



# Strategy for Cultural Policy

Publications of the Ministry of Education, Finland 2009:45



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### Foreword

The Ministry of Education has prepared a strategy for cultural policy up to 2020. It is intended to steer the Ministry's action in the field over the coming years.

The Ministry has never before had such a specific cultural strategy. In the field of culture the Ministry's action has been informed by government policy; the Government's cultural policy reports to Parliament; strategies and programmes relating to given cultural sectors; the state budget; action and economic plans; and the Ministry's strategy. The most recent cultural policy report dates from 1993. The Government has not outlined its cultural policy since its 2003 Resolution on Artist and Art Policy, which is still relevant and covers cultural policy extensively.

The Government has adopted certain other instruments relating to cultural policy, such as the Architectural Policy Programme in 1998, the Government Resolution on design policy in 2000 and the National Strategy for Architectural Heritage in 2001. Various aspects of cultural

policy have been or are being addressed in the library strategy, the audiovisual policy action plan, and the dance policy and visual arts programmes currently being devised. Further, the Ministry's cultural policy action is informed by policy lines concerning several administrative sectors, such as the Cultural Export Promotion Programme. These programmes and other documents outlining or steering cultural policy are still in effect and updated or revised according to need.

The viewpoint in this strategy for cultural policy 2020 is overarching and future-oriented. The further into the future one looks, the more general the observations become. Sudden, unforeseeable changes may take place over time, and therefore the strategy cannot be too detailed. On the other hand, cultural policy has a long development history, and possible changes in the operational environment and new development challenges will be added elements in this continuum.

## What are the foremost vistas opened up by this strategy?

The premise is that the significance of culture and therefore also cultural policy will continue to grow. This means that the field of operations and the forms and modes of action in cultural policy will diversify. New priorities will emerge, such as the social impact of culture alongside the economic one, the demands of sustainable development, and multiculturalism.

As a result of the demographic and technological development, the traditional cultural policy aims will have to address new challenges like accessibility of cultural services and quality assurance. Another challenge is to enhance social impact in the sector, while accommodating

the demands of the public economy. Further, cooperation with operators in other sectors and in society at large will be to the fore, which will raise the profile of cultural policy in social policy more widely. Similarly, copyright is in a crossfire of many conflicting expectations.

Alongside the cultural policy strategy, the Ministry

of Education is reforming its overall strategy in 2009, building it on creativity and knowledge. As recorded in the Government Programme, the Government will submit a report on the futures of culture towards the end of the current term of office. The report, which is projected to be ready by mid 2010, will address questions influencing future developments across the board. This may mean that the strategy in hand will also have to be revised or updated at that point.

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## Culture and cultural policy

### Government cultural policy

The aim in government cultural policy is to promote creativity, plurality and inclusion. The means to this end are to provide favourable conditions for the work of artists, other creative workers and cultural and art institutions; to promote the preservation and development of cultural heritage and cultural environments; to enhance equal access to, accessibility of and diverse use of culture; to boost production, employment and entrepreneurship in the cultural sector; and to reinforce the cultural foundation of society.

The government steers the implementation of cultural policy by means of legislation, the government programme and other policy instruments.

Within the government, the Ministry of Education is responsible for the implementation of cultural policy. The Ministry's action is informed by its Strategy (2009). Cultural policy also interfaces with other policy sectors,

such as education, youth, employment, social and health, industrial, tax, foreign, communications and environmental policies.

Current cultural policy is the outcome of a long development. At its core we find artistic creativity and artistic work.

In the 19th and early 20th centuries, cultural policy highlighted the national role of art, culture and cultural heritage alongside popular education and enlightenment. After World War II the emphasis was on art promotion and cultural institutions, as well as on citizens' opportunities to participate in culture. Technological advances and the new media have given cultural policy another focus in strengthening cultural production, communications and information society. In the 21st century, cultural policy has widened to include the economy of culture, entrepreneurship and cultural exportation, as well as people's well being.

### **Cultural rights**

Cultural policy is informed by basic rights as well as by cultural rights, which are part of the economic, social and educational rights.

