

A joint project of ERSTE Foundation and
the Ministry of Culture and Information Policy of Ukraine

Policy Labs #3

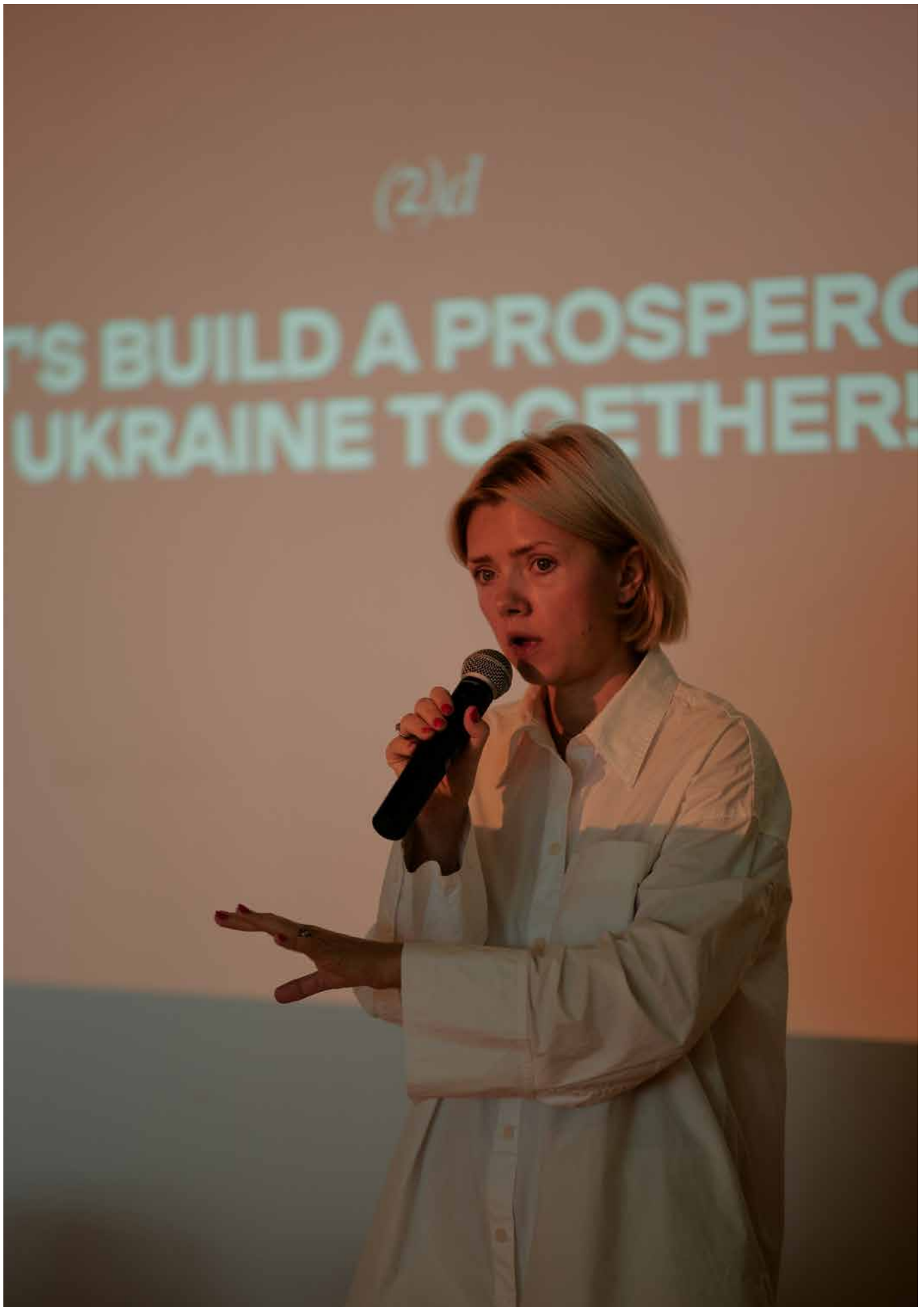
Report

**3rd POLICY LAB: Unleashing
Creative Entrepreneurship
to Rebuild Ukraine
15–17 November 2023, Vienna**

THE CONCEPT OF POLICY LABS

Policy Labs are quarterly seminars and brainstorming sessions focusing on Ukrainian culture and creativity-driven holistic recovery, which necessitates rebuilding Ukraine's cohesive society, stable and innovative economy, and trustworthy institutions. Their objective aligns with the vision for Ukraine 2030, presented during the first Lab (30 November to 2 December, 2022) by Kateryna Chuyeva, former Deputy Minister of Culture and Information Policy of Ukraine, where Ukraine is an »active participant of global cultural processes and a space for joint action for implementing bold ideas.« And where »culture is the basis and wealth of sustainable, united society of free, responsible, creative and happy people.« ERSTE Foundation in Vienna facilitates the Policy Labs, curated by Yana Barinova, Project Manager for European Policies and Ukrainian Affairs at ERSTE Foundation. The first lab was a pilot initiative to test the format and draw recommendations on Ukrainian cultural heritage and its protection in times of war and beyond. The leading objective was to look at cultural heritage management through the lenses of current risks and future opportunities in protection per international law, effective national policymaking, public-private partnerships and sustainable investment, decentralisation, citizen engagement, and European integration. The second lab (12–14 April, 2023) focused on culture as a basis for social resilience and societal well-being in Ukraine during and after the war. This document is an account of the third lab, which took place in November 2023 and gathered more than 30 prominent representatives from the culture and creative sector in Ukraine and the rest of Europe and engaged them in a 3-day intense discussion (the agenda is available in Annexe 1) to understand the needs of the sector to unveil its full potential to influence and develop. The Lab benefited from the presence of Ukrainian authorities with Anastasia Bondar, Deputy Minister of Culture and Information Policy for Digital Transformation, Halyna Hryhorenko, culture and creative industries Expert, formerly serving as the Deputy Minister of Culture and Information Policy of Ukraine from 2022 to 2023, overseeing arts, artistic education, and creative industries, and Mariana Tomyń, director of the Department for Cultural Heritage at the Ministry of Culture and Information Policy of Ukraine. On the side of the European Commission, the lab was attended by Willy Kokolo. All participants are listed in Annexe 2. So far, there are more than 100 Policy Labs alumni in Ukraine and the EU.

