

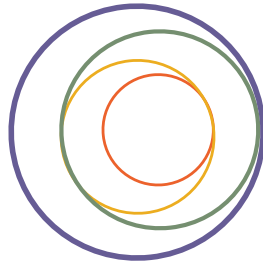
not a toolkit!

Fair Collaboration in Cultural Relations A ReflAction

Elaborated by Cristina **Farinha**, Avril **Joffe**,
Matina **Magkou**, Anna **Steinkamp**, Katelijn **Verstraete**,
Sudebi **Thakurata** and **D.epicentre** (design partner)

Commissioned By





Use of material in this publication

For the development of the Fair ReflAction Game we built on the work created by Dorota Ogrodzka, Aniko Racz, Doreen Toutikian and Konrad Gadzina for the Gamified Workshop Toolkit, part of the RESHAPE project and licensed under the ***Creative Commons License Attribution- ShareAlike 4.0 International (CC BY- SA 4.0)***

All other materials produced for this publication are licensed under the Creative Commons License:

Attribution-NonCommercial-ShareAlike 4.0. International (CC BY-NC-SA 4.0). If you use the material produced for Not a Toolkit! Fair Collaboration in Cultural Relations : A ReflAction you commit yourself to citing the original title, EUNIC who commissioned this publication as well as the authors.

For more information on the licenses, you can consult the following website:
creativecommons.org

Commissioned By



Design Partner



Project Management



THE ORGANISATIONAL WHEEL OF FAIRNES

REFLECTING ON OUR OWN PRACTICES AS ORGANISATIONS IN THE FRAME OF FAIR COLLABORATION IN CULTURAL RELATIONS

Practicing fair collaboration in international cultural relations starts from within the inner system of an organisation. We need to 'walk the talk' if we are serious about making our collaborations fairer.

ReflAction on fairness requires a profound process of organisational change. Organisations are systems that require internal alignment, because all functions influence each other and thus the organisational operations and behaviours as a whole. Moreover, our organisations do not exist in a vacuum. A national institute of culture is embedded in a local context with specific economic, social, political and cultural conditions whilst it also represents its own national culture and needs to respond to requirements of its headquarters.

If we want to embrace fair practices holistically, it is necessary to get everyone on board on the fair practice journey and to have a strategic conversation on how to translate fairness based on values and on the context we operate in across all functions: from the finances and legal department, to strategy, planning and programming, communication, human resources and research and evaluation. All organisational functions are interdependent and their practices affect the level of fairness in our cultural relations work as a whole.

Questions

- How do we define “fairness” as an organisation?
- How can all members of our organisation develop a shared understanding of fairness in cultural relations work?
 - How is organisational fairness influenced by the context we operate in?
 - How are our organisational VALUES influencing fairness?
- How can we assess how fair our organisation is regarding its cultural relations work?
 - How are our cultural relations PROJECTS influenced by the overall fairness performance of our organisation?

ReflAction

WHAT IS THE ORGANISATIONAL WHEEL?

Engaging in organisational fairness in cultural relations work is a long process that requires a real commitment from leadership and from all. The Organisational Wheel of fair collaboration in cultural relations is a starting point to get the ball rolling and the journey started.

The Wheel allows reflecting on fair practices in each function in the organisation. It is inspired by management tools for systems change in organisations and by behaviour change wheels in personal development processes.

