of that, there are limits, especially in terms of its representativeness, comprehensiveness and objectiveness. Accordingly, only the main aspects of network governance could be examined through the questionnaire – being aware that there are further aspects to be considered that also influence the effectiveness and sustainability of networks, such as the personal capacities of the people in charge of coordination and their language skills. But it is especially important to keep in mind when interpreting the gained insights that the survey represents only the perspective of people from within the organisational structure of the network, rather than from those who are members of the network or work as external partners with the network. Due to the availability of my own capacities, but also with regard to a decent use of those of the respondents, this analysis can only represent a glimpse on the broad field of research. However, in combination with the findings of the theoretical analysis (see Chapter 1 and 2) these insights into current practice have the potential to indicate interesting trends.

3.2 International Federation of Coalitions for Cultural Diversity

3.2.1 Presenting IFCCD¹²

The International Federation of Coalitions for Cultural Diversity (IFCCD) is the global umbrella organisation of 43 national coalitions for cultural diversity representing almost all world regions. National coalitions for cultural diversity are civil society platforms that work towards the promotion and effective implementation of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions (2005) at national level. Their members comprise mostly professional organisations in the cultural field, but also individual culture experts. In some regions, such as Africa or Europe, in addition to IFCCD, there are regional networks of these coalitions. IFCCD is a network of networks.

IFCCD was founded in 2007 following the preceding International Liaison Committee of Coalitions that was assembled in 2003 to contribute to the drafting of the 2005 UNESCO Convention from the perspective of civil society. This shift was necessary to be able to take part at the statutory meetings of the convention at UNESCO after its entering into force in 2007. IFCCD has its offices in Montreal, Canada, hosted by the Canadian Coalition of Cultural Diversity. Two people work full-time and two part-time, sharing their time between IFCCD duties and those of the Canadian Coalition. In broad terms, IFCCD's mission is to make civil society participate in the implementation process of the 2005 UNESCO Convention as well as to provide relevant information on issues related to this convention. IFCCD is financed through member fees as well as project-related funding and supported by the Canadian Coalition for Cultural Diversity.

Looking at the next 3-5 years, the network aims at being a “stronger and legitimate movement” (IFCCD 1.10), hence more people from new regions are involved and interested in the debate on cultural diversity. The thematic focus is broadened and “adjusted to new realities” (IFCCD 1.10). On a long-term perspective, the network establishes a “real dialogue” with all stakeholders, especially with governments, aiming at a more “participatory governance”: “Civil society is a force!” (IFCCD 1.10).

3.2.2 Results of the Survey¹³

3.2.2.1 Structure

The Federation is incorporated in Canada with its Secretariat in Montreal and is coordinated by the Canadian Coalition for Cultural Diversity. The French Coalition for Cultural Diversity ensures the representation of IFCCD at UNESCO in Paris. The French Coalition also

¹² This section is based, if not stated otherwise, on the information given on IFCCD's website www.ficdc.org accessed on 5 July 2013.

¹³ This section is based only on the answers giving in the questionnaire, see Annex 1.2.

coordinates the European group, which meets twice a year. It is the self-understanding of the Secretariat to act as facilitator, to support but not to direct its members. The coordination is, despite being centralised in an office in Canada, “loosely organized” (IFCCD, 2.1). In this sense each of the national coalitions are seen as “satellites that run its own agenda” (idem). Since IFCCD is registered under Canadian law, which requires certain structures, besides the Secretariat with its Secretary-General there is a Board of Directors. This board includes a President as well as Vice-Presidents for each region.

IFCCD meets at their international congresses on a biannual basis. This is the moment when a two year work plan is “collaboratively elaborated” in order to define who is doing what and how in the following two years. Results-based planning is applied in coherence with the network’s mission: “It coordinates the strategy of IFCCD and assures consistency” (IFCCD 2.2). A final report summarises the results, highlighting also lessons learnt. IFCCD does not have a spelt out vision.

3.2.2.2 Resources

In terms of financial resources, IFCCD covers membership fees on an annual basis, totalling approximately 20,000€ per year. The exact amount that each member must contribute is calculated according to the UN Scale¹⁴ and “do hence vary from region to region” (IFCCD 6.1). For the realisation of specific and/or more complex projects, funds need to be raised. An office as well as the appertaining infrastructure is provided through the Canadian Coalition for Cultural Diversity. The same is true for the four staff members of the Secretariat, of which two work full-time and two part-time. Circa “two thirds of their time is dedicated to international work [IFCCD] and one third to the Canadian Coalition work” (IFCCD 6.3). Additionally, two revolving interns and two volunteers are part of the Secretariat. Moreover, the Secretariat disposes over a large professional network that provides information. Moreover, IFCCD perceives the members as knowledge carriers. However, the challenge is that they

“are very busy. IFCCD is only one of many. Hence, it is hard for them to cope with deadlines and hence it is difficult to sustain same level of energy at all time. There is energy when there is a reason for them to contribute and if they can see that there are outcomes” (IFCCD 7.3).

3.2.2.3 Communication

The IFCCD Secretariat communicates with its members on a very regular basis, mostly via email – often through those staff members having the best and longest established relationships with the members – and occasionally during personal meetings. Communication with members is oriented to (regional, thematic) needs and timeliness (IFCCD 3.1). With the broad public, IFCCD communicates everything via its website. Specific

¹⁴ See for example http://ozone.unep.org/Publications/MP_Handbook/Section_3.7_Annexes_Finance/UN_scale_of_assessments.shtml, accessed on 7 July 2013.

formats are applied when a more targeted communication is needed, e.g. letters to parliaments or governments, press releases (IFCCD 3.1). IFCCD highlights that “It [communication] works as a wheel: As more members are active and connected, as more communication and knowledge and information there is. The more responsive and timely we are the more people come to us” (IFCCD 3.1). That is why the Secretariat will expand its communicational tools in summer 2013 by a Facebook page.

3.2.2.4 Knowledge

The Secretariat mobilises the knowledge of the network members through calls for papers, distributing information on other opportunities for participation, via the website and via email. It receives information from its members and other civil society movements. The Secretariat assumes “distilling” the information and knowledge (IFCCD 4.1). As of generating new knowledge the Secretariat works as “nexus of exchange” (IFCCD 4.2): It conducts, if needed and appropriate, specific research, according to the principle: “Sometimes we lead, sometimes we are led” (IFCCD 4.2).

All the information is processed and made available on the website, where it can be searched using different filters. As for information management, there is an internal member section on the website, which works for the purposes of the international congresses. Within the IFCCD Secretariat there are “internal filing systems”, physically and electronically, but no specific database is available (IFCCD 4.3). On the website, the physical archive inventory of IFCCD is also accessible via the website. It can be concluded that no systematic knowledge management exists. This has been identified as one current challenge: “We are too successful to manage all this information to make it accessible” (IFCCD 4.2).

3.2.2.5 Social Capital

IFCCD comprises 43 national coalitions in total: 16 coalitions in Africa; 11 coalitions in the Americas; 3 coalitions in Asia-Pacific; 13 coalitions in Europe (IFCCD 2.4). Each of them includes between twenty up to a hundred national members. They became part of IFCCD – most of them are founding members – because they are united in the values as set in UNESCO’s 2005 Convention. They see added value in their participation because of their wish to combine their efforts: IFCCD “gives weight to national coalitions” (IFCCD 2.5). The process of joining IFCCD is defined according to criteria to assure quality. Emphasis is put on a “critical mass” of national members, democratic structure of the national coalition and linked to the ability to speak with one voice and to be able to advocate with political stakeholders in their country (IFCCD 2.6). When all these criteria are accomplished, the respective coalition sends a request to the Board. The Board then decides over an official membership.

Leadership, understood as facilitation, is clearly defined within IFCCD. The Secretary-General implements the operational and daily work together with the other staff members. Strategic decisions are taken by all members present at the biannual international congresses, the Board or the President (IFCCD 2.3).

As mentioned, official meetings including all members are organised every two years as IFCCD congresses. Moreover, individual meetings or regional meetings take place occasionally, e.g. at UNESCO or during other occasions indirectly linked with the network (IFCCD 2.11). Within the regional networks (Europe and Africa) members meet twice a year.

The IFCCD Board meets once or twice a year virtually, every two years face-to-face in the context of the IFCCD congresses. IFCCD – in an average – classifies its members as “medium” committed – whereas a third do little or do not identify with IFCCD and have only contributed once or twice, there is a third that is highly committed. They highly identify themselves with IFCCD and the Secretariat can rely on their regular contributions (IFCCD 5.1). Another third ranges in between these two extremes. Participation and commitment are clearly linked. The reasons why one third is particularly active are explained as follows: “because they are personally active, they appreciate the global network, it is useful to be connected internationally and to UNESCO, being a member means the possibility to gain knowledge, and [because] there are results” (IFCCD 5.2).

Nevertheless, one third of IFCCD’s members are “dormant” (IFCCD 2.8). This corresponds to the low or zero level of activity at national level. It is hence probably that the reasons are not linked with IFCCD but with the national level. Another quarter to a third is very active: “They have their own website, do lobbying, organize their meetings, and do own research” (idem). The last third participates occasionally, depending on the focus and scope of the project or activity.

Relationships among the members are described “personal” since they “have met several times and consider themselves more than good colleagues” (IFCCD 5.3). Some of them even knew each other before and/or through other networks or occasions. No conflicts have been reported so far.

3.2.2.6 Skills and Capabilities

Even though this aspect has not explicitly been retrieved through the questionnaire, it can be deduced from the given information that language skills are crucial for the coordination of IFCCD. Moreover, given the global scope of the network, intercultural competence is an asset and – looking at the performance of the network – a given. Moreover, it can be deduced that communication skills are of great importance – in written and oral form, interculturally and multilingually. The indication that “the broadest distribution of strategic information is important” hints to the fact that IFCCD has developed strong communication

capabilities – especially with regard to the processing of information and knowledge. In addition, answers hint also at the capability of building successfully upon social contacts.

Moreover, the answers given concerning the medium- and long-term perspectives of IFCCD indicate that strategic thinking – linked to on-going political processes – is essential for remaining relevant.

3.2.2.7 Performance

Activities are mostly organised by the Secretariat. It launches calls for participation or papers, e.g. for publications or conferences. The received answers are assessed by a committee. “This coordinated approach is applied when external funding is involved and an overall quality management is needed” (IFCCD 2.9.), e.g. for the organisation of the international congresses. A more decentralised process has proved useful when “no follow up and/or no control function are needed” (idem). This can be the case e.g. when third parties call for input. A mix of both approaches has been applied for the gathering of information for an official reporting process to UNESCO in 2012. In this sense, IFCCD drafted one joint report. Moreover, IFCCD offered visibility to national coalitions’ reports (IFCCD 2.10).

A challenge identified with regard to performance is continuity:

“Assure that things continue, and that people are not demobilized through slow success. There are no quick results, but there are victories. Hence, you need to see them and appreciate them.” (IFCCD 7.3).

Moreover, the Secretariat considers it key to “communicate success and outcomes to show that things are progressing”. Hence, high emphasis is put on transparency. Moreover, the Secretariat aims at developing “performance indicators” (IFCCD 1.9).

3.2.2.8 Diversity

Diversity is at the heart of IFCCD. It is the key topic that gave birth to the coalition’s movement. Due to its global scope, cultural and geographic diversity is inherent to the network. Moreover, as indicated “we don’t do the same thing very often” (IFCCD 7.1), there is also high diversity in topics and issues that IFCCD addresses.