The KEA European Affairs team supported the Lab's organisation by moderating various sessions and drafting the report and policy recommendations. The KEA team comprised Philippe Kern (Managing Director) and Aleksandra Ćwik-Mohanty (Senior Consultant).



Photos: Valeria Malteseva © ERSTE Foundation

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Creative entrepreneurship

1

KEA European Affairs, What is CCS? The importance of CCS representation for EU policy-making (2023).

2

Ministry of Culture and Information Policy of Ukraine, In 2020, creative industries generated 4.2% of added value of Ukrainian economy (2021).

The cultural and creative sector (CCS) encompasses industries and activities focused on artistic and cultural expression, including visual arts, performing arts, literature, music, film, design, heritage preservation, and related fields. It involves producing and disseminating creative works that contribute to cultural identity, entertainment, and societal enrichment. The CCS is a multifaceted contributor to a nation's economy, impacting various aspects, from economic growth and employment to cultural identity and societal well-being.

The core of the CCS lies in the content creation process, a fundamental element of the artistic endeavour. Artistic content is a pivotal α for the cultural and creative sub-sectors of the CCS market. However, the influence of this content extends far beyond the traditional CCS sub-sectors, reaching into a diverse array of industries that rely on creative output from CCS. This impact is evident in software and digital services, intricately woven into CCS value chains, depending on the rich content produced. Additionally, telecom services and hardware, such as smartphones and computers, highlight the importance of access to CCS content as a key selling point. The tourism industry is also significantly affected, with cultural heritage, historical sites, and recreation parks from the CCS playing a crucial role in attracting visitors. Moreover, closely related sectors include consumer electronics (e.g., TV, tuners, tablets), industrial design, and education (cultural and tertiary education).

The symbiotic relationship between artistic content creation and these various industries underscores the widespread and integral influence of the CCS on the broader economic landscape. It is also evident in numbers. The CCS in the EU represent a sector of the economy valued at €477 billion (close to 4% of EU value added) with around 8 million jobs and 1.2 million enterprises, primarily SMEs¹. Likewise, according to the data for 2020 released by The Ministry of Culture and Information Policy of Ukraine, the creative industries contributed 4.2% to the Ukrainian economy's added value, amounting to UAH 132.4 billion.²

The aim of the third Policy Lab

3

European Commission, Ukraine: Commission proposes to set up a dedicated Facility to support Ukraine's recovery, reconstruction and modernisation (2023)

The European Commission has proposed the establishment of a dedicated Facility to provide comprehensive support for Ukraine's recovery, reconstruction, and modernisation during 2024-2027³. With an overall allocation of up to €50 billion, the proposed financing instrument aims to offer coherent, predictable, and flexible assistance to Ukraine amidst the unprecedented challenges of a country at war. The facility comprises grants and loans, with grants facilitated through a new special instrument proposed within the mid-term review of the multiannual financial framework. Loans will be guaranteed through the headroom, analogous to the macro financial assistance 'Plus' mechanism. The facility is structured around three pillars: financial support to the state (Pillar I), a Ukraine investment framework to attract public and private investments (Pillar II), and technical assistance and support measures (Pillar III). This initiative seeks to promote macro-financial stability, facilitate recovery, and foster modernisation in Ukraine, concurrently encouraging key reforms aligned with EU accession goals and promoting a transition to a green, digital, and inclusive economy adhering to EU standards. The leading question of the third Policy Lab was: Will the Ukrainian CCS tap into the proposed resources to ensure progress toward the outlined goals, including building a resilient, creative economy?

To address it systematically, the lab's programme divided the profound question above into closer-to-bite-size issues, including why engaging the CCS in the recovery, reconstruction, and modernisation processes is critical. Is the Ukrainian CCS and its subsectors ready to perform its role? What challenges on policy and institutional levels remain to be addressed to unlock the CCS's full potential?

The noteworthy impact of the CCS on the socioeconomic stability of a country outlined in the previous section underscores the imperative of recognising the sector's significance, emphasising the necessity to harness its potential and catalyse its constructive force. Or in other words, to unleash the creative entrepreneurship to rebuild Ukraine. To unlock the full potential of this economic sector, it is essential to embark on a comprehensive mapping of current stakeholders and their unique needs. A nuanced understanding of the distinctions and commonalities among subsectors is imperative. By fostering this awareness, these diverse players can collaborate synergistically, acting in concert to amplify their impact. The third lab's experts gathered to participate in a moderated discussion with this aim as a guiding principle.

The opening remarks commenced with Boris Marte, CEO of ERSTE Foundation, who urged reflection by stating that »moments like this (the war) oblige us to be very productive, to be on the spot, on point« and emphasised that »the quality of the arts is to give a language to things where we don't have a language for anymore, where we miss the words. To speak out on the one side, to put the attention on to something highly important and symbolic.« Having this in mind, he emphasised the importance of Policy Labs to ERSTE Foundation, which have been taking place at the Foundation premises from the beginning. »We see these tables as a symbolic offer to you to come together and leave this place maybe with one or the other good idea, an inspiration, strategy, concept on

how to move forward.« Indeed, the Policy Labs are a space for collaboration and exchange.