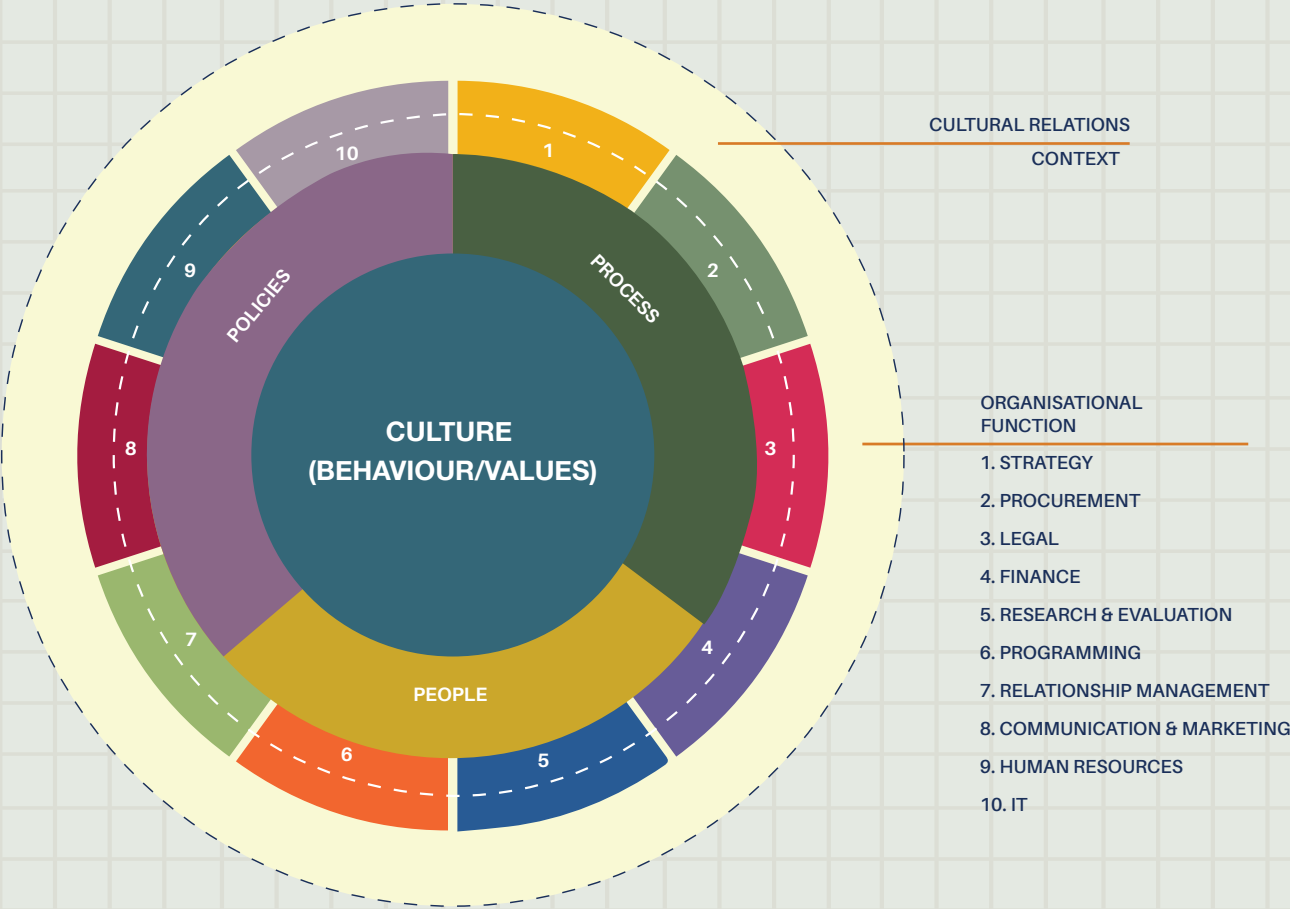
The Organisational Wheel can be better understood if considered within interconnected concentric circles (see Template 1).

At the core there is culture: the organisation is influenced by its culture and the values and behaviours of the people working in it.

Policies, processes and people are how the values find a manifestation in the next circle, which represents the different organisational functions. We need to examine each function of our organisation to reckon how policies, processes and people influence fair practices in cultural relations, since functions don't work in silos and influence each other.

Finally, we cannot reflect on our organisation unless we consider the context in which it operates, both in relation to where the headquarters are based and to the local environment where our organisation is located.

TEMPLATE 1



FOR WHOM?

The Wheel would ideally be used by people from across different functions in the organisation or people who are at least familiar with the different parts of the organisation.

The process is best done with a facilitator who can moderate the discussions between the participants during the process. You could consider having a facilitator external to your organisation for a more objective moderation of the process.

Finally, the Wheel can also be used by individuals, as a self-reflection exercise, but its richness lies in its potential to stimulate discussions between different people within the organisation.

WHEN TO USE?

The Wheel can be used any time, as it is part of an ongoing reflection about how fair our organisational practices are. It would be useful to use it when strategies are revisited, as well as when engaging in a new cultural relations project. It allows to reflect on areas where there could be issues relating to unfair practices so to flag them internally and with partners. It could be repeated yearly to compare progress.

HOW TO USE?

The Organisational Wheel for reflecting on fairness in cultural relations practices within our organisations can be used around a seminar or a workshop initiated by the management team. A series of workshops might be needed to tackle all organisational functions. The final aim should be to identify specific aspects that can be improved within our organisations and design a roadmap for this.