The Finnish Constitution guarantees educational and cultural rights, such as freedom of art and a person's right to their own language and culture, and stresses people's responsibility for the environment and cultural heritage. The measures the Government takes to implement these have to do with access to information, research and artistic activities, and art appreciation. The public authorities create favourable conditions for this by maintaining and supporting the library system and cultural institutions and by subsidising artistic work and cultural activities.

In international discourse, cultural rights are seen as part of civil rights relating to:

- freedom of expression
- right to and responsibility for cultural heritage
- right to free practice of art and culture and to creative work
- right to protect the intellectual and material benefits accruing from scientific, literary and artistic production
- right to participate in cultural life and right to equally accessible and available cultural, library and information and leisure services
- right to choose one's own culture
- right to the development and protection of culture
- respect for culture and its autonomy and for cultural identity.





# Changes in the cultural policy environment



# Growing significance of creativity and culture in society

Culture, cultural heritage and the cultural environment are our national property. Culture and art are based on creativity

and creative work. Creativity and culture will gain more and more importance in society, which will increase the number of people working within art and culture. As yet, however, this creativity capital is not sufficiently appreciated and put to appropriate use in different societal activities.

Art, culture and creativity have an enduring value in society. The outcomes of creative work can also be used in a variety of ways. Culture promotes well-being, education and lifelong learning, business and industry, employment, the vitality of regions, technological know-how and innovation.

Art and cultural heritage education, the system of art education and increasingly also media education reinforce the underpinning of culture. Hence, development needs in cultural and education policy must also be examined concurrently as a whole.

The information society development and especially advances in digital availability have substantially added to the economic contribution of culture. Immaterial production and services have become part of the creative economy, which is one of the fastest growing sectors in the world.

The growing weight of culture is seen in lifestyles. Finnish society is more affluent than ever before, but people's satisfaction with life does not grow infinitely with growing wealth. Satisfaction is sought in life management, a sense of the significance of life, self-expression and a rich intellectual life.

Culture in its various forms responds to some of these needs – as experiences, products and diverse uses of art. Culture enriches the life of the community and of the individual. A strong identity and knowledge of one's own culture and cultural heritage help us understand and appreciate other cultures.



## Growing cultural diversity and multiculturalism

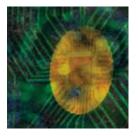
Finland is a multicultural country with a strong cultural identity. The cultural diversity springs from a wealth of

diverse regions, languages, indigenous cultures and cultural heritage – diverse cultural expressions and mores. This plurality finds its expression in a wealth of cultural products and services and gains strength from growing interaction and mobility among cultures.

Cultural diversity is also enhanced by various part-, sub-, local and lifestyle cultures, albeit at the same time being under global pressures towards uniform cultures and lifestyles.

Immigration is predicted to grow in Finland. Immigrants are a new creativity and talent resource, and the positive effects of multiculturalism add to the vitality of Finnish culture. Cultural policy is a means to successful assimilation. However, immigrants are not equally distributed throughout Finland. The majority of immigrants settle in the Helsinki Metropolitan Area and other major cities.

Pluralisation and multiculturalism also involve risks. Part-cultures may become differentiated and isolated from the rest of society. This development would add to polarisation in society. Immigrants are also at risk of being marginalised from the mainstream culture. Preventing such a trend will also require cultural policy measures.



### Concentration of the population, differentiation of regions

The age structure of the population is changing. The increasing number of retired

people in relation to the work-age population will have repercussions for the workings of society. The population is moving to the Helsinki Metropolitan Area, other major cities and provincial centres. It is there that the majority of artists and other creative workers also live.

Differences between the different parts of the country are growing and the regions have different profiles in cultural terms. Regions with strong development resources can invest in cultural services and cultural entrepreneurship and in conditions conducive to creativity, if they so desire. The less affluent regions are at risk of being excluded from this development, which may undermine equal access to culture and possibilities to pursue cultural activities on an equal basis. The concentration of the population may also impoverish cultural environments unless measures are taken to safeguard the valuable building stock and investment is made in quality in new construction.