Following the official opening, three expert interventions unfolded. Anastasia Bondar, Deputy Minister of Culture and Information Policy for Digital Transformation, shed light on the digitalisation process of public administration in the cultural sector. The Minister underscored the importance of digitally accessible culture, stating it is crucial for supporting »dreaming,« strengthening society, fostering hope, promoting education, and encouraging »action« in the spirit of building back better.

Willy Kokolo, Policy Officer at the European Commission in the Directorate for Education, Youth, Sport, and Culture (DG EAC), recapped the European Commission's past support for the CCS in Ukraine and reaffirmed a commitment to ongoing assistance. A total of 26 million Euros has been dedicated to sustaining Ukrainian culture through international institutions like ICCROM and the Aliph Foundation and through direct aid to on-the-ground organisations. This support also includes in-kind contributions, such as laptops, and establishing an expert group for cultural heritage in Ukraine, with six out of 26 experts being Ukrainian.

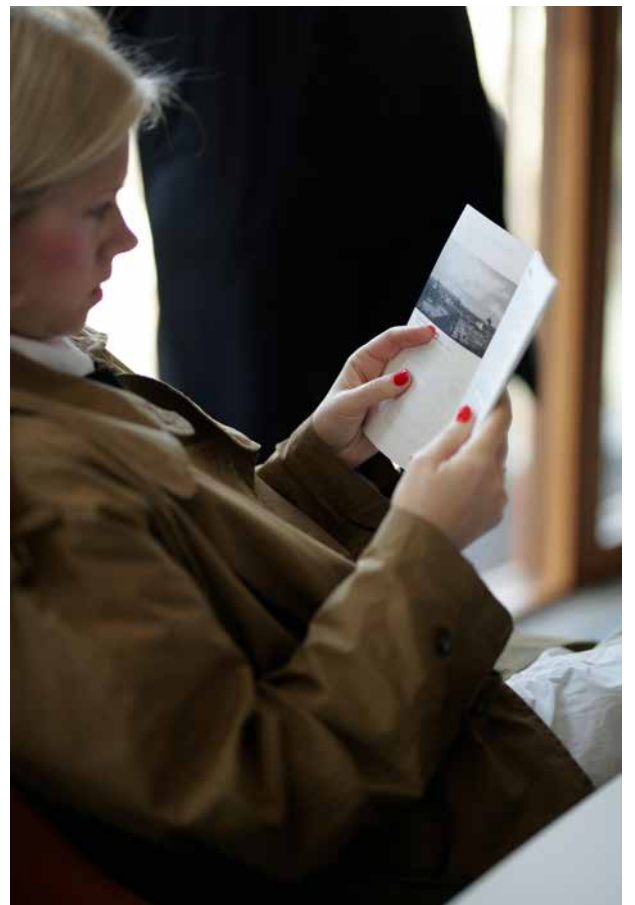
The final address came from Prof. Montserrat Pareja, Director of the Cultural Management Master's program at the University of Barcelona, who shared insightful results from the CICERONE project (Global Production Networks and Creative and Cultural Industries). The key takeaway was the realisation that CCS and its subsectors within policy-making are intricate, requiring a profound understanding of differences and commonalities within subsectors encompassing players of varying sizes, capacities, and levels of influence. In essence, and as an example, a single artistic publishing house belongs to the same subsector as a significant international holding, necessitating policies agile enough to cater to the distinct needs of each.

METHODOLOGY

The Lab's output results from two laboratory days and one final validation workshop on Day 3. It included six expert presentations, three interactive break-out sessions in two or multiple groups, a case study exercise, and one panel discussion. All exercises were summarised by rapporteurs nominated by each of the groups. Philippe Kern and Aleksandra Ćwik-Mohanty from KEA European Affairs moderated the activities. The participation was multi-disciplinary, with expertise in the following fields: publishing, photography, film, archiving, visual arts, music, festivals, video game development, fashion, journalism, design thinking, philanthropy, impact investing, cultural economy, cultural hubs, policymaking, governance, and European integration.

Interactive discussions were organised around the following three themes:

1. Understand the economic and social contribution of CCS to build political support.
2. Build capacity of the CCS in Ukraine.
3. The required policy and institutional framework.



Theme 1 – Understand
the economic and social
contribution of CCS to
build political support

In the pursuit of fostering a more dynamic and interconnected society, it is imperative to strategically embed the CCS issues within the broader framework of Ukrainian priorities. Recognising the transformative potential of the CCS in shaping societal values and contributing to national economic development, this section focuses on four key dimensions: social reintegration, human capital, territorial regeneration, and economic growth.

SOCIAL REINTEGRATION

Trauma healing and community engagement:

The CCS is a potent force in social reintegration, offering a platform for trauma healing and community resilience. By engaging diverse age groups, from the youth to the elderly, and promoting communities of practice, the CCS becomes a therapeutic conduit for collective healing and growth.

Philanthropy and corporate social responsibility (CSR):

As a catalyst for positive change, the CCS enhances philanthropic efforts and corporate social responsibility initiatives. Collaborative projects and partnerships within the sector amplify philanthropy's impact and underscore the value of CSR as a driver of social change and community well-being.

Mobilisation of energy and empowerment:

Empowering both communities and individuals, the CCS serves as a mobilising force, channelling creative energy towards meaningful endeavours. This empowerment fosters a sense of ownership and resilience, contributing to the overall well-being of individuals and the vibrancy of their communities.

