

Governance and CCI

Thematic Area 1

Context

The Thematic Area (TA) was developed between June and November 2023 by a core working group in which the participants defined the lines of work and shared their expertise in order to prepare an innovative and successful CWF24. In this TA1, the core working group consisted of:

- **Coordinating entity:** RIS3 Creative Euskadi / Department of Culture and Language Policy of The Basque Government
 - Josean Urdangarin, Head of CCIs Service
 - Itziar Redondo, Policy Officer
 - Elena Lascurain, Policy Officer
- **Main speaker:** Pierluigi Sacco, Senior Advisor to the OECD and Director of the Policy Optimizer of the EIT Culture & Creativity
- **TA1 selected cases:**
 - Museum and Well-being - Culture Prescribing – Raquel Barata (Portugal)
 - Platform in De Maak – Eline Dewaele (Belgium)
 - Empatheatre – Dylan McGarry (South Africa)
 - ECCOM – Cristina da Milano (Italy)
 - Creative PEC – Hasan Bakhshi (UK)
 - INDICES – Maria Tartari (Europe)
 - CREADIS3 – Josean Urdangarin (Basque Country)

Following the methodology or process explained in the previous section, the group followed a progression of steps. First, the coordinating entity began the discussion by presenting the following challenges:

1. Benchmarking of CCIs policies at an international level, from emerging to consolidated models.
2. Innovation in CCIs policies
3. CCIs policy evaluation systems

After a process of analysis and discussion, the **challenges were defined as follows:**

- Challenge 1** Models of innovation in CCIs governance policies at an international level
- Challenge 2** CCIs policy evaluation systems

The topics of technology adoption and artificial intelligence were discussed in different thematic areas as global challenges we face today. Even though these topics are specifically addressed in TA2 (Innovation with and within CCIs), all the working groups maintained a constant connection to observe how those topics evolved in a coherent manner and to avoid duplication.

Having defined the challenges, the group members then determined the criteria that the final selected experiences should meet. Next, the members conducted research to find international experiences that met the criteria and addressed the challenges.

A total of 32 proposals of projects were received within TA1. The members evaluated the projects (those which they were not directly involved in, to ensure objectivity) using the evaluation matrix. The best rated projects and a list of substitutes were shared with the entire working group, and the results were agreed upon.

As a result, six international projects have been launched, along with one from the Basque Country, as the host region. Four projects address the first challenge and three address the second challenge. Finally, an online meeting was held in which representatives presented their projects to the working group, confirming their willingness to attend the event in person as well as to collaborate, grow, and create synergies, which are the main outputs of the CWF24 organization.

Regarding the **expected outcomes** of the TA1 on Governance and CCIs, were defined as follows:

- Corporate social responsibility: Public Administrations rethinking services to be more sustainable.
- Governance processes: inclusion and representation of stakeholders
- Legal Frameworks: Potential and Limitations
- Evaluation Criteria and Indicators



1. Expected outcome 1

Corporate social responsibility: Public Administrations rethink their services to make them more sustainable.

Team 1

Current situation Analysis

Positive aspects:

- Use the culture as a tool for development.
- Co-Decision and co-creation.
- Integration of local actors into government policies.
- Engagement.
- Long-term thinking and more sustainable future for all.
- Diversity and Social Impact.
- Culture as an opportunity for the future.
- Work-life balance.
- Equity and equality.
- The integration of everyone (rural agents) into public policy.
- Efficiency and trust are based on collaboration between key stakeholders.
- Most companies should allocate some funds for annual "CSR" projects.
- The EU is moving toward sustainability, adopting "new sustainability policies".
- Sustainability: Economic and social. It is a new system and a new way of thinking about politics.
- The responsibility of managing public funds. Management sustainability.

Negative aspects:

- Providing support to the same institutions and companies.
- Focusing only on trending topics.
- Developing public policies without consulting the sector.
- Discrimination based on religion, language or color/race.
- People will take life for granted and misuse the facilities
- How the public administration views culture and creativity.
- Bureaucracy.
- Progression is slow.
- A lot of resources are wasted on planning, and very few projects are implemented.
- Social and generational barriers.
- There is no connection between the social vision and industry policies.
- Culture is not on the same level as productivity or economics.
- There is a need for more cultural politics thinking in the country.
- Tailor-made.
- Political changes and the introduction of new governments can lead to discontinuation.

Proposals for the future

All proposals:

- Social Impact.
- Keep in touch with the local communities.
- More than a circular economy.
- Integrate sustainability into all policies: Agenda 2030.
- Collaboration between the public and private sectors in the development of policies. Co-decision, Co-responsibility engagement.
- Reduce the power of politicians and capitalist businessmen.
- Establish a time for effective cooperation so that inclusion and real needs can be reflected.
- Global. The introduction of a marking scheme based on the success rate of projects.
- When focusing on the opportunities, there should be movements such as country neutrality, colour neutrality, place neutrality, and name neutrality.
- Restructuring the educational system to include the CSR component and our profession's role within society.
- Quadruple helixes.