3.2.2.9 Innovation

“The more we are connected, the more the members are pushing for innovation” (IFCCD 7.1). The members assure constantly new input, which is considered a positive challenge for the Secretariat: “The network is constantly challenged by our community” (IFCCD 7.1). Also challenged by the mass of information, the Secretariat makes attempts at “driving the issue down”, meaning that new formats are developed, new topics researched and covered. “Thus, the Secretariat constantly reinvents itself” (IFCCD 7.1). At an operational level, methodology and structure remain the same, but content-wise there is lot of dynamism. With regard to members, IFCCD tries to broaden its contact data bases through the internship programme,

the volunteers coming from all world regions as well as teaming up with young expert networks, such as the U40 Network “Cultural Diversity 2030” that gathers culture experts under 40 (IFCCD 7.2). However, “ensuring the next generation for national coalitions” is one of IFCCD’s main challenges ahead (IFCCD 7.3). That’s why the Secretariat communicates not only with the first representative of the national coalitions but also with the “2nd and 3rd level of contacts” (IFCCD 7.3). It demonstrates IFCCD’s democratic approach, the awareness of the importance of the widest dissemination of “relevant” and “strategic” information as possible (IFCCD 7.3).

3.2.2.10 Legitimacy

IFCCD regularly checks whether it is still relevant to its community by looking at the number of requests e.g. for keynotes, inputs to publication, participation in any kind of events, the hits on the website, invitations received as well as the growing of the contact data base: “We can see progress” (IFCCD 7.2). In addition, research as a main activity will be strengthened to “substantiate and provide evidence for the impact of the Convention” (IFCCD 1.9), thus also justifying IFCCD’s existence.

3.2.3 Parameters of IFCCD’s Network Governance

On the basis on the results just presented, I draft first interpretations and hypotheses for each of the parameters of network governance for IFCCD.

Parameter	Hypothesis
Structure	The coordinating instance with basic infrastructure keeps the network alive and assures continuity. Burden sharing and regional coordination sustain this work. A self-understanding of being a facilitator rather than a leader helps the coordinator set up structures and management tools that enable democracy, transparency, collaboration and participation. These are crucial for effectiveness and sustainability. The lack of an explicit vision may have no effects if coordination and mission are strong enough to compensate.
Resources	Establishing the coordination of international networks with another existing national/regional structures saves costs and resources. Moreover it gives stability to the network since the basic setting is ensured. Also sharing the work between all present staff members rather than centralising all in one person results in a broader staff variety but means also burden sharing. Teamwork makes more fruitful discussion and results possible because of the shared “wisdom”. Basic funding through members can take a big pressure from daily work. Moreover, it strengthens member commitment since they feel that they contribute to the existence of the network. Project fund-raising is however work-intensive, but also means steady close examination of goals

	and objectives, which helps the network to stay relevant.
Communication	Regular, target oriented and specific communication of relevant and strategic information is key because it creates ownership, transparency, and thus strengthens the visibility and identity/profile of the network and for the members' affiliation. It helps to demonstrate relevance and to be recognised as quality partner. Members feel valued and their commitment may increase.
Knowledge	Information and knowledge is not clearly separated in daily work and go hand in hand. Information and knowledge are the "goods" of IFCCD. Effective knowledge management is time intensive and requires more human resources. Creating synergies between existing mechanisms such as websites, physical and virtual systems can be as effective as more sophisticated tools. Using the members' networks as knowledge provider creates further synergies, strengthens the role of members and avoids double work. Moreover, needs based knowledge generation through collaboration and/or research is an effective complement. Strong personal ties between the members assure the externalisation of tacit knowledge.
Social Capital	Low-threshold but structured access to the network ensures quality and also enhances motivation if people succeeded. Membership is not arbitrary, but has a meaning. Regular meetings, even on a biannual term, strengthen the personal relationships that are important to help to overcome the challenges of otherwise primarily online collaboration. Moreover, it is the real value of the network to know people all over the world, which means access to relevant and qualitative information and knowledge. The level of commitment is closely linked to the level of active participation and personality. Important for keeping the commitment is to feedback results and achievements but also to involve members on a regular basis in decision-making so that they can create ownership for the network.
Skills and Capabilities	Skills and capabilities are the matrix of a network. Without individuals and their personal commitment the network would quickly burst. IFCCD's efficiency and sustainability rely on the capabilities that people develop within them. If no explicit training possibilities are available, a learning-on-the-job environment should be promoted. Strategic and perspective thinking is an asset for performance, legitimacy and for sustaining relevance.
Performance	The biggest challenge in terms of performance is continuity and quality. It is closely linked with communication and structure, which provides the basis for performance. Integrating members into the decision-making process regarding priorities and activities assures the relevance of the network – for the members but also for the broader field. Various approaches for implementing projects offer flexibility and specificity at the same time. It furthers the openness of the network for all kind of activities and partners.
Diversity	Diversity is a cross-sectoral aspect that is considered a resource rather than a

	source of conflict. It makes the network fully operational in all parts of the world. Being strong in diversity may be the added value vis-à-vis other networks. Diversity of members – in terms of expertise and region – assures direct access to specific information and knowledge.
Innovation	Actively assuring regular flow of people, of topics and of projects keeps the network awake and curious. These are basic settings for innovation.
Legitimacy	Being linked to an on-going political process facilitates legitimacy of the network. Moreover, reaching out to new topics, providing evidence as well as transparent communication of successes or failures, contribute to stabilise the legitimacy of the network. A structured and integrated monitoring process would however help further, beyond the biannual evaluation report.

3.3 Red Transatlántica

3.3.1 Presenting Red Transatlántica¹⁵

Red Transatlántica (RT) is a network of people living and working between Europe and Latin-America who are interested in culture, the arts, and creativity. It considers itself as a meeting space for cultural professionals engaged in developing new forms of cultural production, management and actions. The members are “multi- and trans-disciplinary agents” that are in steady movement, physically, emotionally or virtually, to build bridges, new forms of cooperation and exchange between Europe and (Latin-) America.

Two independent cultural managers founded the network in 2012. When other like-minded people successively joined, a non-profit association was registered under Spanish law. The network currently comprises 25 people based in different countries in Europe and Latin-America. The trans-regional network’s activities include a blog on current news and developments of interest for the community, regular talks, intercultural brunches, and management meetings of the network. In the future, the network aims at expanding its activities, for example doing project generation and consultation or a mapping of relevant resources and stakeholders. On a medium-term perspective the network wants to expand, broaden its organisational structure and be financially sustainable. On a long-term perspective the network continuously generates its own joint projects.

¹⁵ This section is based, if not stated otherwise, on the information given on Red Transatlántica’s website: <http://redtransatlantica.com/> and in the section 1 of the questionnaire (see Annex 1.3).

3.3.2 Results of the Survey¹⁶

3.2.2.1 Structure

The network is registered as association under Spanish law, which defines the fundamental settings of the networks, such as the role of a “Chairman, Vice-Chairman, Treasurer, Secretary” (RT 2.3). Accordingly, the network has bylaws that include the vision and mission statements as well as the definition of the objectives. On this basis, the network defined “at our first ordinary general meeting, an action plan with responsibilities” (RT 2.2). Two network members assume the task of coordination on a voluntary basis. They are simultaneously the Chairman and Vice-Chairman of the network. Moreover, there are working groups on different themes “such as communication, financial and legal issues, and institutional relations” (RT 2.1). The networks meets “at least twice a year, including a compulsory general ordinary meeting every year” required through the legal status of the network (RT 2.11). In the future the network wants to act as federation with several branches in different countries (RT 2.12).

3.2.2.2 Resources

Besides the member entrance and annual fees (from 2014 onwards) the network disposes over no further financial resources (RT 6.1). The coordinators are working on a voluntary basis in their free time. Rooms for the meetings are provided on an in-kind basis (RT 6.2). There is no special office space. That is the reason why currently there are on-going discussions “about funding opportunities” (RT 6.4).

3.2.2.3 Communication

For its communication, RT uses Facebook and a weblog. There is regular contact with members through mailing, circa twice a week, in addition to individual conversations. This is mainly driven by the Chairman and Vice-Chairman. Moreover, the blog and Facebook are open for contributions from all members (RT 3.1, 3.2). Press releases or newsletters have never been used. Communication includes also the representation of the network in other conferences or seminars (RT 3.4).

3.2.2.4 Knowledge

To better access all the knowledge of the members, RT is currently preparing a member survey to profile the members (RT 4.1). So far, new knowledge is generated during the meetings – physically or virtually. This knowledge is then captured in reports or made available at conferences through speeches, via the weblog or Facebook (RT 4.4). Moreover, RT states: “Knowledge management has been discussed but as we are a new network, it has not been deeply analysed” (RT 4.3). For the moment, structured features are the reports

¹⁶ This section is based only on the answers giving in the questionnaire, see Annex 1.3.

as well as the action plan that serve as archive of the network's own knowledge (RT 4.5). However, RT considers knowledge management "as vital" (4.6) and will further develop this issue in the future.

3.2.2.5 Social Capital

As its core principle, the network puts trust at the centre, thus guaranteeing confidence among all the members. A new member "must have the support of two existing members or the agreement of the two coordinators" (RT 2.6). Moreover, new members have to fill in a "candidate form" that is to be sent to the Secretary, contribute an entry fee of 50€ as well as an annual fee: "According to our discussions, this is a proof of interest and commitment" (RT 2.6). The first members were invited through a public call "and through networks of friends and colleagues" (RT 2.6). Members should share the vision of the network and have proven professional experience in the cultural field (RT 2.7). Circa a half of the current members contribute "very regularly" to the network (RT 2.8) however this may differ from activity to activity.

Until today, the network counts 25 people with personal and professional interest in promoting intercultural dialogue and exchange between their home countries and/or country of residence. They have all professional backgrounds in the cultural field: "We are all there because we want to be" (RT 7.1). Their commitment ranges in between very high and medium, which means that all are regularly or irregularly contributing to the work of the network. The reasons why some are particularly active are: "personality, interests, time availability" (RT 5.2). The quality of relationships is described as "friendly, good colleagues". Moreover, the group is "intergenerational, interdisciplinary" (RT 5.3). In case of conflicts, solutions are found in dialogue: "We listen to each other" (RT 5.4).

Interestingly, leadership is defined according to two contrasting realities:

"[...] as a formal association with its Chairman, Vice-Chairman, Treasurer, Secretary, etc. and as a 'network' we deeply believe in a flat structure where everyone can lead projects or initiatives" (RT 2.3).

Finally, it is interesting to retain that "the expression 'emotional links' was used when generating the vision and values of the network" (RT 5.5).

3.2.2.6 Skills and Capabilities

Even though this aspect has not explicitly been retrieved through the questionnaire, it can be deduced that language skills are not as important as in other international networks since the regions included are almost all Spanish-speaking countries. Moreover, cultural differences are not as big as in other networks since cultural backgrounds within the network are similar, though not identical. However, communicational skills are key, since the network is decisively shaped by its communicative procedures. Specific capabilities that are needed for keeping

the network alive have been identified, yet not applied, such as knowledge management, evaluation or fund-raising skills.

3.2.2.7 Performance

Activities are self-organised or through a coordinated approach. Which one is applied depends on the specific characteristics of each project (RT 2.9). For example, the bylaws – as the basic document of the network – were collaboratively drafted by all members. Performance of the network is challenged through lacks in funding. For the moment, the amount and quality of activities depend on the money available (RT 7.3). That is the reason why the network introduced an annual fee.