Country branding and soft diplomacy:

In the context of social reintegration, the CCS becomes a powerful tool for country branding and soft diplomacy. Shaping narratives and promoting cultural narratives contributes to a positive national image and facilitates international cooperation, thus strengthening diplomatic ties.

Promotion of local cultural heritage and Identity:

The CCS is pivotal in preserving and promoting local cultural heritage and identity. Through the exploration of memory and tradition, it becomes a guardian of collective identity, enriching the fabric of society with a sense of continuity and belonging.

Fostering fun and togetherness:

At its core, the CCS is a source of joy and togetherness. Cultural events, performances, and shared experiences foster a sense of community and belonging, contributing to society's overall well-being and cohesion.

Contribution to sustainable development goals (SDGs):

By promoting inclusion, gender equality, and social cohesion, the CCS actively contributes to achieving the United Nations' Sustainable Development Goals (SDGs). It serves as a vehicle for social progress, aligning its initiatives with global aspirations for a more equitable and harmonious world.

HUMAN CAPITAL

Supporting freedom of expression and bottom-up initiatives:

At the heart of the human capital dimension lies the CCS's commitment to supporting freedom of expression and bottom-up initiatives. By providing platforms for diverse voices and grassroots projects, the sector contributes to a vibrant and inclusive civic discourse, fostering a society that values and celebrates individual expression.

Building democratic values:

The CCS is a bastion for democratic values, promoting inclusivity, diversity, and civic engagement. Through cultural expression and participatory projects, it cultivates an environment that nurtures democratic ideals and encourages active citizenship.

Education and creative skills:

Central to human capital development is the emphasis on education and creative skills. The CCS is pivotal in cultivating a workforce with innovative and creative capabilities, preparing individuals to thrive in a rapidly evolving creative and digital economy.

Interesting jobs in a growing creative and digital Economy:

By creating a multitude of interesting and dynamic job opportunities, the CCS becomes a driving force behind a growing creative and digital economy. This ensures economic vitality and promotes constant personal and professional development among individuals within the sector.

International cooperation and exchange:

Facilitating international cooperation and exchange, the CCS contributes to the enrichment of human capital by exposing individuals to diverse perspectives and fostering a global outlook. Cross-cultural collaborations enhance creativity and strengthen diplomatic ties and cultural understanding.

Space for provocation and experimentation:

The CCS provides a vital space for provocation and experimentation, challenging societal norms and encouraging innovative thinking. This freedom to explore unconventional ideas catalyses personal and societal growth, pushing the boundaries of creativity and expression.

Better quality of life for individuals and communities:

Through its multifaceted contributions, the CCS enhances the quality of life for individuals and communities. Cultural engagement, interesting job opportunities, and the promotion of creativity contribute to society's overall well-being and happiness.

Driver of political activism:

As a conduit for expression and critical thinking, the CCS becomes a powerful driver of political activism. Artistic endeavours and thought-provoking initiatives empower individuals to engage actively in the democratic process, contributing to positive social and political change.

TERRITORIAL REGENERATION

Rebuilding in the spirit of the New European Bauhaus:

The CCS catalyses territorial regeneration by embracing the principles of the New European Bauhaus—promoting beauty, sustainability, and collaborative efforts. Through innovative and aesthetically pleasing projects, the CCS contributes to rebuilding spaces that are visually appealing, sustainable, and collectively created.

Creative precincts as drivers of real estate Infrastructure:

Strategically located creative precincts become magnets for real estate infrastructure development, including establishing transportation hubs such as airports. The CCS is pivotal in attracting investment and transforming areas into dynamic, culturally rich zones that stimulate economic growth and community development.

Beautiful and vibrant spaces for better quality of life:

Territorial regeneration through the CCS results in beautiful and vibrant spaces that significantly enhance the quality of life for residents. These aesthetically pleasing environments foster a sense of community, collective engagement, and cultural vibrancy, contributing to the overall well-being of the inhabitants.

Facilitating processes in urban planning:

The CCS actively engages in and facilitates processes within urban planning, bringing creative perspectives to the development and revitalisation of urban spaces. By collaborating with urban planners, the sector contributes to creating dynamic and culturally rich environments that reflect the community's identity and aspirations.

Tourism and valorisation of cultural heritage:

Territorial regeneration facilitated by the CCS profoundly impacts tourism and the valorisation of cultural heritage. Cultural initiatives and the revitalisation of historic sites attract visitors, stimulate local economies, and contribute to preserving and celebrating cultural identity, thereby promoting sustainable tourism practices.

ECONOMIC GROWTH

GDP and added value contribution in growing CCS markets:

The CCS becomes a key driver of economic growth by significantly contributing to the GDP and added value in expanding markets such as music, video games, and audiovisual (AV) production. The economic impact extends beyond traditional sectors, influencing tourism and the information and communication technology (ICT) industries.

Innovation and cross-fertilization as frontrunners:

Positioning itself as a frontrunner in innovation, experimentation, and cross-fertilisation, the CCS becomes a nucleus for driving new ideas and fostering aesthetics in business. This dynamic environment stimulates creativity and propels economic growth by inspiring new business ventures and practices.

Employment opportunities and support for SMEs and micro-businesses:

The CCS plays a crucial role in economic growth by generating employment opportunities and supporting the growth of small and medium-sized enterprises (SMEs) and micro-businesses. Its diverse ecosystem provides a fertile ground for entrepreneurship, enhancing economic resilience at various scales within the sector.

