Policy
Labs
#4

Report

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 (November 30 to December 2, 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.« The ERSTE Foundation in Vienna facilitates the Policy Labs, curated by Yana Barinova, Project Manager for European Policies and Ukrainian Affairs at the 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 (April 12 to 14, 2023) turned toward culture as a basis for social resilience and societal well-being in Ukraine during and after the war. The third Lab, which took place in November 2023 gathered representatives from the Cultural and Creative Sectors to focus on »Unleashing Creative Entrepreneurship to Rebuild Ukraine«. Finally, this document accounts for the fourth Lab, when the priority has shifted toward processes and governance of public interest institutions. The fourth Lab was organised in challenging conditions of political uncertainties and tightened travel restrictions in Ukraine. Yet, it gathered 23 experts and leaders from international organisations, think tanks, academia and cultural institutions in Ukraine and the EU. All participants are listed in Annexe 2. So far, there are over 100 Policy Labs alumni in Ukraine and the EU.

The KEA team supported the Lab's organisation by moderating the various sessions and drafting the Report and Policy Recommendations. The KEA team comprised Philippe Kern (Managing Director) and Aleksandra Ćwik-Mohanty (Senior Consultant).

4th POLICY LAB:
Sustainable Governance of
Public Interest Institutions in
Times of Polycrisis
24–26 April 2024, Vienna

Photos: Valeria Malteseva © ERSTE Foundation

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1
https://dictionary.cambridge.org/
dictionary/english/polycrisis

The subject workshopped was Public Interest Institutions (PIIs), which we define as organisations committed to prioritising the public good in their mission and decision-making processes. These encompass diverse entities, including museums, archives, libraries, media outlets, NGOs, think tanks, universities, research centres, and private institutions with a societal mission focus.

Our understanding of the services provided by PIIs toward the public is comprehensive and includes the following:

— Reliable service provision
— Promotion of social justice and inclusion
— Community development and citizens' engagement
— Encourage artistic practices and access to culture and arts.
— Information and education efforts, including education to the arts or combating fake news
— Crisis response and disaster relief efforts
— Cultural preservation and research endeavours
— Capacity-building and skills-sharing initiatives
— Collaboration and networking opportunities, including laboratories and space for experimentation.

POLYCRISIS

Cambridge Dictionary defines polycrisis as »a time of great disagreement, confusion, or suffering that is caused by many different problems happening at the same time so that they together have a very big effect«. We use the term polycrisis to acknowledge the intense global environment surrounding the war in Ukraine. While our primary focus is on addressing the immediate needs of conflict, we recognise that Ukraine, like the rest of the world, faces a multitude of challenges, including climate change, cultural conflicts, misinformation, democracy erosion, and technological uncertainty. Therefore, discussing the sustainability of vital institutions requires an understanding of the evolving landscape they operate within. By recognising the interconnectedness of these issues, we can better navigate towards a more stable future.

During his welcoming address, Boris Marte, the CEO of the ERSTE Foundation, held aloft ERSTE's founding document, crafted in 1819 amidst the intellectual fervour of the Enlightenment era, coinciding with the transformative ideals fuelling the French Revolution. From its inception, ERSTE stood as a bastion of inclusivity, a savings association open to all, irrespective of their social or economic standing. Every resource the association garnered was reinvested into society—a tradition upheld over nearly two centuries. Today, while the scope of its operations has expanded exponentially, the commitment to delivering excellence in public service remains unaltered. The ERSTE Foundation is the ERSTE group's principal shareholder. Marte underscored the pivotal role of robust governance frameworks in initiatives poised to evolve into large institutions. Such frameworks should delineate not only the »what« of undertaken activities but also the »how« and »why« behind them—a principle that resonated deeply throughout the 4th Policy Lab.

The outcomes of the three-day exchange were elaborated in this report, serving as the cornerstone for a comprehensive policy dialogue. This written form is pivotal in shaping presented policy recommendations tailored for the Public Interest Institutions' stakeholders including policymakers. The goal is to enhance the PIIs capacity, notably in the culture and education sector, to emerge as a trusted source of public services and support 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 in the process of EU integration.