3.2.2.8 Diversity

The network puts great emphasis on its inter- and trans-disciplinarity – considering it as a resource as well as an approach. The diversity among the members is not as high as in other trans-regional networks since the main focus is still on Spain and Latin-America. However, the great diversity within this region is also considered as one resource of the network as well as a concept that needs to be promoted.

3.2.2.9 Innovation

There are no specific mechanisms yet to ensure innovation. However, creativity and learning are guiding principles: “We try to be as creative as possible. It is an on-going learning process” (RT 7.1). Looking at the kind of activities the network has implemented so far in combination in how the network communicates, it can be said that the network tries to establish new and creative formats of collaboration and exchange through interdisciplinary forms, combining classical with leisure meeting formats (e.g. “brutal brunches”).

3.2.2.10 Legitimacy

For the moment, only the inner legitimacy is an issue within the network. It is not clear whether the network is of public relevance yet since it is respectively young. The more external funding is needed, the merrier legitimacy will have to be proven. Evaluation and monitoring mechanisms are not yet established: “We are beginning to evaluate” (RT 7.2).

3.3.3 Parameters of RT’s Network Governance

Parameter	Hypothesis
Structure	A legal and institutional structure is necessary to be effective, e.g. to be able to receive or transfer money, while the collaborative and non-hierarchical spirit of the group can be maintained and at an operational level. Thus, participatory decision-making is assured. The instruments required through

	<p>registration under a national law can easily be combined with necessary tools such as vision and mission statement. A structured working approach through action plans are helpful, also in a small networks. Participant governance is possible when the network is still young and small.</p>
Resources	<p>Having voluntary coordinators requires a high level of motivation and personal commitment but makes their action more genuine and effective. Time availability might present serious challenges when the network grows, also for its continuity. Financial resources are crucial – sooner or later – for the effectiveness and sustainability of the network. Seed money, through member fees, helps to secure basic stability. Moreover, it emphasises the commitment of members through their contribution – also economically – to the survival of the network.</p>
Communication	<p>Because very regular face-to-face meetings are not possible, communication within the network is vital. Communication is also crucial for the visibility and creation of identity outside the network in order to be recognised as a serious actor. Making the communication tools usable and accessible for all members strengthens commitment and ownership. Additionally, it helps to overcome limits in human resources since everybody can post or publish information.</p>
Knowledge	<p>Awareness of the importance of knowledge is a first step to systemic knowledge management. Basic tools such as reports or minutes or the manuscripts of speeches are effective if they are safeguarded in a structured and easily accessible manner. Bringing transparency into the knowledge management resources assures better exchange and use of available knowledge for all. Meetings can serve for the transfer of explicit and particularly for implicit knowledge. At a second step, knowledge can be better transmitted when needed. New knowledge can be generated through combining insights and experiences.</p>
Social Capital	<p>Given the relatively small number of members as well as their similar professional backgrounds, the group is not very heterogeneous. However, this can help to strengthen personal ties and give stability to the network in its first years. Access to the network is based on democracy, jointly defined rules and is fairly uncomplicated. A pragmatic approach towards participative leadership is feasible when circumstances require (e.g. hierarchy required through legal status versus free spirit of network idea).</p> <p>Participative structures and atmosphere help to “co-responsibilise” members and maintain commitment. Moreover, putting trust at the basis of all actions ensures healthy relationships that are thus strengthened. Personality, personal motivation and commitment matter for the effectiveness and sustainability of the network. It assures continuity and quality because somebody cares.</p>

Skills and Capabilities	When building a network, identification of key skills and capabilities is crucial. On that basis, further training can be provided. Communication is a key skill for all network members in participatory structures. What is more, in a participant governed network, skills and capabilities of all members matter.
Performance	Finances matter, as do member commitment and know-how for performing effectively and sustainably. A variety of management approaches opens the network for a variety of projects and allows everyone to take over responsibility at one moment or another, furthering their commitment and ownership. Innovative activities assure visibility and curiosity and may attract further members. Moreover, it raises awareness for the objectives of the network. Strong and precise communication of the results can help to promote continuity and credibility.
Diversity	Flexibility, transparency and a collaborative and co-responsible approach is crucial for giving space to diversity to flourish.
Innovation	A learning attitude and creativity pave the way for innovation.
Legitimacy	Evaluation and monitoring is needed to strengthen legitimacy.

3.4 Comparative Conclusions of the Survey

With the limits of the applied methodology in mind (see Chapter 3.1.5), the analyses above nevertheless allow for some assumptions on IFCCD's and RT's network governance.

The comparative analysis demonstrates evidence that both networks feature some basic differences, such as size, age, geographical scope, financial support or political embeddedness. The two networks also have differing approaches with regard to the nature of their activities, to their outreach, geographical orientation and resources. Because of the difference in the duration of the two networks, the tools that each of them applies for governance or knowledge management differ, both in terms of maturity and creativity.

According to the types of governance presented earlier (Chapter 2.2), it can be clearly identified that IFCCD has adopted a lead-organisation model: One of the members of the networks, namely the Canadian Coalition for Cultural Diversity provides the Secretariat for IFCCD. Moreover, the Canadian Coalition also initiated and coordinated the Liaison Committee of Coalitions for Cultural Diversity, the predecessor network. Therefore, it was a smart and evident choice to also locate the IFCCD office with the Canadian Coalition. The flow and use of the acquired network knowledge, skills and capabilities as well as further resources were thus ensured. In contrary, RT decided for a participant governed model. This decision seems coherent with the resources available as well as with the respectively small number of members and their lower degree of heterogeneity. Moreover, the network started from scratch; thus no existing structures were available, as in IFCCD's case. Trust, which is

essential for this type of network governance, has been consequently set at the core of the overall network: “Specifically, shared governance is most likely to be an effective form when trust is pervasive throughout the network” (Provan, Kenis 2008: 237). As the network grows, the type of governance might need to be reconsidered.

However, despite these obvious differences, both networks have things in common, which are particularly interesting when comparing them based on the parameters of network governance (see Chapter 2.3). The findings that match are:

Parameter	Matches
Structure	<ul style="list-style-type: none"> - Flat hierarchical structures and participative leadership understanding - Organised in the form of legally registered institutions - Based on democracy and transparency - Collaboration and participation applied whenever feasible - Mission statement orients actions
Resources	<ul style="list-style-type: none"> - Coordination is assumed by several persons - Basic funding through member fees - Additional project-based funding
Communication	<ul style="list-style-type: none"> - Regular, strategic and transparent online-based communication with members - Professional, relevant and target oriented public communication
Knowledge	<ul style="list-style-type: none"> - No systematic knowledge management systems in place - Synergies created with other existing tools and used efficiently to generate and safeguard knowledge - Members recognised as knowledge resource - Importance of personal relationships acknowledged for knowledge transfer (externalisation, socialisation, internalisation, combination) - Framing and contextualisation of information into relevant knowledge
Social Capital	<ul style="list-style-type: none"> - Seldom but regular face-to-face meetings - Open but regulated access for new members based on jointly defined terms of reference - Broad member participation that is linked to commitment and personality and vice versa
Skills and Capabilities	<ul style="list-style-type: none"> - Open learning attitude in all actions - Learning happens on the job - Communicative skills are essential
Performance	<ul style="list-style-type: none"> - Assuring continuity and funding is a challenge, both are interlinked - Collaborative, creative and innovative performance - Various and flexible project management approaches - Communication of results regarded as important for continuity, member commitment and legitimacy

Diversity	- Inherent diversity as a cross-sectoral concept
Innovation	- Learning attitude/curiosity - Continuous flow of people, ideas and working tools
Legitimacy	- Evaluation and monitoring needed to assert legitimacy

Both networks represent, from a legal point of view, classical organisation structures. Registered as a federation and an association, they both perceive themselves as networks with all the key characteristics (Chapter 2.2). The implemented analysis revealed the reasons, although different ones, why IFCCD and RT chose organising in networks, rather than in other forms of governance (see Chapter 1.2): In each of their specific contexts this form appears at the most adequate because it allows for

- involving a decisively higher if not unlimited number of stakeholders and their expertise to mobilise efforts for the same goal;
- flexibility, quick adaptability and dynamism in performance, management and decision-making required through a broad and complex thematic field and the international dimension;
- crossing geographical, institutional, national and cultural borders easily to access broadly distributed resources;
- building upon knowledge and social capital as key resources (rather than e.g. material goods);
- creating platforms for mutual exchange beyond economic or power interests, and
- assuring a higher outreach through a broadly laid out performance and communication through the network itself.

To give non-exhaustive counter examples: Through a hierarchical approach, results would not be as broadly appreciated and received since natural interest and motivation would be low(er). Consequently, the commitment and ownership that are essential for sustainment would be very low. Moreover, the flow of information and knowledge would also be organised hierarchically and thus be less accessible and useable. Through a market approach, which regulates itself, the efforts of IFCCD and RT would quickly come to an end: There is too little direct tangible benefit to survive within the rapid pace of the market.

Interestingly, the comparison also reveals that intercultural competence or difficulties resulting out of cultural differences are not an issue in these networks. Thus, it is not as crucial as previously assumed in Chapter 1.3, which might be explained through the fact that cultural networks are more sensitive in this sense than networks in other fields. However, this aspect has still to be kept in mind and is inherent in the parameters 'diversity' and 'skills and capabilities'.

As Klijn and Koppenjan argue by citing various network researchers: “Most network researchers agree that interdependency is the core factor that initiates and sustains networks (Scharpf, 1978; Marin and Mayntz, 1991; Rhodes, 1997; Agranoff and McGuire, 2003; Koppenjan and Klijn, 2004)” (2012: 591). With regard to IFCCD and RT this assumption can be confirmed: Counting all individual actions of the network members would not have the same result. They depend on each other to achieve their individual goals, which are at the same time the shared goal of the network.

Herewith concluding this chapter and the practical analysis of the thesis, in the following and final chapter I will explore possible indicators for assessing the effectiveness and sustainability of networks, based on the set of parameters of network governance.

4. NETWORK GOVERNANCE – A CONTEMPLATION

“[...] networking is not casual nor easy, its success does not come about by magic or by accident.”

Gardner 2011: 212

This final chapter is to contrast the theoretical part of this thesis, namely Chapters 1 and 2, with the practical insights from Chapter 3. On the basis of a challenge assessment, I propose parameters, characteristics and indicators that are – as a conclusion – compiled in a model of network governance.

As initially quoted from Provan and Kenis, the right form of governance depends on the specific needs and conditions of each network, but also on the resources available. Once having chosen a form of network governance – be it participant governance, lead-organisation governance or network administration governance – the question remains: What makes an international network of cultural cooperation effective and sustainable? And what are the specific challenges and hindrances to be faced with regard to effectiveness and sustainability?

4.1 Challenges of Network Governance

Even though networks are especially suitable to address complex issues, according to Provan and Kenis, international networks are particularly challenged by their internal complexity: “The problem of network complexity is especially acute when participants are spread out geographically, making frequent meetings of all participants difficult or impossible”

(Provan, Kenis 2008: 238). This complexity is especially visible when it comes to the mass of information and knowledge available and thus to make effective use of it.