TOP proposals

1. **Public-private collaboration / co-decision-making:** In conclusion, youth and private institutions should work closely together.
2. **Including CSR into higher education and lifelong learning:** Students or professionals can be taught how to contribute their services to CSR. Higher education should receive more attention, as it will contribute to the improvement of our society on a long-term basis.
3. **Reduce the power of politicians and capitalists:** Politicians and capitalists hold a monopoly that needs to be broken. More power should be given to people.

Team 2

Current situation Analysis

Positive aspects:

- Providing safe places for people in need.
- Collaboration between institutions to promote inclusion and wellbeing.
- There are known environmental and economic goals.
- The inclusion of citizens in participatory discussions and assemblies.
- Economics and environment as social quality of life.

Negative aspects:

- Lack of bureaucratic knowledge.
- Institutional places run by people who need development and evaluation.
- Environmental problems are not addressed collectively.
- Public resources stress.
- Lack of diversity among public administration officials.

- Time constraints.
- Insufficient communication about initiatives in order to facilitate participation.
- The process of achieving results of projects requires a great deal of paperwork and bureaucracy.

Proposals for the future

All proposals:

- Collaboration between the public and private sectors to protect: the environment, social equity, and the economy.
- Public administration institutions must be informed of good practices in order to create a sense of belonging and to facilitate sustainability.
- Promotion of health and well-being in public administration.
- Implementation of good practices by simplifying bureaucracy.
- Implementation of sustainable living knowledge in education.
- Antennae of public administration in neighbourhoods.
- Collaborative projects between public administration institutions to promote economic inclusion.

TOP proposals

1. **The development of knowledge and belonging through education:** To ensure that all aspects of sustainability are well-developed at all levels of education.
2. **Public administration:** Collaboration between public administration institutions and people. Rather than public and private collaboration, there is a greater focus on collaboration between public institutions.
3. **Taking inspiration from good practices:** Using communication strategies and tools to promote good practices within and among public administration institutions.



2. Expected outcome 2

Governance processes: inclusion and representation of stakeholders.

Team 3

Current situation Analysis

Positive aspects:

- Stakeholders: The entire society (depending on the mission/vision). Theoretical framework. Traditions.
- Democracy.
- The awareness of stakeholders' heterogeneity.
- We are actively working to improve the inclusion of people with disabilities*.
- Fruitful dialogue.
- Equality.
- Advisory expert committees and ministers / policy makers (Belgium).
- Empowering entitlement children to make decisions (with a budget included).

Negative aspects:

- But we are not there yet. There needs to be a change of mental attitude about things and perhaps a change of habits as well.
- Inclusion is not being thought of from an intersectionality perspective.
- Awareness of who are stakeholders.
- A willingness to engage in real participatory processes as well as co-creative processes (leaving power behind).
- Professional capacity building (for directors, curators, and all employees).
- Compromise on professionalism.
- General public perceptions are as high grow. - The general public perceives the project as high growth and uninteresting.
- The voice of children and youth.
- Funding is only provided to established organizations.
- Multiple opinions slow down the process.
- Policies do not match artistic thinking. Practical clarity and creativity openness.
- Ministers can overrule the advice of experts. Right-wing politics vs. left-wing arts.
- Washing.

Proposals for the future

All proposals:

- Intersectionality (no more silos of governance).
- Change the public's mindset: art and culture should be accessible to everyone, not just for the highbrow and established.
- Lifelong learning process for professionals and policy makers (from the top down).
- Evaluation of impact (quantitative and qualitative data).

- The museum needs to rethink its goals and targets for its open museum activities.
- Financial incentive.

TOP proposals

1. **Change or update democratic (new models) processes:** Restructure political representation to allow local councils to think more positively about the concept of inclusion and representation. As a result of our traditions and democratic systems, we are more or less able to think positively about these issues. However, there are also many negative aspects as well, such as the fact that we talk about participation and co-creation, but they are still very much top-down processes rather than bottom-up processes. Changes in democratic processes should begin with local councils and institutions, which are closer to communities and to the needs of communities.
2. **Accessibility and education:** Training and capacity building for professionals should be provided, and it would be great to include directors, curators, and policy makers in these training sessions. In other words, it should be through different levels, not only addressing audiences (e.g., inclusion and accessibility education in the first years of school, parent's education, as well as professionals). To keep cultural professionals up to date, the educational process should be a lifelong learning process with the basic objective of expanding perspectives and visions.
3. **Schemes and funding (long-term):** Programmes and funding schemes that are long-term and sustainable. It may not be necessary to rely on the election of a single local municipality or national elections to allow people to plan for the long term and have sustainable life projects. If you do not have a horizon, it can be quite frustrating. This is also related to the financial sustainability of cultural organizations.