Driving new business models and practices:

At the forefront of economic evolution, the CCS pioneers new business models and practices such as crowdfunding and the sharing economy. These innovative approaches transform the sector and influence broader economic paradigms, fostering adaptability and sustainability.

Economic ecosystems around events and productions:

The economic impact of the CCS extends beyond individual events, companies, or productions, creating robust economic ecosystems. This spillover effect contributes to the development of ancillary industries, generating economic growth and prosperity.

Export of Ukrainian culture:

As a driver of economic growth, the CCS has become a powerful vehicle for exporting Ukrainian culture. Cultural exports, including music, film, and other artistic expressions, contribute to the nation's soft power and generate economic value on the global stage.

Supporting (de)growth and green transformation:

Recognising the importance of sustainability, the CCS actively supports growth and (de)growth strategies, aligning its practices with green transformation principles. This commitment to environmentally conscious approaches ensures that economic growth is harmonised with ecological sustainability.



Theme 2 – Build capacity of the CCS in Ukraine

The second theme began with an impactful address by Bohdana Pavlychko, CEO of United for Ukraine, a Swiss-based non-profit dedicated to providing housing, legal aid, and humanitarian support for those affected by the war in Ukraine. Pavlychko, who successfully orchestrated the transformation of Osnovy Publishing from the brink of bankruptcy into a globally recognised and prosperous business, drew on her rich experience to underscore the significance of leveraging blended finance, including impact investing. She emphasised using these financial strategies to build resilient economic sectors in Ukraine, focusing on the CCS.

Marc Wilkins, a Swiss and Kyiv-based film director and entrepreneur, also introduced an exciting initiative: »The House of Ukrainian Photography.« Inspired by the most prominent international houses of photography, this project holds immense potential for supporting the flourishing field of Ukrainian photography and contributing to placemaking and local revitalisation in Kyiv.

In Ukraine, there is no doubt that the CCS is a vibrant tapestry woven together by passionate creators, ingenious ideas, and a rich cultural heritage. However, this thriving environment is juxtaposed with a stark reality – the CCS remains on the periphery of policymakers' priorities. While the sector boasts forward-thinking initiatives, the disorganised nature of each subsector functioning in silos impedes its collective impact. This fragmentation is exacerbated by a prevailing lack of trust in societal structures and within the CCS, where creators feel unsupported. The insufficiency of policy practices, particularly in consultation, further hinders the sector's integration into the broader policymaking discourse. Additionally, a noticeable absence of platforms gives the CCS a voice to express its collective views. Consequently, these challenges underscore the urgent need for a concerted effort to bridge the gap between the thriving creative landscape and policymakers, fostering a more cohesive, supported, and impactful creative and cultural sector.

Theme 3 – The required
policy and institutional
framework

The deliberations on the final theme were enriched by a two-day program that included a panel discussion and two insightful interventions by experts. The panel discussion brought together seasoned practitioners and entrepreneurs from Ukraine and the EU: Natalia Libet (experienced film producer, co-owner of »2Brave Productions«, a women-led production company in Kyiv), Luka Piskoric (creative and cultural hubs expert and the Managing Director of Poligon, an institute for the development of creative industries in Slovenia), Rui Quinta (co-founder of Toyno and With Company, a Lisbon-based design firm specializing in Futures, Strategic Design, Creativity, and Innovation and a lecturer at the Faculty of Fine Arts in Lisbon), and Chris Marcic (CEO of the Croatian Audiovisual Center, former President of AGICOA's Board and President for International at the Motion Picture Association's European office). This diverse group shared valuable insights from their experiences collaborating with public authorities, offering perspectives on effective strategies for accomplishing tasks and advancing cases.

The discussions encompassed a range of case studies, specifically focusing on the film industries in the USA, Croatia, and Ukraine. Additionally, attention was directed towards collaborative and systematic approaches to developing cultural hubs and city branding. The speakers provided in-depth analyses of successful models, shedding light on the intricacies of cooperation and innovation in these sectors.

Concluding the discussions, Reanne Leuning provided a valuable intervention on collaboration opportunities between the Austrian and Ukrainian creative industries within the ADVANTAGE AUSTRIA programs, facilitated by the Foreign Trade Organization of the Austrian Federal Economic Chamber. Through her insights, participants gained an understanding of mediators' pivotal role in fostering practical cooperation, linking pins between the CCS and public authorities. These individuals are instrumental in comprehending the specificities of both sides, thus contributing significantly to successful partnerships.

In the subsequent presentation by Iryna Horova, the Founder and CEO of Pomitni music label, attendees delved into the dynamic and evolving landscape of the Ukrainian music market, particularly in the realm of Ukrainian-language music. Horova's extensive and unique experience provided a glimpse into a promising and expanding subsector. However, she highlighted several regulatory challenges, such as the inability to address grey areas and ensure fair distribution of royalties, especially for emerging and often unregistered artists. This illuminated the complex issues that the industry faces and emphasised the need for responsive regulatory frameworks to support its growth.





Policy recommendations: to empower Ukrainian CCS to drive economic recovery toward a green, digital and inclusive future

This section seeks to articulate clear and actionable policy recommendations to harness the transformative potential of Ukraine's CCS for the nation's economic recovery and development. The objective is to guide representatives of the CCS, civil servants, and policymakers in understanding the sector's pivotal role and fostering its visibility and impact. As Ukraine braces for the impending influx of resources through the Ukraine Facility, the stakes are high, with various sectors vying for a share of the funding. It is widely acknowledged that societal flourishing and progress are compromised without a vibrant cultural and creative foundation. Consequently, this report underscores the critical importance of supporting the CCS. However, the current landscape suggests the need for foundational work within the sector: organisational structuring, narrative development, and effective communication strategies. To ensure the CCS's optimal participation in the economic recovery, it is imperative to establish a unified narrative and effectively convey this narrative to those responsible for resource allocation. Thus, this section aims to lay the groundwork for a strategic and organised approach, recognising the CCS as an integral force in shaping Ukraine's future.