Financing networks is a further challenge. The call for networks, especially cross-stakeholder networks (e.g. partnerships between civil society, politics and the private sector) is on everyone's lips¹⁷ and "the entire field of international relations involves the activities of transnational and trans-cultural networks" (Cvjetičanin 2011: 262). If this is to be taken seriously, funding institutions and donors will need to adapt their funding guidelines to meet the increasing presence of international networks and their needs:

"With cultural networks, there is a certain paradox or a contradiction in their funding. Everyone believes that they are essential to the cultural, social construction at international level; all institutions share this vision, consider it essential, and want their existence to be extended to the maximum, but often there is no agreement on who should support them financially" (Brun et.al. 2008: 121).¹⁸

This might be explained by the fact that most funding programmes focus on bilateral or bi-regional cooperation where clear national benefits can be retrieved. Van Paaschen even concludes: "And how do networks relate to often nationally defined geographical priorities? Clearly, from a donor's point of view, networks do not particularly belong to the 'darlings' category" (2011: 159).

But international and especially global networks have global benefits. Often they even aim at overcoming the obstacles that are created by separating the world into nations. From my own experience as a network coordinator, I affirm that it is even harder for global networks that have their basis in a so-called "developed country". The available funding is often earmarked for so-called "developing countries", even though networks are not economically expensive, compared to other forms of organisation. They are "fascinating", create synergies of existing structures and resources and "connect people over large distances" (van Paaschen 2011: 159). The biggest part of their financial needs consists in remunerating the coordinators as well as promoting the social capital of the network through regular meetings. Most other aspects of the network can also be effectuated online. Brun et.al. calculate that "75%" of network costs are travel costs for the members and/or the coordinators (2008: 122).

However, some first attempts are on their way to fill the lack of funding opportunities for international networks beyond the project-based approach, at least at European level: The European Commission's new programme "Creative Europe" (2014-2017) for promoting cooperation in the culture and media sector places emphasis on the support of "advocacy networks" as one of four priorities within the overall programme, which means 40% of the overall programme budget (European Commission 2011: 12ff).

¹⁷ See for example Yúdice 2003, Brun et.al. 2008 or Cvjetičanin 2011.

¹⁸ Translated from Spanish by the Author.

Parallel, it is also about networks themselves to find alternative ways to fund and finance their activities.

Another challenge linked to financing networks are human resources: qualified individuals who can assume the professional coordination of the network. Due to high demands for communication, often in various languages, the centralisation of all internal and external requests in one place as well as the steady flow of information, coordinating networks is complex and time intensive. However, due to lack of funding, this task is often assumed on a voluntary basis or “on the top” of an already full portfolio. Voluntary work can of course have positive effects for the network and the member commitment. However, it is not a long-term solution due to the intensity of network coordination. Moreover, rotation can provide a remedy. But with regard to effectiveness and sustainability, rotation may also interrupt the flow of building capacities and capabilities. With a lack of funding or only project-based funding, it is hard to employ a person on a full-time basis and assure continuity.

Continuity is again linked to the sustainability of a network, to its credibility and legitimacy. Yet continuity does not only depend on the coordinator, but also on the social dynamics within the network:

“Continuity (sustainability) is a key success factor in networks. Without repeated human contact with the same colleagues, the individual network member does not start to gain the understanding, depth of knowledge, realisation of mutual positioning, exchange of pertinent information or any other of a number of learning advantages” (Staines 1996: 7).

Networks rely on online- and virtual communication. Their hype, popularity and their success was also due to the opportunities offered through new ICT. Such tools can help in solving some of the challenges very cost-efficiently, as for example information sharing, transfer of (explicit) knowledge and good practices over large distances and different time zones. Thus, they also contribute to the reduction of travel costs. Nevertheless:

“Networks depend on face-to-face human contact. However sophisticated the electronic tools and information dissemination, people must actually meet in order to lay the foundations of trust required to develop collaborative projects” (Staines 1996: 11).

Hence, seed funding is required mainly for human resources and travel expenses for regular network meetings.

Linked to human resources is the challenge of network-specific capabilities – capabilities and skills to apply efficient and professional management tools, especially with regard to knowledge. This requires not only the respective skills, but also the time to apply them until their application has become really useful. Thus, if human resources are scarce, but work load is high, strategic approaches are rather unlikely and work will be effectuated “on-demand” and reactively. However, since knowledge in particular has been identified as one of the main resources, this aspect is vital for networks. Moreover, efficient and modern

management tools can especially help networks that operate in complex contexts to work more effectively.

Consequently, network coordination skills need to be strengthened and professionalised. Respective training opportunities should be provided – by network coordinators for network coordinators. Networks are all about people, especially about those in charge of the central tasks and duties:

“What is needed to strengthen culture networks is the development of leadership skills for network coordinators, opportunities for them to network with each other to develop their skills in communications and strategic planning helping them maximize their effectiveness, and the creation of international mechanisms to help build financial resources” (Gardner 2011: 212).

Strengthening international networks is also of public interest with regard to their increasing role as actors of global governance (see Chapter 1.2) in a complex world: “Cultural networks are [...] considered as actors in the governance of cultural policies in exchange relationship with public authorities, acting on them as they act on them”¹⁹ (Teillet 2011: 57). Hence, effective and sustainable networks are also about the degree of their contribution as proper players to the overall architecture of governance.

4.2 Parameters, Characteristics and Indicators

As defined in Chapter 3.1.4, effectiveness and sustainability are characterised through “the capability of producing a desired result” (Wikipedia 2013) and the responsible use of network resources with regard to “future generations” (UN 1987: 15), thus ensuring the possibility to continue without loss – this understood in its social, ecological, economic and cultural dimension. To assess whether the chosen form of governance accomplishes these criteria, I identified 10 parameters in Chapter 2.3:

1. Structure
2. Resources
3. Communication
4. Knowledge
5. Social capital
6. Skills and capabilities
7. Performance
8. Diversity
9. Innovation
10. Legitimacy

¹⁹ Translated from French by the Author.

Accordingly, the categories to consider have been identified. But which shape do they need to have in order to assess the level of effectiveness and sustainability?

I compare my findings from the practical analysis and the challenges identified above with a model from the UN that might help further: the characteristics of “Good Governance” (UNESCAP 2013):



Table 6: Characteristics of good governance
 Source: UNESCAP (2013): <http://www.unescap.org/pdd/prs/ProjectActivities/Ongoing/gg/governance.asp>

Comparing these characteristics with those matches between the governance of both examined networks (see Chapter 3.4) shows that most good governance characteristics are also valid for effective and sustainable network governance: Participation as well as transparency have been determined to be key. The guiding principle of democracy that has been highlighted by both networks is represented here in the aspect of “consensus oriented”. “Inclusive and equitable” are features that both networks emphasised in relation to the involvement of all members as well as to decision-making. Moreover, flat or non-hierarchical structures are also a factor. Placing importance of communication, transparent and strategic, but at the same time to “support” members leads to responsiveness. Moreover, being responsive involves also the flexibility and vigilance to adapt and respond to new and upcoming issues, which is relevant for legitimacy. Accountability is crucial for legitimacy, relevance, credibility and eventually for the sustainability of the network. Due to scarce human and financial resources, as seen during the analysis, it is vital for a network to use the available resources efficiently and creatively. The qualification of “follows the rule of law” is also crucial in the context of a network: This is one of the reasons why networks often have to institutionalise themselves in federations or associations, in order to function within the legal framework of their physical location.

Complementary to and respectively in coherence with these characteristics, Provan and Kenis highlight the importance of four “contingencies”:

“[...] the successful adoption of a particular form of governance will be based on four key structural and relational contingencies: trust, size (number of participants), goal consensus, and the nature of the task (specifically, the need for network-level competencies).”

Provan, Kenis 2008: 237

Moreover, they affirm that “effective network governance means building structures that are responsive to both internal and external legitimacy needs” (Provan, Kenis 2008: 244). More interestingly with regard to my analysis they state:

“The problem is that no one-network governance form is ideally suited to fully address each side of the legitimacy tension. Because of its strong participatory focus, the shared-governance form is best suited to address internal network legitimacy needs. The lead organization form is especially suited to addressing the external legitimacy needs of the network. The lead organization will, typically, already have legitimacy as an organization, and it can leverage that legitimacy on behalf of the network as a whole” (Provan, Kenis 2008: 244).

Consequently, network governance is about the correlation between the 10 parameters and the characteristics of good governance. In addition, there are further indicators, such as those identified by Provan and Kenis, with regard to the parameters that make the assessment of effectiveness and sustainability more meaningful:

Parameter	Indicators
Structure	<ul style="list-style-type: none"> - Flat & democratic - Shared / team governance - Vision and mission - Size - Nature of the task and topic chosen
Resources	<ul style="list-style-type: none"> - Team work - Creativity - Accountability
Communication	<ul style="list-style-type: none"> - Transparent - Strategic - Target-oriented - Participative
Knowledge	<ul style="list-style-type: none"> - Manage - Generate, flow - Transfer and transmit
Social Capital	<ul style="list-style-type: none"> - Trust - Commitment - Personality - Ownership - Responsibility - Identity

	<ul style="list-style-type: none"> - Face-to-face meetings
Skills and Capabilities	<ul style="list-style-type: none"> - Communication skills - Intercultural competence - Languages - Steady capacity building through evaluation and monitoring
Performance	<ul style="list-style-type: none"> - Participatory - Creative - Continuity - Finances - Mission / action plan - Strategic
Diversity	<ul style="list-style-type: none"> - Cross-sectoral
Innovation	<ul style="list-style-type: none"> - Openness - Creativity - Learning - Steady flow of people and ideas
Legitimacy	<ul style="list-style-type: none"> - Evaluation and monitoring

As emphasised in Chapters 1 and 2, networks are dynamic – due to their fluid membership structure, no institutional boundaries and the quick flow of knowledge. Therefore, none of the parameters, characteristics or indicators can be taken solely, but always according to their embeddedness and the individual shape of each network. Networks are not only about dynamism, but also about their governance.

As regards the parameters “diversity” and “innovation”, they can both be indicators and parameters, because the degree of diversity and innovation in each parameter can also be an indication for the degree of effectiveness and sustainability.

In following, the mentioned ingredients are structured towards a model of network governance.

4.3 Model of Network Governance

Although several attempts have been undertaken to evaluate and assess networks, this field is still considered to be underdeveloped: “Cultural policy actors so far have not found a way to develop some kind of network self-evaluation methods” (Švob Đokić 2011: 27).