HOW TO USE THE TEMPLATE?

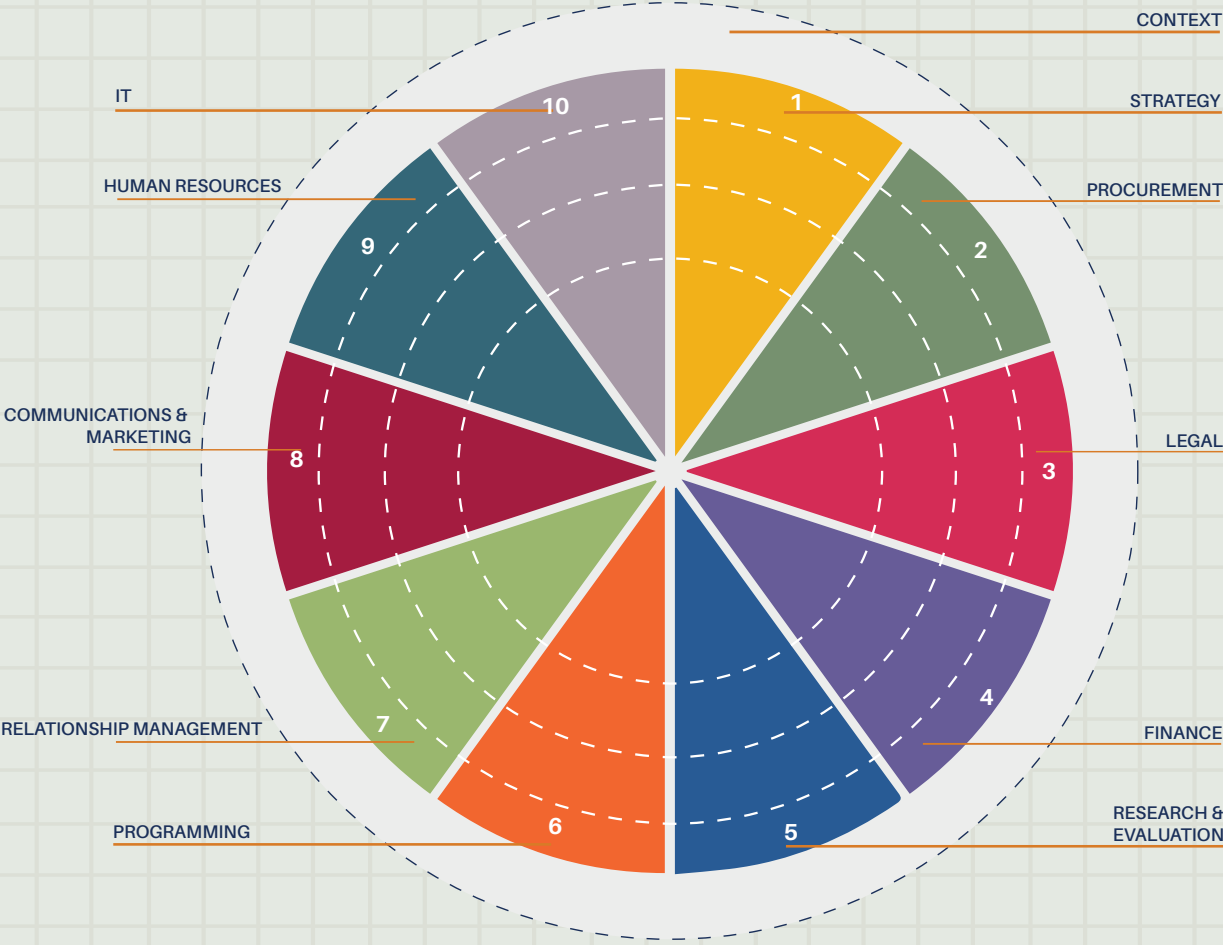
The proposed templates can be used as a print out if work is done in small group(s), or preferably the facilitator can design a wheel of fairness on a board including the different areas of the work that should be reviewed.

The first step required is to encourage participants to reflect on the organisation within the wider context in which it operates. For this the facilitator is invited to show Template1 and initiate a conversation inspired by the questions proposed in the ReflAction Box.