Team 4

Current situation Analysis

Positive aspects:

- Collecting water in Guatemala: Women's social networks and practices may be eroded by the construction of water infrastructure, for example.
- Understanding the personality of the place.
- Work package zero focuses on grounded research.
- Listening: Learning to listen is an important skill. Listening involves active participation, not passive listening, and to achieve this, you have to have the WILL to listen.
- There are a number of examples of inclusion that are working well.
- Let people tell you who they are using their own protocols.
- Change the timelines. Iterative design.
- A new way of knowing must be created by listening to and co-designing with communities.
- Love = Law.
- Co-define concerns at the beginning of the process. Make no assumptions.
- Listening in multiple languages draws on existing protocols, traditions, social technologies, and rituals. Customary governance.
- As a core purpose of their existence, decision makers such as the public sector and universities seek to improve people's wellbeing.
- Define for whom the decision is being made.
- Co-design the universe of the people. Individuals should be able to describe who they are on their own teams.

Negative aspects:

- Real participation requires more time and patience.
- Listening tools are limited. (cultural barriers).
- Governance motivation (money and people).
- We consult with people with preconceived ideas rather than co-designing with them.
- The government consults instead of engaging and understanding the citizens.
- There are so many assumptions regarding "who" they are participating with.
- Maps and zones are often created without the participation of the people who will be needed to counter hegemonic mapping.
- Decisions are made on behalf of others.
- Deadlines: we need lifelines.
- The European way of thinking dominates global governance and hinders participation.

Proposals for the future

All proposals:

- Introducing a school subject aimed at teaching what communication means.
- If participation is a privilege, should it be rewarded?
- There should be more programs for intercultural exchange.
- Create a space where co-design and creative development can be guided by customized forms of governance, such as public storytelling.
- In designing participation, artists and cultural practitioners can act as researchers and leaders.

- Grandmothers should lead participation as they have a comprehensive understanding of setting up convivial spaces and ensuring inclusion. “Radical hospitality”.
- Spaces for the elderly and their knowledge.
- Iterative design processes with multiple perspectives.
- Not all knowledge can be translated and must be acquired through experience. Resistance is a form of “re-existence” and participation is a form of rethinking rules.

TOP proposals

1. **Trust in communities:** Policy makers have a tendency to make decisions based on their own judgment as to what is best for communities. This process has been proven to be ineffective. The best way to design customary practices and traditions is to trust communities to know what they really need.
2. **Active listening:** Listening should not be passive. Therefore, it is necessary to design processes that enable you to listen meaningfully. Listening to what people are trying to say, rather than what you want to hear. Belonging that is based on participation is a privilege that requires radical hospitality.
3. **No rankings:** Participation is not hierarchical. Everyone has a voice, and everyone has expertise in their own area of living.



3.Expected outcome 3

Legal Frameworks: Potentials and Limitations.

Team 5

Current situation Analysis

Positive aspects:

- Potential.
- Learn more about the policies of other countries.
- A collection of good practices in Europe.

- Conversations are happening.
- Goodwill at multiple levels.

Negative aspects:

- The paternalism of the government.
- Policy makers are detached from reality.
- Freelance situations or very small companies.
- Language not accessible.
- The difficulty of obtaining a grant (requirements, language, etc.).

Proposals for the future

All proposals:

- A multilevel and multi-actor dialogue is used to approach mental models.
- A multilevel information service for the C&C system is available.
- Provide information on services that are available to assist professionals in CCI in finding, applying for, and managing grants.
- Education: Universities should teach more practical subjects.
- Review the management and allocation processes for the grants system.

TOP proposals

1. **Alignment at the European level:** The welfare system for the freelance creative and cultural sector should be aligned at a European level. Since each country in Europe has a different speed, the legislation in our sector must be aligned at the EU level.
2. **Policy based on revenue:** Artists should not be charged for the products or services they provide if their revenue does not reach a certain level. This is a convenient solution for small businesses or freelancers. Developing such a policy could be a very interesting and tangible endeavour.
3. **A European level Curriculum:** Create a curriculum at the European level that emphasizes the practical aspects of being an artist. Knowledge of how to create a company, what it entails, and other types of entrepreneurial preparation should be included in the curriculum.



4. Expected outcome 4

Evaluation Criteria and Indicators. Innovative governance indicators: Current and potential future uses.