METHODOLOGY

The lab's output results were obtained during two laboratory days, and one final validation workshop held on Day 3. It included four expert presentations, three interactive break-out sessions in two or multiple groups, 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: education, arts and culture, media, law, transparency and democracy, public funding, NGOs and civil society, research and academia.

Interactive discussions were organised around the following three themes:

1. Transformative governance for community impact
2. Funding and regulatory models
3. The Future of Public Interest Institutions in a post-COVID, post-truth, post-growth world – Scenario for the Future.

The first Lab session commenced with a presentation of a European good practice exemplified by the Tabakalera – International Centre for Contemporary Culture[2], focusing on the governance of this large public institution by its Cultural Director, Clara Montero. Montero provided insights into Tabakalera's (former tobacco factory turned into a beacon of cultural experimentation) management structure, budget allocation, revenue sources, decision-making processes, and diverse offerings rooted in community engagement. Particularly highlighted was its emphasis on societal innovation, characterised by the provision of space, diverse skill sets, laboratory practices, and the integration of art and technology to address issues related to climate change. The ensuing discussion delved into the legitimisation of art and culture through their societal utility, directly impacting the allocation of public funds. This, in turn, underscores the importance of fostering positive relationships with local governments and instilling trust among decision-makers in the institution's mission.

The second intervention was delivered by Ukrainian expert Yulia Tychkivska, Executive Director of the Aspen Institute Kyiv, who provided insights into the evolving governance of PIIs in Ukraine. She underscored positive developments such as decentralisation, encompassing administrative reforms and the delegation of roles. Tychkivska also highlighted key challenges, foremost among them being the lack of platforms for dialogue among multiple stakeholders. This issue is being addressed by the Aspen Institute Kyiv, which organises meetings to facilitate exchanges among local governments, businesses, experts, and civil society to foster leadership. Another significant challenge identified was the need for education to adapt to the changing societal landscape, particularly in fostering entrepreneurial skills to harness Ukraine's human capital for economic stability and development.

Following the initial interventions, breakout sessions commenced to explore collaborative governance and how PIIs can remain relevant to their communities.

PRIORITIES IDENTIFIED

1.   The need to improve on the rule of law.
2.   Reform public services and the status of civil servants
3.   Encourage the strengthening of the decentralisation process to bring decision making power closer to the people.
4.   Work on the people's mindset to enable broader engagement between citizens and PIIs.
5.   Improve accountability rules to encourage individual and collective initiatives within PIIs. Establishing trust demands enhanced transparency and mechanisms for accountability whilst transparency should not be weaponised.
6.   Address incoherence at legislative level where budget or tax rules overlap and prevent implementation of law and regulation
7.   Develop a policy vision for PIIs at national level
8.   Improve policy dialogue between authorities and civil society. Change from reactive to pro-active.
9.   Improve institutional dialogue with regions in the context of the centralisation of AID flow as well as between Hromadas.
10. Ensure better coordination with and amongst donors' organisation. Take stocks from past support/ technical assistance, such as U-Lead (EU support) to ensure better preparation in implementation
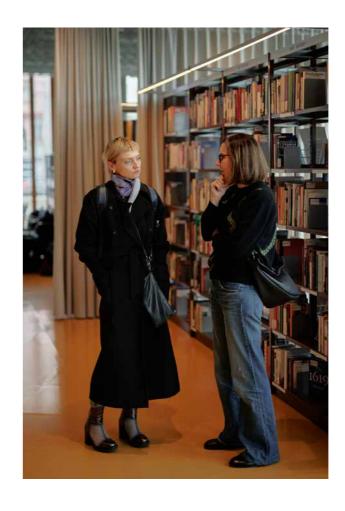
Lab 1: Transformative governance for community impact

11. Develop a capacity building programme notably to develop leadership skills, make use of diasopora's acquired skills (including incentives to return), and address needs of soldiers and civilians returning from war zones. Improve civic education.
12. Harness the inherent altruism of civil society and formidable volunteering capacity to free energy and encourage leadership.