Once the context is understood, the different organisational functions can be reviewed (see Template 2). The questions proposed for each organisational function serve to initiate a ReflAction process that will help detect areas of improvement and organisational adjustments that can encourage a fairer practice of our collaborations in our cultural relations work. The proposed questions are not exhaustive; neither do they aim to serve as a checklist. Some of them might even seem unrealistic or utopian. Their purpose is to help people understand what aspects of each function could be revisited and allow the organisation to develop a common vision and strategy to improve its practices and policies. New and organisation-specific questions can be added.

Each participant is invited to place a dot on each function based on his/her reflection on how fair is our organisation's practice in each particular area vis-à-vis our cultural relations work. The closer participants put their dot towards the middle, the better they assess the work of their organisation. If it is done collectively on a board, ask people to take turns to fill it in, ideally using different colors of markers. The facilitator should encourage discussion and exchange of ideas by offering enough time and a safe, comfortable space.

TEMPLATE 2



WHAT TO DO WITH THE FINDINGS?

The dots on the Wheel will provide a visual overview, a snapshot of the organisations' performance in regards to fair collaboration in cultural relations. It should be made clear that the purpose is to collectively work on improving the organisation's work, and not to judge any of the functions. By listening to all participants, different aspects of the work that could be improved can be mapped. The questions only serve as guidance, as trigger questions. It is the staff that can better identify what other elements need to be considered.

Dealing with everything identified as unfair might not be possible. Trying to map everything, might be discouraging. One or two areas commonly agreed upon should be enough to start with. Then the collective needs to decide where to focus.

What needs to be done is to define internally which are the non-negotiable conditions for guaranteeing as an organisation fairer practice in our cultural collaborations. Which are the practices found unfair and that might be eliminated from the organisational culture? Can specific steps be taken to make these fairer? What kind of correction mechanisms need to be introduced? Who needs to be involved?

We would suggest not starting big! It might be too ambitious and might negatively impact the work through frustration. It is advisable to take small steps and introduce change gradually. Identifying one area of improvement and defining a roadmap; and then identifying the people involved could be a first step. It is better to think on the three proposed levels: people, policies and practices.

★ TIPS FOR FACILITATORS

Step 1: Preparation

Give a printout of the Organisational Wheel - Template 2 to each participant or (preferably) draw it on a larger surface. Make sure there are enough colored pens, one for each participant.

Step 2: Setting the context

Before thinking about fairness within the organisation, it is relevant to position the organisation in the wider ecosystem of international cultural relations and in the local and/or regional context in which the organisation operates. Ask participants to reflect firstly on their context by referring to Template 1.

Questions

- To what extent do we understand the local context in which we operate?
- Are we perceived as an organisation that practices fair collaboration in the context in which we operate?
- What are the historical, cultural and political frameworks influencing the relations between our organisation and the local community?

ReflAction

Step 4: Encouraging conversations

Try to identify some trends in the organisation related to fairness in cultural collaborations. Encourage participants to share their insights and explain how they went about with the RelfAction.

Step 5: Planning forward

Try to help participants plan forward with the following questions you will find on the following pages pages. Chose one or two specific elements from each of the organisation: the non-negotiable to work upon and define a work plan.

Questions

- What have we learned from this exercise?
- Which practices were found unfair and should be eliminated from our organisational culture?
- Can we define specific steps and mechanisms to make these fairer?
- What kind of correction mechanisms do we need to introduce?
 - Who else do we need to include?
- What would be our non-negotiable conditions for fair collaboration in cultural relations?

ReflAction

QUESTIONS TO CONSIDER FOR EACH FUNCTIONS:

STRATEGY

- How diverse is our leadership?
- How diverse is our group of stakeholders?
- Do we have policies in regards to fair funding?
- To what extent all organisational functions “speak to each other”?

PROCUREMENT

- Are our procurement and open calls processes transparent, accessible and inclusive?
- How diverse are our selection committees?

LEGAL

- Are our contracts drafted in a language that is accessible to all our stakeholders? Can we support stakeholders in understanding them?
- Do we draft contracts that reflect fair rights and responsibilities? What about copyrights?

FINANCE

- Are our budgets transparent? To what extent is a long-term engagement with our partners conditioned by financial cycles?

RESEARCH AND EVALUATION

- Do we consider the sociocultural profile and cultural competences of the evaluators/researchers we work with?
- To what extent do we ensure that all voices are expressed and reflected in evaluation processes?
- Do we collaboratively decide on the methodologies and the informants with our partners?