Team 6

Current situation Analysis

Positive aspects:

- Measurement forces us to be more explicit in our decisions.
- Quantitative indicators are more transparent.
- Transparency (even if it is not the right indicator).
- Quantitative indicators are more transparent and qualitative indicators more opaque.
- Do the indicators have or respond to clear questions to be answered?
- Diverse participation of the target groups.
- Understanding of common terminology.
- How can consistent indicators be achieved?
- Agreements should be reached between different partners.
- What are the pros and cons of evaluating practice / setting indicators?

Negative aspects:

- The best indicators might be qualitative rather than quantitative.
- Indicators are often numbers that are difficult to interpret.
- How reliable are the indicators?
- Digital indicators: Accessibility and Property.
- Qualitative data have a long measurement time (e.g. 20 years after project completion).

Proposals for the future

All proposals:

- Open data initiatives should be increased.
- Funding for measurement on a long-term basis.
- Reflexive monitoring of KPIs. Learning questions.
- Reliability. Accreditation.
- Toolkit for setting CCIs indicators.

TOP proposals

1. **Toolkit for CCIs indicators:** Through this toolkit, we will be able to learn from each other in general as well as learn about current best practices. Standardization should be encouraged in this regard, since the use of more standardized indicators will facilitate comparisons.

2. **Setting KPIs to learning questions:** Focusing on what you really want to learn rather than ticking boxes. It is intended to avoid the inconveniences associated with quantitative indicators. This would constitute an innovation in our innovation practice and would establish a learning agenda.
3. **Funding for measurement on a long-term basis:** To be able to measure longitudinal quantitative and qualitative impacts.

Team 7

Current situation Analysis

Positive aspects:

- The government has shown a greater interest in cultural projects.
- Indicators are necessary to measure culture and specifically governance.
- More NGOs focusing on cultural impact in communities.
- The digital connection of stakeholders.
- A growing number of cultural projects that make a positive impact on communities.
- The sector has recently realized the value of real indicators.
- Opportunities for new indicators, such as A.I.
- Economic, demographic, and employment data are easy to obtain (with the exception of research and development, gastronomy, etc.).
- Benchmarking and comparison between European collaborations.
- There are some countries with more budgets for working on cultural outcomes.
- Covid opened our eyes to the need for cultural innovation.
- With data, move to apply research.

Negative aspects:

- For me it is difficult to come up with indicators that are useful for measuring.
- The social impact of CCIs is difficult to measure.
- There is still a lack of clarity regarding the definition of governance, particularly in CCIs.
- Fight the numbers! Culture VS €.
- There is a lack of real-time data to measure.
- The evolution of CCIs to adapt to environmental and digital, social transitions is difficult to measure.
- The cost of obtaining specific indicators is high.
- Numbers should not be the only measure of impact.
- Justify the impact on a community.
- The dilemma between partial indicators and global indicators (mixed with other facts).

Proposals for the future

All proposals:

- IA artifact in all people of Spain to measure interest in culture and investigation.
- Governance eyes: new glasses to measure how much art you see each day.
- Predictive analysis.
- A real-time monitoring system (visits, indicators, etc.).

- Use of IA and other information system techniques for obtaining indicators at different levels (specific as global).
- Before establishing policies and indicators, define a framework for how different subsectors of CCIs are adapting to three transitions.
- Start talking about "governance" and "indicators" in school. In basic education, these terms should be improved.
- WORLD FORUM GOVERNANCE, one week with all countries to develop a global agenda.
- Governance forum: government, NGOs and the private sector.
- Governance Caravana: impact on the different areas of the country.
- Adding new indicators to any questionnaire used to evaluate offers to the public.
- Planning scenarios (to define indicators).
- Consider long-term indicators.
- Developing standard qualitative indicators that can be used to measure subsectors and share at the European level for international comparisons.

TOP proposals

1. **A framework for subsectors:** Before establishing any policies or indicators, it would be helpful to understand how each of these sub-sectors and CCIs are evolving.
2. **Technological tools for obtaining indicators:** New technological tools such as Artificial Intelligence and other information system technologies could be used to obtain indicators at different levels of real-time monitoring.
3. **Planning scenarios based on qualitative indicators:** Quantitative indicators must be complemented by qualitative indicators for each of the subsectors. It would be interesting to share efforts at the European level to evaluate and add new indicators. In order to complement the set of indicators, the users of cultural and creative products and services should be asked what they expect from this service and what they expect from this product.



5. TOP3 main ideas TA1

1. **Corporate Social Responsibility:** Introducing Corporate Social Responsibility into higher education and lifelong learning.
2. **Alignment at the European level:** The welfare system for freelance CCIs should be aligned at a European level.
3. **Funding for measurement on a long-term basis:** To be able to measure longitudinal studies, and both quantitative and qualitative impact.