3
https://saved.foundation

4
https://www.oecd.org/pisa/

5
As of now, Ukrainian public funds include Ukrainian Cultural Fund, Ukrainian Startup Fund, Ukrainian National Research Fund, Presidents Fund for Education, Science, and Sport, Ukrainian Youth Fund, and Ukrainian Veteran Fund.

13.   Share good practices on governance from Ukraine and from abroad. The second day and second Lab began with a grounding presentation by Anna Novosad, an expert in education in Ukraine who, in the face of war, founded an organisation – SavED[3] – to ensure children's access to education even when school infrastructure had been destroyed by Russian military aggression. Through compelling statistics and evocative imagery, Novosad highlighted the scale of the problem with formal education in Ukraine, where issues of access to education is exacerbated during war (every 7th school in Ukraine is either damaged or ruined). As a result of war destruction the quality of education is declining rapidly as evidenced by international assessments such as OECD's PISA, which measures 15-year-olds' ability to use their reading, mathematics and science knowledge and skills to meet real-life challenges[4] (4 to 5 years behind in academic performance in Ukrainian villages compared to cities). Driven leaders like Novosad's organisation are responding to the immediate needs of the most vulnerable groups – children. The presentation's main message was a plea to listen to the needs of Ukrainians and respond to them without imposing scenarios of ideal recovery. She highlighted the use of cultural houses to host schools and artistic practices to provide emotional and academic support.

The second intervention of the day was presented by Yuliia Fediv, a cultural and media manager and former director of the Ukrainian Cultural Fund. Fediv focused on the functioning of reforms (2017) introducing the ecosystem of state funded institutions (public Funds[5]), explaining the positive changes brought about by the reform and areas where further improvement is needed. Among the positive changes highlighted were the mobilisation of non-state actors through transparent state support, digitalisation in the grant application system, fair play rules in state money distribution, and the involvement of experts from various sectors. Areas for improvement include challenges related to the functioning of the new structure within the old bureaucratic (post-soviet) system, partial decentralisation of ministerial functions, and the restricted autonomiy of public institutions / funds from political interference. Furthermore, discrepancies in terminology in regulations concerning budgets and funds were identified as slowing down processes and causing confusion. She highlighted the current work on the Code of ethics and integrity, currently being developed by the National Agency on Corruption Prevention.

Following the presentations, experts engaged in breakout sessions to discuss implementing solutions related to funding and regulations for PIIs.

PRIORITIES IDENTIFIED

1.   The protection of private financial investments remains an area in need of enhancement. While emulating tax incentives observed in other nations may seem appealing, such measures are not possible in the short term considering the war effort.
2.   The capacity to add international donors funding to public funds is a a good practices.
3.   Mismanagement of resources and the centralised flow of aid pose significant challenges. Despite the availability of grant programs, uneven distribution persists due to beneficiaries' capacity constraints. Additionally, even when public funds are allocated transparently, recipients may lack the readiness to withstand scrutiny and accountability measures.
4.   Complex regulatory layers often impede effective implementation.

Lab 2: Funding and regulatory models

New legislative regulations pertaining to funding frequently clash with existing laws, causing confusion and hindering execution. Harmonising these regulations is essential to streamlining implementation processes and mitigating operational disruptions.

5. Build capacity within local authorities to implement decentralisation reform notably for the management of local PIIs.
6. Need to work on a public service reform
   — to ensure more transparent processes in directors' and supervisory boards appointments (the latter to be more mixed in its composition involving civil society).
   — To better define respective functions between funds and ministries, terms and salaries of directors for instance.
   — Encourage civil servants taking initiatives.

6
https://salzburger-kunstverein.at

7
https://www.leandropisano.
it/en/project/interferen-
ze-2003-new-arts-festival

The session featured a panel discussion with experts Mirela Baciak, Curator and Director at Salzburger Kunstverein[6] in Austria, and Tetiana Vodotyka, Senior Researcher at the Institute of History of Ukraine, National Academy of Sciences of Ukraine. The conversation revolved around best practices in preparing Public Interest Institutions (PIIs) for the future and building upon well-functioning traditions.