PROGRAMMING

- How and to what extent are local stakeholders and/or our partners involved in the programming process?
- Do we reproduce or represent power structures in our programming? Are we tackling topics of common interest or just those reflecting our agendas?
- Do we embed diversity and equity at every stage of the programme development?

RELATIONSHIP MANAGEMENT

- Do we invest in developing diverse relationships?
- To what extent are we generous with promoting new connections and developing networks?

COMMUNICATIONS AND MARKETING

- To what extent are diversity, inclusiveness and accessibility approached by our communications and marketing strategies? Do we do market research to help define our communications strategy in a fairer way in terms of access to offer? Do we make enough effort to genuinely understand our audiences?

HUMAN RESOURCES

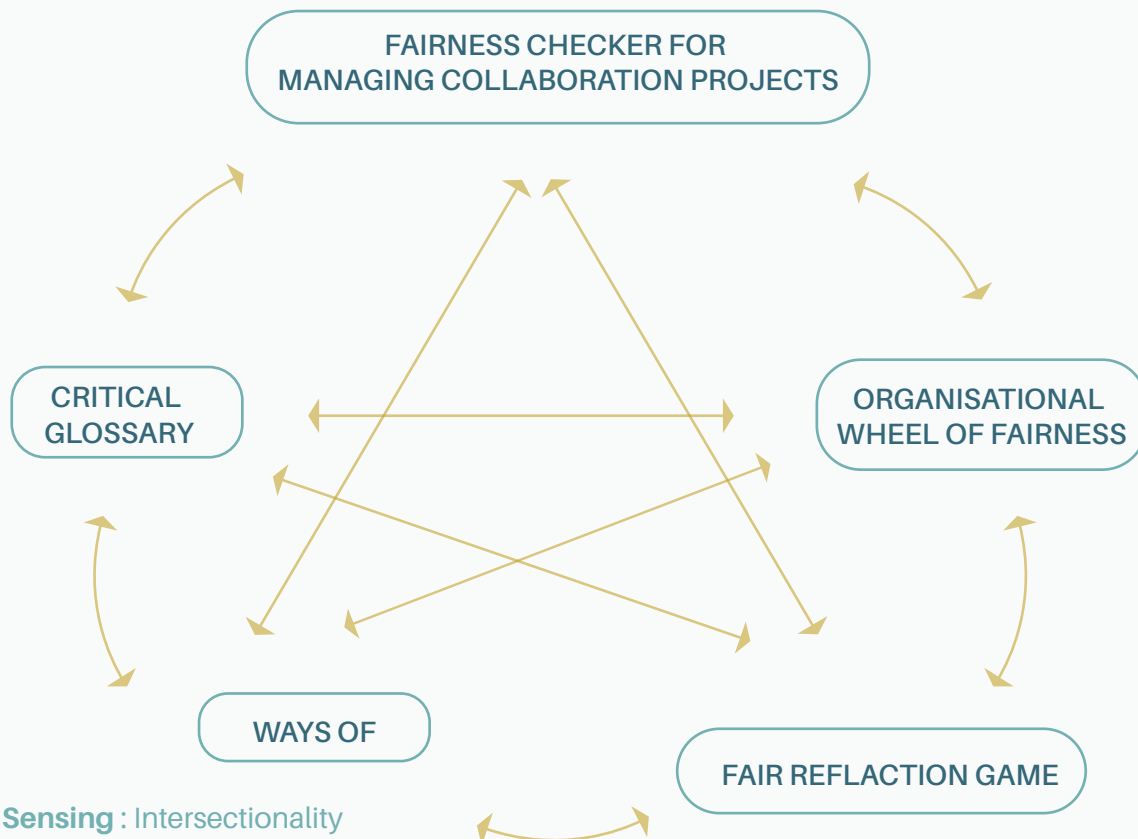
- Do we support a diverse cohort of staff from different backgrounds?
- To what extent are new staff introduced to their new sociocultural contexts?
- Is our staff interculturally competent?
- How fair is our remuneration approach?

IT

- Is data managed, shared and preserved in a transparent way and is it open for people to access them?

[Click here to get the downloadable Wheels.](#)

Each component of the Not a Toolkit!
Fair Collaboration in Cultural Relations-
A ReflAction. is connected to all other
components. After finishing your
reflAction journey in this section
continue journaling in the next part.



Sensing : Intersectionality

Thinking : Decolonisation & Racism

Doing : Fair Evaluation

Connecting : ReflAction

Sensing : Injustice

Thinking : Climate Emergency