The following subsections are structured around this aim and the questions posed in the introduction to the report:

1. Why is engaging the CCS in the recovery, reconstruction, and modernisation processes critical?
Subsection: Establish a new understanding to make CCS relevant in the Ukrainian context
2. Is the Ukrainian CCS and its subsectors ready to perform its role?
Subsection: The value of collective actions
3. What challenges on policy and institutional levels remain to be addressed to unlock the CCS's full potential?
Subsection: Necessity to work with policymakers

ESTABLISH A NEW UNDERSTANDING TO MAKE CCS RELEVANT IN THE UKRAINIAN CONTEXT

Main target audience:

This section is specifically tailored for the sector representatives, emphasising the imperative of collective action. The subsequent sections will explore the underlying reasons and benefits of acting together. The forthcoming recommendations elucidate the significance of collaboration in achieving common goals, fostering innovation, and contributing meaningfully to societal progress.

Harness academic and consultative expertise:

Collaborate with academia and consultancies to systematically collect both qualitative and quantitative evidence. This collaborative approach ensures a robust understanding of societal dynamics and informs evidence-based policy decisions.

Strategic mapping of CCS contributions:

Initiate a comprehensive mapping exercise to evaluate the contribution of the CCS towards addressing Ukrainian economic and social priorities. This mapping will facilitate targeted interventions and resource allocation to maximise impact.

Alignment with global trends:

Ensure that narratives align with global trends such as carbon neutrality, food and health security, digital transformation, and AI. By aligning with these trends, Ukraine can leapfrog progress and position itself at the forefront of international developments.

Translate public sentiments into action:

Capitalise on public sentiments by facilitating events, projects, and initiatives that resonate with the evolving understanding. Allocate funds to support these endeavours, translating the momentum into tangible outcomes that address societal needs.

Mobilise creative professionals for narrative development:

Actively engage artists and creative professionals in shaping a narrative for the future of Ukraine. Their unique perspectives can contribute to a cohesive and inspiring story that resonates with the aspirations and values of society.

Define sectorial and cross-sectorial needs:

Concretely define the needs of the CCS both within its sector and in collaboration with other sectors. Recognise the value of collective action in addressing common challenges and leveraging synergies for broader societal impact.

Engage with public authorities and policymakers:

Foster collaboration between the CCS and public authorities by engaging policymakers in discussions and decision-making processes. This involvement ensures that the sector's insights inform policies and that regulatory frameworks support the growth and development of the creative and cultural landscape.

THE VALUE OF COLLECTIVE ACTIONS

Main target audience:

This set of recommendations is tailored explicitly for individual sector representatives (including founders, activists, and producers) who currently find themselves scattered and, at times, working in isolated silos. Drawing inspiration from prominent Ukrainian examples of collective action, such as The Revolution of Dignity and The Orange Revolution, as well as international instances like the transformation of Kosice into a thriving European Capital of Culture, these recommendations underscore the transformative power of unity. In an environment where valuable endeavours may be disparate, these proposals aim to guide towards cohesive and collective action. The upcoming strategies are crafted to help build professional structures, engage in strategic lobbying, and strategically campaign, ensuring that each subsector's voice resounds collectively and echoes the immense value it contributes to Ukraine.

Concretely define sectorial and cross-sectorial needs:

Clearly articulate the specific needs of the CCS with its sub-sectors, both within its domain and in collaboration with other sectors. Develop a comprehensive understanding of shared challenges and opportunities to inform targeted and effective collective action.

Establish professional structures for representation:

Set up robust professional structures that represent the diverse interests of the CCS. These structures can serve as effective platforms for advocacy, communication, and collaboration, ensuring that the sector's collective voice is heard and respected.

Strategic lobbying Initiatives:

Develop and implement strategic lobbying initiatives to advocate for the interests of the CCS. Engage with policymakers at various levels, including the head of state, government officials, ministries, and regional/local authorities. Establish a presence in academic circles, such as lobbying the school of economics, to underscore the economic significance of the sector.

Comprehensive campaigning strategies:

Build comprehensive campaigning strategies that address diverse audiences, including the media, citizens, and potential allies. Effectively utilise social media platforms to disseminate information, garner support, and create a unified narrative that highlights the societal and economic value of the CCS.

Identify priority targets for advocacy:

Identify and prioritise critical targets for advocacy efforts, including the head of state, government officials, and relevant ministries. Engage with regional and local authorities to ensure a holistic approach to policy influence and implementation.

Build trust and credibility:

Cultivate trust and credibility with public authorities by consistently demonstrating the positive impact and contributions of the CCS. Transparent communication, reliability, and a commitment to shared goals are essential in establishing a solid and enduring relationship with decision-makers.

»Never take no as an answer«

Embrace a resilient and determined mindset. Persistence is critical in advocating for the interests of the CCS. Even in the face of challenges, continue to articulate the value of collective action and the vital role of the creative and cultural sector in contributing to societal development and well-being.

NECESSITY TO WORK WITH POLICYMAKERS

By implementing these dual sets of recommendations, both the CCS and policymakers can work collaboratively towards a more informed, transparent, and mutually beneficial relationship, ultimately fostering the growth and prosperity of the creative and cultural landscape.