Mirela Baciak introduced the concept of kunstverein, an association founded by citizens and registered within the local government. For instance, the Salzburger Kunstverein, established 180 years ago, remains an institution run by artists and financially supported by three public sources: the city, the land (region), and the state. Its board comprises specialists in fields essential for the practical functioning of artistic and cultural activities, including exhibitions, mentor workshops, and community management, and it boasts several hundred members.

The second presenter, Tetiana Vodotyka, representing the academic sphere, emphasised that academia is an underestimated resource where individuals are trained to decipher complex social phenomena. She stressed that this expertise should be utilised in Ukraine. Furthermore, she highlighted the lack of innovation in higher education, where researchers are often underpaid and accustomed to stagnant and non-inclusive academic structures.

During the discussion, Leandro Pisano, Founder and Director of the Interferenze[7] new arts festival in rural Italy, articulated why culture is crucial in revitalising rural areas. He emphasised that culture is vital in providing choice, particularly to young people who often leave due to limited options. Cultural spaces have the potential to make rural areas more appealing as viable settling options. There was also an intervention from Anne Wiederhold-Daryanavard – Co-founder of Brunnenpassage in Vienna, a cultural institution with a particular focus on citizens engagement through artistic intervention.

A debate than took place in plenary to consider issues enabling PIIs to adapt to a changing world and be instrumental in addressing challenges : the war, climate changes, the threat to democracy, artificial intelligence and social media, social divisions and injustice.

Lab 3: The Future of Public Interest Institutions in a Post–COVID, Post–Truth, Post–Growth World–Scenario for the Future.

The policy objective is to strengthen public interest institutions as they are fundamental drivers of a democratic society and European integration. PIIs, whose object is focused on safeguarding the general interest, play an essential role in education, research, culture, nurturing social cohesion and democratisation of society. It is important to develop trust in PIIs as vehicle to support Ukraine's recovery. The role of cultural institutions, such as PIIS, was highlighted in contributing to promoting cultural heritage, supporting artistic expressions, and enabling the expression of cultural diversity and social engagement.

In the first step participants agreed that recommendations would need to address the following key challenges:

Policy Challenges:
— Develop a clear vision on PIIS and ways to sustain them.
— Fully implement the decentralisation model.
— Empower stakeholders, insufficiently organised.
— Capture the exceptional volunteering spirit of civil society and cultural actors.
— Focus on addressing brain drain (migration, war veterans).

Legal Challenges:
— Develop a clear legal framework, notably on the status of PIIs employees to support autonomy and accountability.
— Organise a functional review to clarify responsibilities between Ministries and PIIS or between Ministries and local authorities.
— Implement the transparency register to monitor lobbying interference at policy level.
— Address layers of rules that affects implementation of legislation (notably conflicts with budget rules).

The recommendations aim to outline pathways for change.
They are addressed into three headings:

1. Political framework: implement changes to empower PIIs and facilitate decentralisation.
2. Legal framework: Enhance the rules of the game to promote better governance and accountability.
3. Capacity-building: Encourage civic engagement and provide opportunities for choice.

*The term »decentralisation« has dual meaning where, in legislative terms in Ukraine, it is most commonly used in the context of the administrative reform of 2014. The second meaning pertains to the division of responsibilities and streamlining of ministries, with their activities potentially being transferred horizontally to other actors, such as public funds or public interest institutions, and vertically to local governments as part of the aforementioned administrative reform.

Lab 4:
Policy Recommendations

Political framework: Changes to empower PIIs and implement decentralisation*

In this initial set of recommendations, our focus lies on enhancing the political culture to gradually instill a sense of care within the society and foster trust in political processes.

— Develop a vision and strategy for governance and accountability of Public Interest Institutions (PIIs) and improve communication with the public.
— Set rules to discourage political interference that hinders professional and civic engagement.
— Operationalise the decentralisation of ministerial functions.
— Continue developing the Code of Ethics and Integrity.

Enhance public service reform:
— Implement measures to incentivise risk-taking among individuals and initiatives within the public service sector while safeguarding them from potential misuse of transparency measures.
— Develop attractive work package to attract good professionals in PIIs.