As a small contribution to fill this gap and to make the findings demonstrated above evident, I will combine here the characteristics of good governance, the 10 network governance parameters with the indicators identified through the analysis of current practice and apply them to the following model:

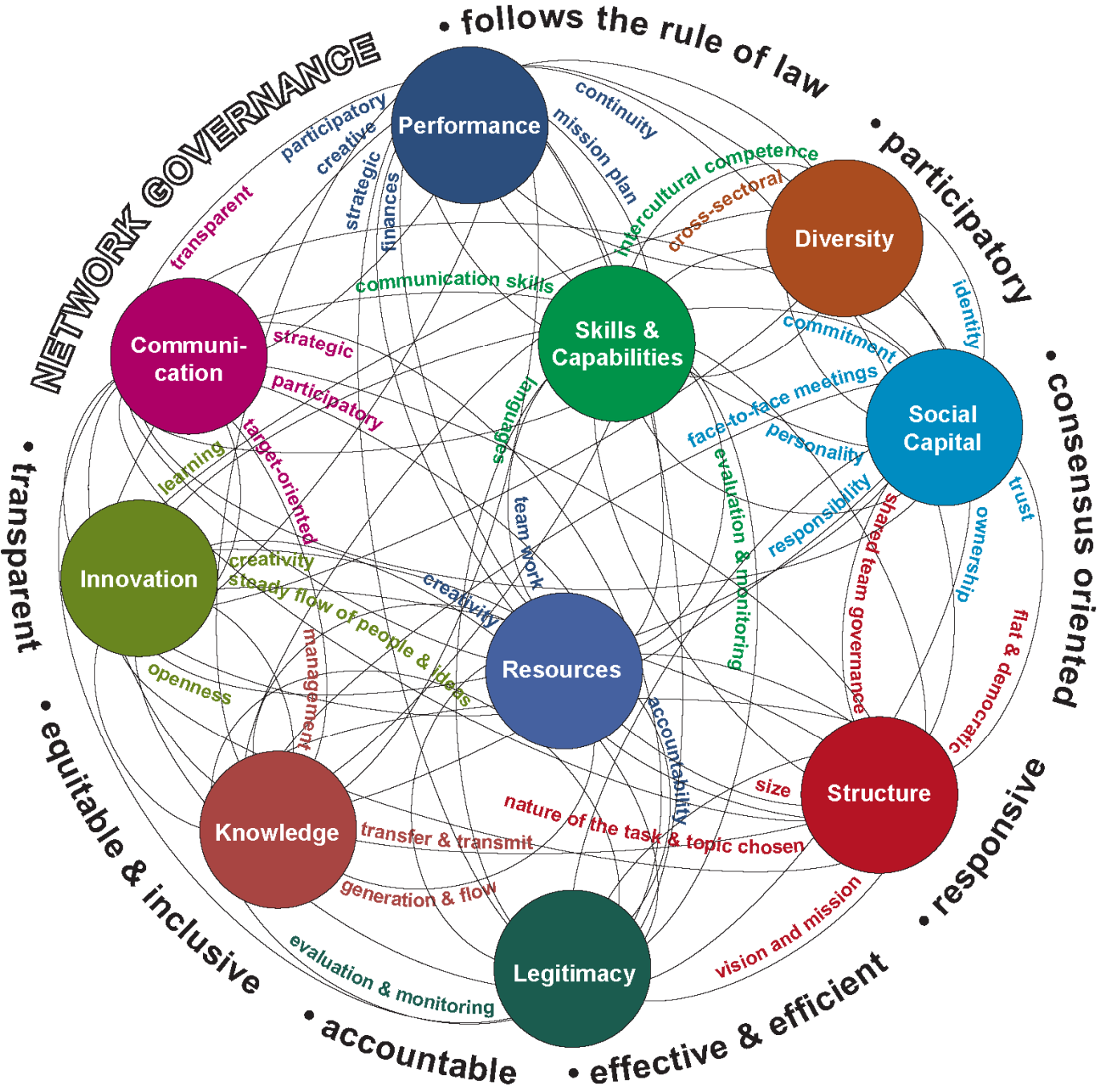


Table 7: Network Governance Model
Source: Author's own presentation, realised by Caroline Paulick-Thiel

At the centre stands the network itself, which is defined by the 10 parameters. These can be further assessed by using the indicators. Both parameters and indicators respond to the characteristics that frame the overall approach.

To name a few of the interrelated impacts and effects existing within this model, the following examples explain the model more clearly:

- Success is due to strong and professional coordination, committed and motivated members and through funding.
- The more effectively knowledge resources are managed and distributed, the merrier a group or an organisation is able to adapt and to innovate.
- Knowledge management is one tool to achieve goals and implement strategies efficiently.
- Success can raise the visibility of the network, strengthens its credibility and relevance, thus its legitimacy.
- Legitimacy helps in finding further funding resources.
- Evaluation and monitoring help to learn from failures and successes and to strengthen the network capabilities.

Another example of the sense in which this model is to be seen is the following: Socially sustainable means for example, as also Boos, Exner and Heitger recommend, that all members should have the chance to be actively involved, also with perspective to their individual future. Contacts with partners should always be concluded in such a way that further contact is possible. Moreover, every intervention in the network should be communicated as an offer that can either be accepted or denied (Boos, Exner, Heitger 1992: 61).

What is crucial to understand is that this model itself takes the form of a network – a network of parameters, characteristics and indicators that are somehow interlinked through diverse dynamics that result from the contingencies and the specificities of each network and its environment. It features the same main characteristics of a network: flexible, adaptive, no boundaries, non-hierarchical. Moreover, the model is about the links, nodes and relationships within the network.

Accordingly, not all indicators or parameters or characteristics have to be 100% fulfilled. A strong or especially developed aspect can compensate for others, as for example the example of IFCCD demonstrated: IFCCD does not have an explicit vision. However, through a strong political embeddedness and the shared values of the 2005 UNESCO Convention by the network, this lack is compensated.

For now it remains to be proven at operational and practical level whether the model holds up to the practical needs and diverse realities. Another aspect to be clarified is in which time-span this model can be applied: Does it reflect only a snapshot or does it allow for medium- and long-term assessments? It also remains to be assessed whether the form of governance, hence mainly structure and management, are actually the most decisive parameter for effectiveness and sustainability, as Provan and Kenis argue:

“We do not deny that the effectiveness of networks may, in part, be a function of the actions of individual network participants, or that individual participants may gain advantage from network involvement regardless of governance form. However, our basic contention is that when focusing on collectively generated, network-level outcomes, the form of network governance adopted, and the management of tensions related to that form are critical for explaining network effectiveness” (2008: 247).

However, as my analysis indicated, there are other aspects that also matter. Still, the form of governance surely sets the tone. Moreover, using the governance approach, interlinked processes and mechanisms can also be examined. Van Paaschen’s assessment on the success of the Arterial Network hints towards the just developed model: “The Arterial Network has become a success because of the combination of a needs-based agenda, open communication and distribution of information, and a democratic internal structure, keeping stakeholders committed (van Paaschen p. 165)”.

Networks and networking is all about establishing links and relationships, which is why I think that Provan and Kenis’s assumption falls short when assessing such complex settings as international networks and their effectiveness and sustainability.

Finally, with this model I endeavour to offer a broader approach in order to assess the effectiveness and sustainability of international networks, not only in the cultural field, but also beyond. Furthermore, the model might serve as a useful resource for anyone setting up or coordinating a network.

To conclude, in this chapter I developed a model of network governance by combining theoretical findings with those of the practical analysis. In doing so, I hope for a more holistic and people-oriented – and thus more successful – assessment of the effectiveness and sustainability of international networks.

CONCLUSION

This thesis is about contemporary forms of governance, namely network governance. Therefore, I think that with regard to the current global events of people taking the streets to demonstrate against ruling authoritative and hierarchical regimes, it is of certain timeliness: It has been shown that networks are a relevant and contemporary form of organising people's collective action. It has also been demonstrated that social networks, e.g. policy networks or civil society networks, are gaining more and more importance as proper actors of governance. But neither the mere need for networks nor their increasing number will make them a panacea. Their effectiveness and sustainability is more and more decisive. Identifying the factors that make them effective and sustainable has been the guiding question of this work.

Based on the terms of network, governance, knowledge and internationality, I developed parameters of network governance in order to analyse two international networks of cultural cooperation through the lens of governance. Contrasting the findings of the practical analysis with those of the theoretical examination led to the draft of further indicators. It has been found that successful coordination of international networks of cultural cooperation, but also other networks, depends on the correlations of different kinds of parameters such as structure, resources, communication, knowledge, social capital, skills and capabilities, performance, innovation, diversity and legitimacy. Their effectiveness and sustainability can be assessed by using further indicators, as for example the degree of collaboration, diversity, democracy, creativity or trust. The following principles guide the governance of a network: consensus, responsiveness, accountability, transparency, participation, inclusiveness, legality, and efficiency.

On this basis, I drafted a model of network governance that can serve as a resource to assess how to make networks more effective and sustainable. The model was developed with a specific focus on international networks of cultural cooperation. However, the model might also serve as a resource for other civil society networks active at an international level.

Even though the model might seem holistic and comprehensive, it has yet to stand the proof beyond this thesis. Moreover, the model should be put up for discussion with people who are not directly involved in the coordination of a network, e.g. the members and people who often partner with networks – also beyond the cultural sector – thus filling the methodological gap of this thesis.

This study could not provide a deep and long-termed investigation, but points to a structured approach to network governance. Since the number of networks grows continuously and their importance increases, it is necessary to follow this approach further, to apply the model and test its validity: What kind of parameters are missing? How can the correlation of the

parameters within the model be evaluated more concretely – and through which methodology? How can the benefits of international networks be better assessed at a global level?

Since one of the thesis' findings shows that networks are more about people than about structure, a further research should focus on the aspect of group dynamics within networks, in addition to the aspects of knowledge, governance and internationality. Moreover, financing network has been identified as one of the key challenges for effectiveness and sustainability. Besides re-defining funding guidelines, it would be worth a further research to deepen the specific aspect how networks can be effective and sustainable when they have no or little resources.

This research aims at being exemplary through providing ideas and incentives in form of a model for future investigation and experience-based learning at network level. It is an invitation to do more research – practical or theoretical – on the effectiveness and sustainability of networks. Any ideas, comments or proposals to further develop this model are warmly welcomed.

The thesis was written in the belief that civil society now plays a bigger role in global governance than ever before. Like Mike van Graan, I think that networks are “about civil society taking responsibility for itself. Cultural policies, like networks, are not ends in themselves, but vehicles to achieve a greater good” (2011: 188).

Finally, given the global “turning point” – where hierarchy and authority fail and new forms of governance rise that need to take into account the diversity and particularities of people – with regard to governments and governance, this thesis has demonstrated what might be relevant for improving effectiveness and sustainability when it comes to network governance. Rather than holding on to hierarchical systems or top-down institutions, it also might be worth a try to consider governing countries – and therefore people – through a more network oriented governance.

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ara_que.pdf](http://www.brasiluniaoamericana.ufjf.br/es/pdfs/sistemas_y_redes_culturales_como_y_para_que.pdf), accessed on 29 June 2013.

Further Internet Resources

www.ficdc.org

<http://redtransatlantica.com/>

<https://www.facebook.com/rtransatlantica?fref=ts>

www.wikipedia.com

ANNEX

1.1 Questionnaire

QUESTIONNAIRE ON THE GOVERNANCE OF NETWORKS IN THE FIELD OF CULTURAL COOPERATION

In the context of my extra occupational Master studies in Public Policy at HUMBOLDT VIADRINA School of Governance (Berlin, Germany), I am currently conducting research on models of governance of international networks in the field of cultural cooperation for my Master thesis. The question that triggers me is:

Which models of governance make international networks of cultural cooperation sustainable?

Besides a theoretical approach to this question, I also want to analyse current practices of network governance.

I therefore kindly ask you to contribute to my research and thus to improving networks as effective forms for international cultural cooperation by answering to this questionnaire. It will take about 30-45 min.

Moreover, I am grateful for any further information/material you can provide (e.g. constitutional documents, meeting documents, promotional information material, videos, photos).

The received data will be used only for my academic research for my Master thesis. The information may be quoted, but only in relation to the network and not to any individuals.

If you are interested, I will be very happy to share my research results with you. Please let me know.

Thank you very much for your help.