Recommendations toward the creative and cultural sector

— Unified voice advocacy:

Encourage the CCS to speak with one unified voice whenever

possible. Strengthening a collective voice enhances the sector's impact in conveying shared goals and priorities to public authorities (see the section above).

- **Build trust and credibility:**
Establish trust and credibility with public authorities by presenting factual information, utilising language that resonates with policymakers, and adapting narratives to align with policy objectives. Educate policymakers on the unique specificities and inherent value of the CCS to foster a deeper understanding.
- **Strategic event organisation:**
Organise impactful events with a »red carpet impact« effect to elevate the profile of the CCS. These events showcase the sector's contributions and serve as platforms for engagement, fostering connections with policymakers and the wider public.
- **Identify differences and commonalities:**
Conduct a comprehensive analysis to identify differences and commonalities among subsectors within the CCS. Map these findings to define the sector's needs, considering opportunities for cross-sectoral collaboration to address larger public issues such as environment, AI, and digitalisation.

Recommendations for policymakers

- **Embrace openness and transparency:**
Encourage policymakers to adopt more open and transparent practices. Establish clear consultation processes that facilitate constructive dialogue between policymakers and the CCS, fostering an environment of openness and inclusivity.
- **Transparent grant management:**
Enhance transparency in the management of grants and support programs. Policymakers should institute measures to ensure fairness and openness in the allocation of resources, building trust among stakeholders in the CCS.
- **Build capacity for socioeconomic understanding:**
Prioritise capacity-building initiatives within ministries to enhance policymakers' understanding of the socioeconomic value of the CCS. This knowledge empowers policymakers to make informed decisions, recognising and supporting the sector's contributions to society.

FINAL NOTE

As the Lab's moderators, in this report, KEA synthesised the outcomes of the three-day exchange, serving as the cornerstone for a comprehensive policy dialogue. This synthesis was pivotal in shaping presented policy recommendations tailored for the cultural and creative sector stakeholders and policymakers. The goal is to enhance the sector's capacity to emerge as a strategic partner in policy formulation and the broader reconstruction efforts of the country. The conclusions drawn from this Policy Lab process result from a consensual and collaborative effort, reflecting a shared commitment to fostering positive change within the sector and the broader policy landscape.





Annexe 1 Agenda

WEDNESDAY, 15 NOVEMBER 2023

Morning session

- 10:00–10:05 am Opening remarks by Boris Marte, CEO of ERSTE Foundation
- 10:05–10:10 am Opening remarks by Anastasia Bondar, Deputy Minister of Culture and Information Policy for Digital Transformation
- 10:10–10:15 am Opening remarks by Willy Kokolo, Policy Officer at the European Commission in the Directorate for Education, Youth, Sport, and Culture (DG EAC)
- 10:15–10:30 am Introduction of the Policy Labs and its aim – Yana Barinova, ERSTE Foundation and screening of a video reportage from Policy Labs 1 and 2
- 10:30–11:00 am Presentation of the format and agenda: Philippe Kern. What is culture and creative Industries?
- 11:00–11:45 am Introduction of the participants, their professional expertise and their expectations
- 11:45–12:05 pm Coffee Break

First Lab: Understand the economic and social contribution of CCS to build political support

- 12:10–12:30 pm First guest intervention from Ukraine on the digitalization of public administration in the cultural sector: Anastasia Bondar
- 12:30–12:45 pm Discussion and Q&A
- 12:45–13:05 pm Second guest intervention from the EU on the importance of local policies and the role of CCIs in local economic development: Montserrat Pareja
- 13:05–13:20 pm Discussion and Q&A
- 13:20–14:20 pm Lunch break
- 14:20–15:20 pm Moderated breakout sessions for two groups to brainstorm on recommendations for building a new understanding of the economic and social contributions of CCS in Ukraine
- Moderators:
Philippe Kern and Aleksandra Ćwik-Mohanty (KEA)
- 15:20–15:50 pm Reporting on the breakout sessions and discussing the outcome of the first day
- 15:50–16:10 pm Wrap-up and participant preparation for the second day
- 17:00–18:15 pm Guided tour to the fifth edition of Kyiv Biennial at Augarten Contemporary
- 18:30–22:00 pm Dinner with the participants at Grand Étage, Hotel Grand Ferdinand, Schuberting 10-12, 1010 Wien

THURSDAY, 16 NOVEMBER 2023

Second Lab: Build capacity of the CCS in Ukraine

- 09:30–10:30 am Guided tour of Kontakt. The Art Collection of Erste Group and ERSTE Foundation
- 10:45–11:05 am First guest intervention from Ukraine on utilising blended finance for building a prosperous Ukraine, Bohdana Pavlychko
- 11:05–11:25 am Discussion and Q&A

11:25–11:45 am	Second guest intervention: Introducing the new project: »The house of Ukrainian photography«, Marc Wilkins
11:45–12:05 pm	Discussion and Q&A
12:05–12:35 pm	Coffee break
12:35–13:35 pm	Moderated breakout sessions to brainstorm on measures to enhance CCS' representation and influence in Ukraine <u>Moderators:</u> Philippe Kern and Aleksandra Ćwik-Mohanty (KEA)
13:35–14:35 pm	Lunch break
14:35–15:00 pm	Reporting from the breakout sessions
	<u>Third Lab: The required policy and institutional frameworks (including the role of the EU, cities, regions and the national government)</u>
15:00–15:30 pm	Panel discussion featuring practitioners and entrepreneurs from Ukraine and the EU, Luka Piskoric, Rui Quinta, Chris Marcic, and Natalia Libet
15:30–16:30 pm	Moderated breakout sessions and case studies to brainstorm 1. Inclusion of the CCS as a beneficiary of the European Commission's dedicated recovery facility 2. Practices and public policies for building creative ecosystems <u>Moderators:</u> Philippe Kern and Aleksandra Ćwik-Mohanty (KEA)
16:30–17:30 pm	Reporting from the breakout sessions and discussion on the outcome to identify concrete policy recommendation Free evening