Legal framework: Improve the rules of the game for better governance and accountability

Strengthen the autonomy of PIIs:
— Remit-based and paid positions within PIIs' supervisory boards should be introduced to ensure their independence.
— Guarantee directors' independence through statutory documents.
— Establish a diverse composition for supervisory boards, including representation from civil society alongside political appointees.

Promote Private-Public Partnerships (PPPs):
— Encourage PPPs to thrive despite potential economic burdens by exploring temporary solutions such as allowing international donors to supplement public funds.
— Invite business executives to serve on the boards of PIIs, empowering them to influence the provision of public interest services.

Enhance public fund systems through modernisation and collaboration:
— Introduce Monitoring, Evaluation, Accountability, and Learning (MEAL) practices, utilising digital tools to enhance efficiency and effectiveness.
— Foster a culture of monitoring and evaluation, collaborating with stakeholders to develop robust Key Performance Indicators (KPIs) that accurately reflect success.
— Utilise data to improve resource allocation, ensuring funds are distributed equitably based on needs, beneficiary reputation, efficacy, and geographical considerations. This approach enhances transparency and efficiency in fund allocation processes.

Capacity-building is paramount to fostering civic engagement, effectively implementing previous recommendations, and ensuring the democratic representation of various interests. Therefore, the Policy Lab proposes the following priorities.

Recommendations for capacity-building to encourage civic engagement

I. DEVELOPING UNDERSTANDING ON THE VALUE OF PIIS

Ensure society, policymakers, and civil servants grasp the significance of Public Interest Institutions (PIIs) such as museums, educational institutions, research centres, media outlets, and cultural organisations in the recovery of Ukraine.

1. Provide training programs for civil servants to deepen their understanding of the roles and capabilities of PIIs and civil society, drawing on successful examples from Ukraine and abroad.

2. Conduct a thorough mapping exercise of NGOs and PIIs, delineating their mandates and track records. Consider implementing an accreditation process that leverages digitalisation to minimise bureaucratic hurdles. This accreditation process should acknowledge initiatives and NGOs emerging to address urgent needs in the country, such as SavED (Rebuilding War Damaged Schools)[8].

II. PRIORITY TRAINING NEEDS

1. Develop leadership training programs and promote exemplary role models to inspire future leaders. Support project management (notably stakeholders dialogue) and accountability skills. Consider business innovation approaches for PIIs and alternative funding models. Showcase good practices from Europe and the Eastern Partnership.

2. Enhance skills in data management and communication/ Media training by providing training on using digital tools to improve service delivery and decision-making processes.

3. Conduct training sessions about the opportunities EU funding provides, including the upcoming Recovery Fund and structural fund programs (Cohesion Fund, INTERREG, URBACT, Creative Europe).

4. Ensure that training programs are inclusive and tailored to meet the needs of vulnerable groups, such as war veterans, internally displaced persons (IDPs), and economically displaced persons (EDPs).

III. PRIORITY TRAINING TOOLS

1. Facilitate national and international exchanges between public authorities and civil society through peer-to-peer learning initiatives.