Anna Steinkamp

Student, Master of Public Policy, HUMBOLDT VIADRINA School of Governance

Coordinator of the international U40 Network "Cultural Diversity 2030"

German Commission for UNESCO

1. GENERAL INFORMATION

1.1 Name of the network

1.2 Function of the person answering this questionnaire with regard to the network.

1.3 When was the network established?

1.4 By whom? (person or institution)

- 1.5 Why was the network initiated?
- 1.6 What is the vision of the network?
- 1.7 What is the mission of the network?
- 1.8 What is the regional scope of the network?
- global
 - transregional (two or more but not all world regions)
 - regional (one world region only)
 - bilateral (two countries)
- 1.9 What are the activities of the network? Please name these in one-line short description (e.g. print publication on XX, blog entry on XX, meeting on XX in XX).
- Past
- Present
- Future
- 1.10 What kind of impact do you hope to achieve through the network on a long-term perspective?
- 3-5 years
 - 5-10 years
- 1.11 Any other aspects you would like to mention under this heading "General information"?

2. STRUCTURE AND ORGANISATION

- 2.1 How is the network structured (e.g. coordination, working groups, rotation, etc.)?
- 2.2 Does the network have a basic strategy (e.g. including action plan, vision, mission, impact-outcome-output-chain, budget plan or funding strategy, etc.)?
- 2.3 Is leadership clearly defined within the network?
- No
- Yes
- If yes, please specify:
- If no, why:
- 2.4 How many members does the network include?
- 2.5 Why did they become members? (personal/institutional motivation, interests)

- 2.6 How did they become members?
Was there a selection procedure? Did they need to apply? What is the overall process of joining the network? Was there a public call for participation? Was a call only spread through networks of friends and colleagues? Please describe.
- 2.7 What are the 'terms of references' (criteria) of being a member in the network?
- 2.8 How many of the members are actively participating/contributing to the network activities on a regular basis? Please specify, including the regularity.
- 2.9 How do you organise joint activities (self-organisation, coordinated organisation, project-based, etc.)? Please describe.
- 2.10 Can you give an example of the organisational process of a successful joint activity?
- 2.11 Do you meet on a regular basis with all the members of the network (e.g. twice or once a year)? Please specify.
- 2.12 Any other aspects you would like to mention under the aspect "Structure and Organisation" regarding the network?

3. COMMUNICATION

- 3.1 How often do you communicate? Please be as specific as possible.
With the members
Publicly
Other
- 3.2 Who is responsible for communication and promotion activities?
With the members
Publicly
Other
- 3.3 Which tools do you use for communication and how often?
- | | | | | |
|------------------------------------------------|--------------------------------|------------------------------------|--------------------------------|---------------------------------|
| <input type="checkbox"/> Social media | <input type="checkbox"/> never | <input type="checkbox"/> sometimes | <input type="checkbox"/> often | <input type="checkbox"/> always |
| <input type="checkbox"/> Press releases | <input type="checkbox"/> never | <input type="checkbox"/> sometimes | <input type="checkbox"/> often | <input type="checkbox"/> always |
| <input type="checkbox"/> Website | <input type="checkbox"/> never | <input type="checkbox"/> sometimes | <input type="checkbox"/> often | <input type="checkbox"/> always |
| <input type="checkbox"/> Mailing lists | <input type="checkbox"/> never | <input type="checkbox"/> sometimes | <input type="checkbox"/> often | <input type="checkbox"/> always |
| <input type="checkbox"/> Newsletter | <input type="checkbox"/> never | <input type="checkbox"/> sometimes | <input type="checkbox"/> often | <input type="checkbox"/> always |
| <input type="checkbox"/> Other: | <input type="checkbox"/> never | <input type="checkbox"/> sometimes | <input type="checkbox"/> often | <input type="checkbox"/> always |
- 3.4 Any other aspects you would like to mention under the communicational aspect of your network?

4. KNOWLEDGE MANAGEMENT

- 4.1 How do you mobilise the knowledge of the network members in order to be able to use and work with it for the purposes of the network?
- 4.2 How do you generate new knowledge through and within the network?
- 4.3 How do you save the existing knowledge of the network (e.g. knowledge management systems, archives, intranets)?
- 4.4 How do you make it available to the general public?
- 4.5 Can you give an example of a good practice in the field of knowledge management within your network?
- 4.6 Any other aspects you would like to mention under the aspect of “Knowledge Management”?

5. SOCIAL ASPECTS

- 5.1 How high would you rate the commitment of your members?
 - High (high identification and reliable contributions on a regular basis)
 - Medium (identification, individual contributions on an irregular basis)
 - Low (little or no identification, onetime or occasional contribution à la “free-rider-phenomenon”)
- 5.2 Are there members who are particularly active?
 - No
 - YesIf so, please specify how and why:
- 5.3 How deep is the relation between the members (e.g. good colleagues, friendly, distant)? Please describe, if possible.
- 5.4 How do you handle conflicts within the network, in case there are?
- 5.5 Any other aspects you would like to mention regarding social aspects of your network?

6. RESOURCES

- 6.1 What kind of financial resources does the network have at its disposal (e.g. per month or per year)? Please specify.

- 6.2 Does the network receive any kind of “in-kind”-contribution (e.g. human resources, infrastructure, or material)? If so, what kind? Please also indicate in what frequency (e.g. regularly, onetime). Please specify
- 6.3 How many people are working for the network besides the members? At what basis (e.g. fulltime, part-time, voluntary). Please specify.
- 6.4 Any other aspects you would like to mention under this heading “Resources”?

7. LONG TERM IMPACT

- 7.1 How do you assure innovation – in terms of programme and activities, management, members, etc.? Please specify.
- 7.2 How do you make sure that you remain relevant – to your members, to the community? Please specify.
- 7.3 Are there current challenges the network is facing?
No
Yes
If so, please specify them:
What do you do to overcome them?
- 7.4 Any other aspects you would like to mention regarding the “Long term impact” of your Network?

8. FURTHER INFORMATION ON THE NETWORK

- 8.1 Internet presence of the network: Please insert the link.
- 8.2 The network in the social media (e.g. facebook, twitter, etc.). Please insert the link.
- 8.3 Audio-visual material of the network (photos, videos, etc.). Please insert a link for download or send via mail

Thank you very much for your support and contribution to my research!

Please send the questionnaire as soon as possible but no later than 1st July 2013 to anna.steinkamp@humboldt-viadrina.org.

Yes, I am interested in receiving the final results of this research.

1.2 Response from IFCCD

QUESTIONNAIRE

ON THE GOVERNANCE OF NETWORKS IN THE FIELD OF CULTURAL COOPERATION

In the context of my extra occupational Master studies in Public Policy at HUMBOLDT VIADRINA School of Governance (Berlin, Germany), I am currently conducting research on models of governance of international networks in the field of cultural cooperation for my Master thesis. The question that triggers me is:

Which models of governance make international networks of cultural cooperation sustainable?

Besides a theoretical approach to this question, I also want to analyse current practices of network governance.

I therefore kindly ask you to contribute to my research and thus to improving networks as effective forms for international cultural cooperation by answering to this questionnaire. It will take about 30-45 min.

Moreover, I am grateful for any further information/material you can provide (e.g. constitutional documents, meeting documents, promotional information material, videos, photos).

The received data will be used only for my academic research for my Master thesis. The information may be quoted, but only in relation to the network and not to any individuals.

If you are interested, I will be very happy to share my research results with you. Please let me know.

Thank you very much for your help.



Anna Steinkamp

Student, Master of Public Policy, HUMBOLDT VIADRINA School of Governance

Coordinator of the international U40 Network "Cultural Diversity 2030"

German Commission for UNESCO

1. GENERAL INFORMATION

- 1.1 Name of the network
International Federation of Coalitions for Cultural Diversity
- 1.2 Function of the person answering this questionnaire with regard to the network.
Secretary-General
- 1.3 When was the network established?
19 September 2007
- 1.4 By whom? (person or institution)
The founding members of the Federation total 37 national coalitions for Cultural Diversity grouping in the aggregate more than 600 professional culture organizations representing creators, artists, independent producers, distributors, broadcasters and

editors in the publishing, motion picture, television, music, performing arts and visual arts fields.

1.5 Why was the network initiated?

The IFCCD was founded in Sevilla on September 19, 2007 to replace the International Liaison Committee of Coalitions for Cultural Diversity. This committee was created in 2003 as an initiative of the Coalitions for Cultural Diversity to facilitate cooperation, development of common positions and actions. Particularly, the ILC promoted the elaboration of a convention on cultural diversity by UNESCO. The ILC delegates participated as observers in the international sessions of negotiations for the production of the Convention on the Protection and Promotion of the Diversity of Cultural Expressions, thus ensuring that the voice of cultural professionals was heard during this labour intensive process. The implementation of the Convention, on March 18, 2007 gave a new swing to the ILC action which then became the International Federation of the Coalitions for Cultural Diversity.

Recognition as observer in the organs of the 2005 Convention, as registered organisation.

1.6 What is the vision of the network?

There is no explicit vision for the network.

1.7 What is the mission of the network?

To support the ratification of the UNESCO Convention on the Protection and Promotion of the Diversity of Cultural Expressions in order to ensure that this Convention obtains a minimum of 150 signatory States by 2011.

To ensure that civil society participates actively in the Convention's implementation, notably through the Federation's engagement with the work of the Convention's operational bodies, and by supporting actions that strengthen the application of the Convention at the national, regional and international levels.

To track and assess the implementation of the Convention and to pool the monitoring work done by each individual coalition.

To ensure that States and governments refrain from making any liberalization commitments with respect to the exchange of goods and services in all cultural sectors, which could be contemplated during bilateral, regional or international trade negotiations.

To promote the exchange of information and dialogue about best practices in the area of cultural policies at the national, regional and international levels.

To encourage and support the creation of new national coalitions for cultural diversity in all regions of the world, and especially in countries which have not yet ratified the UNESCO Convention. To promote the Convention to the general public, to cultural professionals, and in the media by organizing international campaigns.

To distribute the latest information on cultural diversity and trade negotiations.

To support national coalitions, upon request, in national awareness campaigns with respect to specific issues that are compatible with the fundamental objectives of the Federation.

1.8 What is the regional scope of the network?

global

transregional (two or more but not all world regions)

regional (one world region only)

bilateral (two countries)

1.9 What are the activities of the network? Please name these in one-line short description (e.g. print publication on XX, blog entry on XX, meeting on XX in XX).

Past IFCCD Congresses, Position papers, public relation work, communications, generate and share expertise (Beat, Christine, Claude Michel), research, Launch of

U40 Americas and secretariat, U40 Network --> next generation, Participation in statutory meetings of Convention, internship programme, coordination and statements for civil society, lobbying for culture and development, coordinate positions with other INGOs

Present see past

Future continue same activities as in the past, review role of civil society and strengthening role of civil society in the implementation process of the Convention, develop evidence based arguments for lobbying, develop performance indicators, work with universities, generating research, substantiate and provide evidence for the impact of the Convention, evidence based research --> reach out to new partners, "digging for gold" for future projects

1.10 What kind of impact do you hope to achieve through the network on a long-term perspective?

3-5 years The difference would be: more people involved in the network, get them interested in the debate on cultural diversity, stronger and legitimate movement, not only of founding members, reach to new regions, new civil society groups, broadened thematic focus, adjust to new realities

5-10 years really establish dialogue with all stakeholders, especially with governments, participatory governance, Art. 11 in place, civil society groups are part of the process, civil society is a force!