FRIDAY, 17 NOVEMBER 2023

Final Lab: Strategies to build a strong culture and creative sector in Ukraine

10:00–10:15 am	First intervention by Reanne Leuning on cooperation opportunities between the Austrian and Ukrainian creative industries within the framework of ADVANTAGE AUSTRIA programs (the Foreign Trade Organization of the Austrian Federal Economic Chamber)
10:15–10:30 am	Discussion and Q&A
10:30–10:45 am	Second intervention by Iryna Horova, the Founder and CEO of Pomitni music label, on the development of Ukrainian, including Ukrainian-language music industry, its potential and challenges
10:45–11:00 am	Discussion and Q&A
11:00–12:00 pm	KEA reports on the outcomes of the Labs and proposes draft recommendations for co-creation with participants
12:00–12:20 pm	Concluding remarks and screening of a short video campaign by Vogue Ukraine presenting snapshots of culture-driven empowerment in times of war
12:20–13:30 pm	Video interviews and buffet lunch

Annexe 2

List of Participants

Anastasia Bondar:

Deputy Minister of Culture and Information Policy for Digital Transformation (Ukraine)

Vena Brykalin:

Editor-in-Chief of Vogue Ukraine (Ukraine)

Montserrat Pareja-Eastaway:

Ph.D. in Applied Economics and Director of the Cultural Management Master's program at the University of Barcelona (Spain)

Olena Honcharuk:

Acting General Director of the Oleksandr Dovzhenko National Centre, the Ukrainian state film archive (Ukraine)

Iryna Horova:

Founder and CEO of Pomitni music label (Ukraine)

Halyna Hryhorenko:

Culture and Creative Industries Expert, formerly Deputy Minister of Culture and Information Policy of Ukraine (Ukraine)

Jari-Pekka Kaleva:

Managing Director at the European game industry umbrella organization, EGDF, and as the Chief Policy Advisor at Neogames Finland Association (Finland)

Wily Kokolo:

Policy Officer at the Directorate-General for Education, Youth, Culture, and Sport within the European Commission (Belgium)

Olga Kolokytha:

Academic Director of the Master in Music Management and the Master in Music for Applied Media at the University for Continuing Education Krems (Ukraine)

Julia Kostetska:

Publisher of Vogue Ukraine and the Founder/CEO of Vanguard Media Holding LTD, a Condé Nast International licensee (Ukraine)

Reanne Leuning:

Head of internationalisation programs for the creative sector at Advantage Austria (Austria)

Natalia Libet:

Film producer and co-owner of »2Brave Productions,« a women-led production company in Kyiv (Ukraine)

Chris Marcich:

CEO of the Croatian Audiovisual Center (Croatia)

Luiza Moroz:

Policy analyst and researcher leading the Creative Industries unit at the Ukrainian Centre for Cultural Research (Ukraine)

Dana Pavlychko:

leader with over 15 years of experience transforming and scaling social enterprises across the EU and Ukraine, founder of The Second Derivative, a company facilitating blended finance for impact investing (Ukraine)

Yaroslav Petrakov:

Regional Coordinator for Culture and Media in the EU-funded project »Restoring Ukraine Together« (Ukraine)

Luka Piskoric:

Managing Director of Poligon, an institute for the development of creative industries (Slovenia)

Marko Popovic:

Culture and Creative Industries Senior Project Manager, Head of Program and Project Manager at Creative Industry Kosice (CIKE) (Slovakia)

Codin Popescu:

Co-Founder and Co-CEO at Artivive, the premier global platform for AR art (Romania/Austria)

Rui Quinta:

Co-founder of Toyno and With Company, a Lisbon-based design firm specializing in Futures, Strategic Design, Creativity, and Innovation (Portugal)

Gianluigi Carlo Ricuperati:

Writer, essayist, and entrepreneur, is the Founder and Director of Nova Express sil, a publishing and consulting agency (Italy)

Damir Sagolj:

Photojournalist covering conflicts in the Balkans, the Middle East, and global stories, a 2004 Pulitzer Prize finalist and a 2018 Pulitzer Prize winner (Bosna and Herzegovina)

Helen Slidna:

Culture Entrepreneur, founder of Tallinn Music Week and Station Narva festivals (Estonia)

Francesca Thyssen-Bornemisza O.D.:

Philanthropist, art patron, and ocean advocate, founder of TBA21 Thyssen-Bornemisza Art Contemporary and Co-founder of TBA21-Academy (Switzerland)

Tetiana Stakhivska:

Founder of »Creative Initiatives Ltd« in Kyiv (Ukraine)

Mariana Tomyn:

Director of the Department of Cultural Heritage at the Ministry of Culture and Information Policy of Ukraine (Ukraine)

Marc Wilkins:

Film director and entrepreneur, now calls Kyiv his home, co-founder of The Naked Room, a Kyiv gallery showcasing contemporary Ukrainian art (Switzerland)

Natalia Zhevago:

Founder of Cultural Project, an educational organisation that provides programs in visual art, music, philosophy, and literature (Ukraine)

Moderators

Yana Barinova, Project Manager for European Policies and Ukrainian affairs at the ERSTE Foundation,

Philippe Kern, Founder and managing director of KEA

Aleksandra Ćwik-Mohanty, Senior consultant at KEA



Policy
Labs