2. Support entrepreneurship and »skills of the future« training through targeted calls and actions, both formally and informally. Ensure the distribution of these resources across geographical regions.
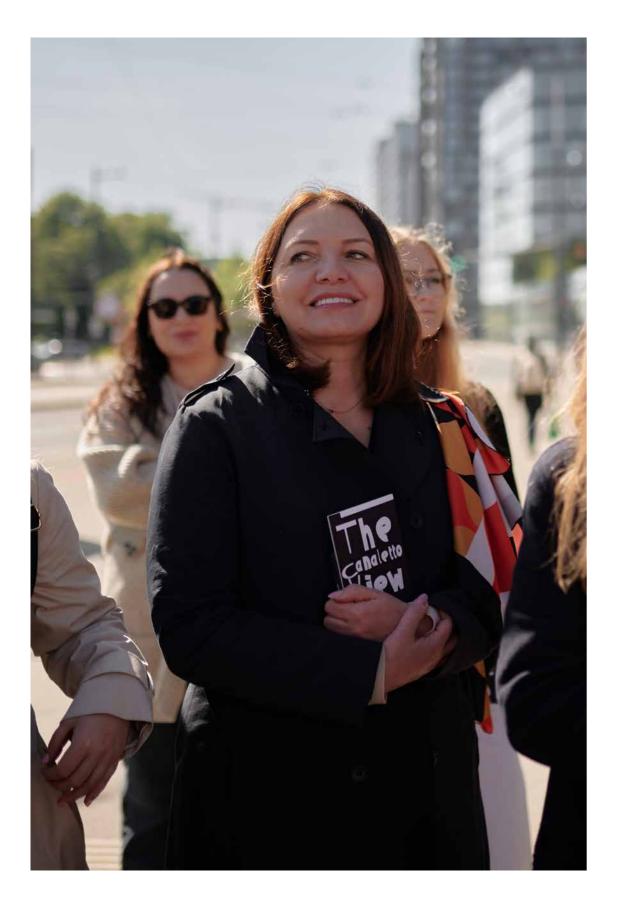
3. Utilise PIIs (like museums, libraries and culture houses) as catalysts for community engagement and integration of veterans:
   — Provide spaces and opportunities for local and international networking and activities (enabling artistic interventions to stimulate participation).
   — Prioritise entrepreneurship training for veterans and leverage PIIs offering artistic interventions to address issues such as Post-Traumatic Stress Disorder (PTSD) and other forms of trauma.
   — Incentivise staff at museums and libraries to offer informal education opportunities, such as language courses and creative thinking workshops.

4. Engage with the diaspora to provide mentoring and skill-sharing opportunities for communities and institutions in Ukraine (notably language training). Consider the development of dual citizenship (permanent residency status). Establish a grant program to incentivize return in Ukraine (free scholarships in famous schools, for instance, relocation incentives for graduates from foreign universities, etc.).

Annexe 1
Agenda

WEDNESDAY, 24 APRIL 2024

<u>Morning session</u>

10:30–10:45 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
10:30–10:45 am	Presentation of the format and agenda: Philippe Kern, KEA.
11:00–12:00 am	Introduction of the participants, their professional expertise, and their expectations
12:00–12:20 pm	Coffee Break

<u>First Lab: Transformative Governance for Community Impact</u>

12:20–12:35 pm	Guest intervention on rooting a creative hub and cultural institution in a community – Tabakalera in San Sebastian (Director – Clara Montero)
12:35–12:50 pm	Discussion and Q&A
12:50–13:05 pm	Guest intervention on key challenges in Ukraine (Yuliya B. Tychkivska)
13:05–13:20 pm	Discussion and Q&A
13:20–14:30 pm	Lunch break
14:30–15:40 pm	Moderated breakout sessions to discuss how to engage the community in PII's decision-making process and collaborative governance with various types of stakeholders <u>Moderators</u>: Philippe Kern and Aleksandra Ćwik-Mohanty (KEA)
15:40–16:10 pm	Reporting on the breakout sessions and discussing the outcome of the first day
18:30–22:00 pm	Dinner at Restaurant Limón (Hotel Grand Ferdinand Vienna; Schubertring 10–12, 1010 Vienna)

THURSDAY, 25 APRIL 2024

<u>Second Lab: The Funding and Regulatory Models</u>

10:15–10:30 am	Welcome speech from Boris Marte, CEO of ERSTE Foundation
10:30–11:00 am	Guest intervention from Ukraine on education in the zone of war. (Anna Novosad – Head of NGO SavED)
11:00–11:10 am	Discussion and Q&A
11:10–11:20 am	Guest intervention from Ukraine on the system of state funds of Ukraine (Yuliia Fediv)
11:20–11:30 am	Discussion and Q&A
11:30–12:00 am	Coffee break
12:00–13:00 pm	Moderated breakout sessions to discuss new funding models, accountability and transparency in PIIs. <u>Moderators</u>: Philippe Kern and Aleksandra Ćwik-Mohanty (KEA)
13:00–13:20 pm	Reporting from the breakout sessions
13:20–14:00 pm	Lunch Break

<u>Third Lab: The Future of Public Interest Institutions, in a Post-COVID, Post-Truth, Post-Growth World – Scenario for the Future</u>