1.11 Any other aspects you would like to mention under this heading "General information"?
no

2. STRUCTURE AND ORGANISATION

2.1 How is the network structured (e.g. coordination, working groups, rotation, etc.)?

The Federation is incorporated in Canada and has its Secretariat in Montreal and is coordinated by the Canadian Coalition for Cultural Diversity. The French Coalition for Cultural Diversity ensures the representation of the IFCCD at the UNESCO in Paris. French Coalition coordinates the European group which meets twice a year. Secretariat understands its role as facilitator, that means less centralized, loosely organized, each Coalition understood as a satellite, run its own agenda. Secretariat supports but not to direct them.
A part of the Secretariat, there is the Board of Directors and regional Vice-Presidents.

2.2 Does the network have a basic strategy (e.g. including action plan, vision, mission, impact-outcome-output-chain, budget plan or funding strategy, etc.)?

There is a two year Work plan which is collaboratively elaborated during the international congresses. It defines what is done jointly. The work plan is results based planning. It coordinates the strategy of the IFCCD and assures consistency. A report informs and evaluates the work plan.

2.3 Is leadership clearly defined within the network?

No

Yes

If yes, please specify: Secretary General, President, Vice-President, Spokesperson based expertise

If no, why: /

- 2.4 How many members does the network include?
The International Federation of Coalitions for Cultural Diversity total 43 national coalitions, spread over four continents: 16 coalitions in Africa; 11 coalitions in Americas; 3 coalitions in Asia-Pacific; 13 coalitions in Europe.
- 2.5 Why did they become members? (personal/institutional motivation, interests)
Because they are Coalitions, were part of the CIL, share same interests, want to strengthen and mobilizing efforts. The membership in the IFCCD gives weight to national coalitions.
- 2.6 How did they become members?
Was there a selection procedure? Did they need to apply? What is the overall process of joining the network? Was there a public call for participation? Was a call only spread through networks of friends and colleagues? Please describe.
National Coalitions that want to join the IFCCD, need to feature the following criteria: If all these criteria are met, the Coalition can send a request to the IFCCD Board which decides whether the Coalition can be an official member of the IFCCD.
- 2.7 What are the 'terms of references' (criteria) of being a member in the network?
A membership that includes a critical mass of the country's leading cultural organizations. These organizations are essential to a coalition's success, since they represent the main categories of cultural professionals in a country, and already have credibility with the government – as well as structure, bodies and mechanisms guaranteeing a broad participation of their members in the democratic life of their organization.
A membership drawn from the principal cultural sectors of the country – such as books, film, television, music, performing and visual arts.
The capacity to act independently as a non-governmental organization.
The ability to speak in a unified, cohesive manner to public authorities on behalf of the country's cultural sector. With respect to any action or position taken by a coalition in its campaign for cultural diversity – for example, working to increase overall government funding for culture, or to secure the creation of a Department of Culture – member organizations must share a consensus that these actions are important and need to be addressed on a priority basis. This is essential to the success of the coalition's mission.
- 2.8 How many of the members are actively participating/contributing to the network activities on a regular basis? Please specify, including the regularity.
10 of 43 Coalitions are unheard/dormant. Quarter to third is very active: They have their own website, do lobbying, organize their meetings, and do own research. Another third participates occasionally.
- 2.9 How do you organise joint activities (self-organisation, coordinated organisation, project-based, etc.)? Please describe.
We launch Calls for Participation or Papers. The obtained responses are assed by a committee. This coordinated approach is applied when external funding is involved and an overall quality management is needed.
A decentralized approach is applied when no follow up and/or no controll function is needed, e.g. when calling for expertise or contributions to thrid parties request. This approach works also very well.
- 2.10 Can you give an example of the organisational process of a successful joint activity?
Central approach: IFCCD Congresses (every two years) are organised through the secretariat. Or also the 2011 Seminar for African Coalitions in Ouagadougou / Burkina Faso.
A mixed approach has been applied for the gathering of information for the periodic report 2012. IFCCD offered visibility to national coalitions and at the same time compiled a general IFCCD report on the basis of the information gathered from the

members.

The decentralized approach is applied when expertise is needed, e.g. for external projects or others seeking collaboration.

- 2.11 Do you meet on a regular basis with all the members of the network (e.g. twice or once a year)? Please specify.

Face-to-face meetings are organised every two years as IFCCD Congresses.

Personal meetings or regional meetings take place occasionally, e.g. in Paris or on other conferences.

Regional meetings take place e.g. twice a year in Europe and in Africa.

The IFCCD board meets once or twice a year virtual, every two years face-to-face in the context of the IFCCD congresses.

- 2.12 Any other aspects you would like to mention under the aspect "Structure and Organisation" regarding the network?

/

3. COMMUNICATION

- 3.1 How often do you communicate? Please be as specific as possible.

With the members very regularly, through email, personal meetings occasionally on conferences, according to needs and timeliness, specific or regionally based.

Publicly www, newsletters, press releases, same regularity as for members

Other It works as a wheel: As more members are active and connected, as more communication and knowledge and information there is. The more responsive, and timely we are the more people come to us.

- 3.2 Who is responsible for communication and promotion activities?

With the members Secretary General and another colleague that have build good relationship with members over the years, especially from LA.

Publicly The whole secretariat

Other /

- 3.3 Which tools do you use for communication and how often?

<input type="checkbox"/> Social media	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input type="checkbox"/> often	<input type="checkbox"/> always
<input checked="" type="checkbox"/> Press releases	<input type="checkbox"/> never	<input checked="" type="checkbox"/> sometimes	<input type="checkbox"/> often	<input type="checkbox"/> always
<input checked="" type="checkbox"/> Website	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input checked="" type="checkbox"/> often	<input checked="" type="checkbox"/> always
<input checked="" type="checkbox"/> Mailing lists	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input checked="" type="checkbox"/> often	<input type="checkbox"/> always
<input checked="" type="checkbox"/> Newsletter	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input checked="" type="checkbox"/> often	<input type="checkbox"/> always
<input type="checkbox"/> Other:	Social media to be developed in Summer 2013 Letters to the editors on occasion works Audience is global --> challenge			
	<input type="checkbox"/> never	<input checked="" type="checkbox"/> sometimes	<input type="checkbox"/> often	<input type="checkbox"/> always

- 3.4 Any other aspects you would like to mention under the communicational aspect of your network?

Communication is target group and thematic orientated.

4. KNOWLEDGE MANAGEMENT

- 4.1 How do you mobilise the knowledge of the network members in order to be able to use and work with it for the purposes of the network?
Through Call for Papers, the distribution of other opportunities, our website and via email
The information is then distilled through the Secretariat.
- 4.2 How do you generate new knowledge through and within the network?
The secretariat works as nexus of exchange: It receives content, coming from coalitions and civil society movement and is thus informed. Through interns specific research is done which generates knowledge. "Sometimes we lead, sometimes we are led."
Challenge: We are too successful to manage all this information to make it accessible.
- 4.3 How do you save the existing knowledge of the network (e.g. knowledge management systems, archives, intranets)?
All the information is made accessible in a structured way on the website where it can be searched through different filters. For the meetings, there is an internal member section on the website. Within the secretariat there is an internal filing systems physically and electronically but no specific database. Hence no systematic knowledge management system exists. Moreover, there is an inventory of the IFCCD physical archive on the website.
- 4.4 How do you make it available to the general public?
Mainly through the website. Specific information is target group oriented distributed through mailings or letters.
- 4.5 Can you give an example of a good practice in the field of knowledge management within your network?
Such an example does not exist.
- 4.6 Any other aspects you would like to mention under the aspect of "Knowledge Management"?
/

5. SOCIAL ASPECTS

- 5.1 How high would you rate the commitment of your members?
 High (high identification and reliable contributions on a regular basis)
 Medium (identification, individual contributions on an irregular basis)
 Low (little or no identification, onetime or occasional contribution à la "free-rider-phenomenon")
There are all three level of commitment. It corresponds to the level of participation.
- 5.2 Are there members who are particularly active?
No
Yes
If so, please specify how and why: Three third of the members are particularly active.
There are several reasons for it
1) because they are personally active
2) because they appreciate the global network
3) because it is useful to be connected internationally and to UNESCO
4) because being a member means to possibility to gain knowledge
5) because there are results: Convention is going somewhere.

- 5.3 How deep is the relation between the members (e.g. good colleagues, friendly, distant)? Please describe, if possible.
There are personal relationships among many of them. They have met several times and consider themselves more than good colleagues. They knew each other before and/or also through other professional occasion outside the movement.
- 5.4 How do you handle conflicts within the network, in case there are?
There were no conflicts so far.
- 5.5 Any other aspects you would like to mention regarding social aspects of your network?
/

6. RESOURCES

- 6.1 What kind of financial resources does the network have at its disposal (e.g. per month or per year)? Please specify.
There are the memberships fees which are calculated on an annual basis according to the UN Scale and do hence vary from region to region. In total the membership fee sum up to 20.000€ per year. Moreover, funds are raise from project to project.
- 6.2 Does the network receive any kind of “in-kind”-contribution (e.g. human resources, infrastructure, or material)? If so, what kind? Please also indicate in what frequency (e.g. regularly, onetime). Please specify
The Canadian Coalition for Cultural Diversity which is hosting the IFCCD Secretariat contributes the office infrastructure as well as the human resources.
- 6.3 How many people are working for the network besides the members? At what basis (e.g. fulltime, part-time, voluntary). Please specify.
There are four people working at the secretariat, two of them full time, two part time. Approximately 2/3 of their time is dedicated to international work (IFCCD) and the 1/3 to the Canadian Coalition work. Moreover, there are two interns per semester as well as two volunteers.
- 6.4 Any other aspects you would like to mention under this heading “Resources”?
/

7. LONG TERM IMPACT

- 7.1 How do you assure innovation – in terms of programme and activities, management, members, etc.? Please specify.
The more we are connected, the more the members are pushing for innovation, because they bring their own inputs. Hence, the network is constantly challenged by its community.
The secretariat tries to "driving the issue down" which means that they develop new formats, new topics. Thus, the secretariat is constantly reinventing itself. Methodology and structure-wise things are the same, but rarely a subject of topic or partner is repeated. "We don't do the same thing very often."
- 7.2 How do you make sure that you remain relevant – to your members, to the community? Please specify.
We try to bring new blood in, through new members, new interns, and to reach out to new groups. We can check our relevance when we look at the number of requests, hits on our website, invitations we receive, or our contact data base which is constantly growing - and we can see progress.

7.3 Are there current challenges the network is facing?

No

Yes

If so, please specify them:

1) Ensuring the next generation for many coalitions

2) Continuity: assure that things continue, and that people are not demobilized through slow success. There are no quick results, but there are victories. Hence, you need to see them and appreciate them.

3) Members are very busy. IFCCD is only one of many. Hence, it is hard for them to cope with deadlines and hence it is difficult to sustain same level of energy at all time. There is energy when there is a reason for them to contribute and if they can see that there are outcomes

What do you do to overcome them?

1) Communicate success and outcomes to show that things are progressing.

2) Ensure broadening list of contacts: We do not only communicate to the leaders but also to 2nd and 3rd level of contacts. Thus, to ensure democracy and that the full coalition receive relevant information. The broadest distribution of strategic information is important.

3) Crossing with the international U40 Network of young experts to ensure that the next generation is involved.