14:00–14:30 pm	Panel discussion featuring practitioners (Mirela Baciak & Tetyana Vodotyka) to consider steps for PIIS to contribute to new challenges.
14:30–16:00 pm	Moderated discussion on visions for future Ukraine and the role of PIIs in achieving the set goals <u>Moderators</u>: Philippe Kern and Aleksandra Ćwik-Mohanty (KEA)
16:30–17:30 pm	Guided tour through the exhibition »In the Eye of the Storm« at the Belvedere Museum Free evening

FRIDAY, 26 APRIL 2024

<u>Final Lab – Towards Policy Recommendations</u>

09:30–10:30 am	Guided tour of ERSTE Group Corporate Collection ›Kontakt‹
10:45–11:45 am	KEA reports on the outcomes of the Labs and proposes draft recommendations for co-creation with participants
11:45–12:00 pm	Concluding remarks
12:00–13:30 pm	Buffet Lunch & Networking

Annexe 2
List of Participants

Yuliia Babko:
Project Manager at Internews Ukraine (Ukraine)
Mirela Baciak:
Curator and Director at Salzburger Kunstverein (Austria)
Yuliia Fediv:
cultural and media manager, member of the Supervisory Board of the Ukrainian Institute and head of the impact content department at UA Public Broadcaster (Ukraine)
Myroslava Gongadze:
Broadcaster and award-winning journalist, Head of the Ukrainian Service (2015–2022) (Ukraine)
Vladyslava Grudova:
Executive Director at KSE Institute and Co-Head of Project damaged. in.ua (Ukraine)
Oleksandr Iakymenko:
Senior Advisor for Ukraine at Democracy Reporting International (Ukraine/Germany)
Markus Janzen:
Country Manager CEE at Porticus (Austria)
Judith Kohlenberger:
Senior researcher at the Austrian Institute for International Affairs and the Institute for Social Policy, Vienna University of Economics and Business (Austria)
Svitlana Kovalchuk:
Executive Director of YES (Yalta European Strategy) (Ukraine)
Małgorzata Ławrowska-von Thadden:
CEO of Fundacja OBMIN, a platform supporting over 100 museums in Ukraine (Poland)
Marianne Mann:
Programme coordinator at the Competence Center for Nonprofit Organisations and Social Entrepreneurship at Vienna Uiversity of Economics and Business, oversees NGO Academy (Austria)
Johanna Mair:
Professor at the Herite School, Distinguished Fellow at Stanford and Academic Editor at Stanford Innovation Review, Co-director of the Global Innovation for Impact Lab (Germany)
Yuliya Markuts:
Head of the Center of Public Finance and Governance at the Kyiv School of Economics (Ukraine)
Clara Montero:
Cultural Director of Tabakalera, the International Centre for Contemporary Culture in San Sebastian (Spain)
Anastasia Murzanovska:
Grants and Advocacy Officer at the Secretariat of the Eastern Partnership Civil Society Forum in Brussels (Ukraine)
Anna Novosad:
Expert in education, Minister of Education and Science of Ukraine (2019–2020), Co-founder and lead of savED foundation aiding over 40,000 children to resume education in Ukraine (Ukraine)

Ievgeniia Oliinyk:
Program Director at the Media Development Foundation, Founder of the Kyiv Media School (Ukraine)
Leandro Pisano:
Founder and Director of the Interferenze new arts festival, curator, writer and independent researcher (Italy)
Yulia Tychkivska:
Executive director of the Aspen Institute Kyiv, former President at the Kyiv School of Economics and Head of the advisory group for the Ukrainian Minister of Economics Development and Trade, founder of the Open University of Maidan (Ukraine)
Tetiana Vodotyka:
Senior researcher at the Institute of History of Ukraine, National Academy of Sciences of Ukraine (Ukraine)
Anne Wiederhold-Daryanavard:
Co-founder of Brunnenpassage Vienna, project manager of Bunker16, organisational psychologist and actress (Austria)
Paul Zoubkov:
Manager – Europe at Democracy Reporting International (Germany/New Zealand)

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

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