7.4 Any other aspects you would like to mention regarding the “Long term impact” of your Network?

/

8. FURTHER INFORMATION ON THE NETWORK

8.1 Internet presence of the network: Please insert the link.

<http://www.ficdc.org/>

8.2 The network in the social media (e.g. facebook, twitter, etc.). Please insert the link.

[There will a facebook page from summer 2013 onwards.](#)

8.3 Audio-visual material of the network (photos, videos, etc.). Please insert a link for download or send via mail

<http://www.ficdc.org/Actions,145>

Thank you very much for your support and contribution to my research!

Please send the questionnaire as soon as possible but no later than 1st July 2013 to anna.steinkamp@humboldt-viadrina.org.

Yes, I am interested in receiving the final results of this research.

1.3 Response from Red Transatlántica

QUESTIONNAIRE

ON THE GOVERNANCE OF NETWORKS IN THE FIELD OF CULTURAL COOPERATION

In the context of my extra occupational Master studies in Public Policy at HUMBOLDT VIADRINA School of Governance (Berlin, Germany), I am currently conducting research on models of governance of international networks in the field of cultural cooperation for my Master thesis. The question that triggers me is:

Which models of governance make international networks of cultural cooperation sustainable?

Besides a theoretical approach to this question, I also want to analyse current practices of network governance.

I therefore kindly ask you to contribute to my research and thus to improving networks as effective forms for international cultural cooperation by answering to this questionnaire. It will take about 30-45 min.

Moreover, I am grateful for any further information/material you can provide (e.g. constitutional documents, meeting documents, promotional information material, videos, photos).

The received data will be used only for my academic research for my Master thesis. The information may be quoted, but only in relation to the network and not to any individuals.

If you are interested, I will be very happy to share my research results with you. Please let me know.

Thank you very much for your help.



Anna Steinkamp

Student, Master of Public Policy, HUMBOLDT VIADRINA School of Governance

Coordinator of the international U40 Network "Cultural Diversity 2030"

German Commission for UNESCO

1. GENERAL INFORMATION

1.1 Name of the network

Asociación Red Transatlántica

1.2 Function of the person answering this questionnaire with regard to the network.

Vice-chairman

1.3 When was the network established?

2012

1.4 By whom? (person or institution)

At the beginning by two independent cultural managers (Tomás Guido and Rafael Mandujano) and then progressively other like-minded people joined us and an association was created under the Spanish law.

- 1.5 Why was the network initiated?
Ambition to develop cultural exchanges and cooperation between Europe and America, mostly Latin America.
- 1.6 What is the vision of the network?
To create new spaces of cultural cooperation and understanding
- 1.7 What is the mission of the network?
Promote and favour the conception and implementation of cultural projects
- 1.8 What is the regional scope of the network?
 global
 transregional (two or more but not all world regions)
 regional (one world region only)
 bilateral (two countries)
- 1.9 What are the activities of the network? Please name these in one-line short description (e.g. print publication on XX, blog entry on XX, meeting on XX in XX).
 Past Blog (<http://redtransatlantica.com>); foundational meeting; 'brutal breakfast' meetings; 'iceberg' meetings; management meetings
 Present Blog; ordinary general meeting; 'brutal breakfast' meetings; 'iceberg' meetings; management meetings
 Future the above mentioned plus 'productora' (project generation and consulting); local and 'federal' branches development, 'mapas de navegación' (resources and stake holders cartography), to name just a few.
- 1.10 What kind of impact do you hope to achieve through the network on a long-term perspective?
 3-5 years internal and external growth; financial sustainability; first projects conceived and implemented
 5-10 years the above mentioned plus a federal structure developed and optimum size achieved for continuously generating projects in common
- 1.11 Any other aspects you would like to mention under this heading "General information"?
The association is legally based in Spain but some members live in other countries.

2. STRUCTURE AND ORGANISATION

- 2.1 How is the network structured (e.g. coordination, working groups, rotation, etc.)?
There is a shared coordination between two members who happen to be the Chairman and the Vice-chairman; there are working groups on different themes, such as communication, financial and legal issues, institutional relations, among others
- 2.2 Does the network have a basic strategy (e.g. including action plan, vision, mission, impact-outcome-output-chain, budget plan or funding strategy, etc.)?
We have bylaws which state our vision, mission and objectives. At our first ordinary general meeting, an action plan with responsibilities was defined
- 2.3 Is leadership clearly defined within the network?
 No
 Yes

If yes, please specify: At two levels: as a formal association with its Chairman, Vice-chairman, treasurer, secretary, etc. and as a 'network' we deeply believe in a flat structure where everyone can lead projects or initiatives.

If no, why:

2.4 How many members does the network include?

Currently we are 25 approx.

2.5 Why did they become members? (personal/institutional motivation, interests)

professional interests, we are all involved in cultural management activities and networking.

2.6 How did they become members?

Was there a selection procedure? Did they need to apply? What is the overall process of joining the network? Was there a public call for participation? Was a call only spread through networks of friends and colleagues? Please describe.

One of the principles that we established at our initial meeting was 'trust'. In order to guarantee trust among all the members, among other criteria, any new member must have the support of two existing members or the agreement of the two coordinators. Another aspect is the need to pay an entry fee and then an annual fee. According to our discussions, this is a proof of interest and commitment. The process isn't very complex: two members present the resume of the candidate; the candidate fills a form, sends it to the secretary and pays the entry fee.

There was a public call and through networks of friends and colleagues.

2.7 What are the 'terms of references' (criteria) of being a member in the network?

They are stated in the bylaws (in Spanish only now). They include, but are not limited to, proven experience in cultural management, interest in developing cultural projects about/involving European and American elements...

2.8 How many of the members are actively participating/contributing to the network activities on a regular basis? Please specify, including the regularity.

It depends on their other activities, but we could say that at least 10-12 are very regular.

2.9 How do you organise joint activities (self-organisation, coordinated organisation, project-based, etc.)? Please describe.

All the above mentioned. In fact, it depends of the activity.

2.10 Can you give an example of the organisational process of a successful joint activity?

The writing of the bylaws was a fruitful collaborative experience.

2.11 Do you meet on a regular basis with all the members of the network (e.g. twice or once a year)? Please specify.

At least twice a year, including a compulsory General ordinary meeting every year.

2.12 Any other aspects you would like to mention under the aspect "Structure and Organisation" regarding the network?

As for now, the structure could be considered the 'Spanish' branch of what we would like to have in the future, different branches coordinated in a 'Transatlantica' federation.

3. COMMUNICATION

3.1 How often do you communicate? Please be as specific as possible.

With the members **Twice a week is a good average, independently from individual exchanges**

Publicly **there is a blog; we use Facebook...**

Other

3.2 Who is responsible for communication and promotion activities?

With the members **Chairman and secretary**

Publicly **The above mentioned and all the members can do it**

Other

3.3 Which tools do you use for communication and how often?

<input checked="" type="checkbox"/> Social media	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input checked="" type="checkbox"/> often	<input type="checkbox"/> always
<input type="checkbox"/> Press releases	<input checked="" type="checkbox"/> never	<input type="checkbox"/> sometimes	<input type="checkbox"/> often	<input type="checkbox"/> always
<input checked="" type="checkbox"/> Website	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input checked="" type="checkbox"/> often	<input type="checkbox"/> always
<input checked="" type="checkbox"/> Mailing lists	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input checked="" type="checkbox"/> often	<input type="checkbox"/> always
<input type="checkbox"/> Newsletter	<input checked="" type="checkbox"/> never	<input type="checkbox"/> sometimes	<input type="checkbox"/> often	<input type="checkbox"/> always
<input type="checkbox"/> Other:	<input type="checkbox"/> never	<input type="checkbox"/> sometimes	<input type="checkbox"/> often	<input type="checkbox"/> always

3.4 Any other aspects you would like to mention under the communicational aspect of your network?

Presence in different seminars and conferences

4. KNOWLEDGE MANAGEMENT

4.1 How do you mobilise the knowledge of the network members in order to be able to use and work with it for the purposes of the network?

We have started defining a member's profile questionnaire for example. We set some questions which will let us better know our competences and professional experiences, interests, geographical reach... under construction.

4.2 How do you generate new knowledge through and within the network?

Essentially when we meet or when we exchange physically or via internet.

4.3 How do you save the existing knowledge of the network (e.g. knowledge management systems, archives, intranets)?

Reports naturally. Knowledge management has been discussed but as we are a new network, it has not been deeply analysed.

4.4 How do you make it available to the general public?

Speeches at conferences, via the blog, Facebook, etc.

4.5 Can you give an example of a good practice in the field of knowledge management within your network?

The reports and the minutes of the meetings (including our recent action plan) are particularly serious.

- 4.6 Any other aspects you would like to mention under the aspect of “Knowledge Management”?

This is a vital activity that we will be developing in this initial phase.

5. SOCIAL ASPECTS

- 5.1 How high would you rate the commitment of your members?

- High (high identification and reliable contributions on a regular basis)
 Medium (identification, individual contributions on an irregular basis)
 Low (little or no identification, onetime or occasional contribution à la “free-rider-phenomenon”)

- 5.2 Are there members who are particularly active?

No

Yes

If so, please specify how and why: [Personality, interests, time availability](#)

- 5.3 How deep is the relation between the members (e.g. good colleagues, friendly, distant)? Please describe, if possible.

[Friendly and good colleagues; intergenerational; interdisciplinary](#)

- 5.4 How do you handle conflicts within the network, in case there are?

[We listen to each other.](#)

- 5.5 Any other aspects you would like to mention regarding social aspects of your network?

[The expression 'emotional links' was used when generating the vision and values of the network.](#)

6. RESOURCES

- 6.1 What kind of financial resources does the network have at its disposal (e.g. per month or per year)? Please specify.

[Only members fees. Entry fees last year plus the annual fees that will be demanded from next year on.](#)

- 6.2 Does the network receive any kind of “in-kind”-contribution (e.g. human resources, infrastructure, or material)? If so, what kind? Please also indicate in what frequency (e.g. regularly, onetime). Please specify

[Infrastructure: the venue of the meetings for example.](#)

- 6.3 How many people are working for the network besides the members? At what basis (e.g. fulltime, part-time, voluntary). Please specify.

[None](#)

- 6.4 Any other aspects you would like to mention under this heading “Resources”?

[There are discussions engaged about funding opportunities.](#)

7. LONG TERM IMPACT

- 7.1 How do you assure innovation – in terms of programme and activities, management, members, etc.? Please specify.

We are all there because we want to. We try to be as creative as possible. It is an ongoing learning process.

7.2 How do you make sure that you remain relevant – to your members, to the community? Please specify.

We are quite new, so we are beginning to evaluate that.

7.3 Are there current challenges the network is facing?

No

Yes

If so, please specify them: financial in the sense that we need more money to do more things.

What do you do to overcome them? we have created the annual fee and we want to develop our contacts with possible grantors.

7.4 Any other aspects you would like to mention regarding the “Long term impact” of your Network?

No

8. FURTHER INFORMATION ON THE NETWORK

8.1 Internet presence of the network: Please insert the link.

<http://redtransatlantica.com>

8.2 The network in the social media (e.g. facebook, twitter, etc.). Please insert the link.

<https://www.facebook.com/rtransatlantica>

8.3 Audio-visual material of the network (photos, videos, etc.). Please insert a link for download or send via mail

We are still working on that, but you can have a look at:
<http://www.youtube.com/watch?v=PgmtgEKKkmg>

Thank you very much for your support and contribution to my research!

Please send the questionnaire as soon as possible but no later than 1st July 2013 to anna.steinkamp@humboldt-viadrina.org.

Yes, I am interested in receiving the final results of this research.