The development of telecommunications and digital services may also improve the availability of cultural services and generate new forms of cultural supply in the future. This may help prevent the looming inequality of regions. It will not, however, replace the supply of living culture. Even regions with the meagrest of resources for development may find unexpected strengths in culture. The major cities need to see to it that the conditions for cultural activities develop equally in the centre and in suburbs.

There are different developers of cultural activities in different parts of the country; cooperation between them will be decisive. Alliances within old, historical provinces will have a stronger role and therefore assume greater responsibility in regional development. Culture must be an inherent part of their strategies and programmes and those of other partners contributing to regional development.

Cultural services are produced by art and cultural institutions (theatres, orchestras, museums), regional art and cultural centres, and other cultural entities, some of which are supported with public funds. Because local authorities allocate more funds to culture than the government, they play a lead role in the development of culture and cultural services. Libraries in particular are an important factor in local cultural provision.

Regional development and access to culture are influenced by changes in the municipal structure. This highlights the importance of intermunicipal cooperation and other forms of collaborative action. The proliferation of contractor-producer models and fee-paying services in different fields of culture gives momentum to entrepreneurial and third-sector activities. This adds to the need to upgrade the competencies of these operators and to develop forms of support.

The reform of state governance will affect the organisation of local cultural administration. In terms of cultural policy, it is important that the regional state administration has solid expertise on arts, culture and the cultural environment.



## Advances in ICT put practices and structures to the test

New inventions and innovations in information and communications technology are effecting major changes in

leisure time pursuits, working life and work procedures. These changes will also influence access to information; the formation of communities; civic and other social influence; forms of organisation; and expectations concerning services. The first area where changes are seen is young people's lives.

The production and distribution of cultural contents and related operations are developing with ICT in a mutually supportive manner. The transforming technologies and procedures open up new opportunities for cultural actors, memory organisations and citizens, as well as for content business.

An increasing part of cultural contents and services are accessible via information networks. As people get used to electronic cultural contents and services, it will change the structure of demand for traditional services. Technological development will have a bearing especially on the development of content services in libraries, museums and archives and on audiovisual culture.

For artists and cultural workers and for the production, distribution and agency level, new technical devices and

information networks offer a vehicle for reaching larger and totally new publics and audiences. Some of these may be small in number, detached and only interested in certain services.

Technological progress will affect different sectors of art in different ways. In some sectors it will not necessarily change the content but may improve availability and accessibility. At the same time, however, it poses a challenge to the development of creative workers' livelihood.

Changes in the procedures of individuals and organisations due to advances in ICT will reverberate in the copyright system. The copyright system supports information society development and safeguards basic conditions for content production. This will also highlight the importance of copyright-related training.



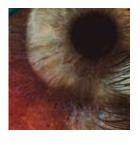
## Is development culturally sustainable?

People's values are changing, and for instance ethical and ecological issues will be more forcefully to the fore as topics in public discussion and social

policy. In this debate, climate change is a fundamental issue. Its impact must be taken into account in the protection of built and other cultural environments.

Sustainable development entails global responsibility. Culturally sustainable development means respect of creativity and cultural plurality and more robust interaction within and between cultures. This will challenge all social operations, including community and environmental planning and regional development. It will also have a strong effect on development policy. For developing countries, culture is a vital factor for development, and any promotion measures must start from the countries' and regions' own needs.

The shift in consumption to immaterial products, which culture offers, strengthens sustainable development in society. The demands of sustainable development itself also concern operations in the culture sector, such as the organisation of cultural events.



# Cultures evolve nationally and internationally

Internationalisation and cultural interaction shape culture and cultural policy. Cultures evolve with the

mobility of people, cultural services and cultural products, and with the exchange of meanings, experiences and opinions.

The diversity of national cultures and a rich cultural heritage are the underpinning of cultural cooperation within the European Union and other international organisations. The aim is to support culture and make it available to all people. In international and EU cooperation there are various treaties and programmes geared to promote cultural exchange, cooperation between cultural workers, the distribution of works, mobility and networking and to enhance the flow of information and interaction.

The focus in international cooperation and cultural policy is on finding common solutions to cross-border questions that concern all people and on sharing good practices with the aim of finding the best possible solutions and promoting good governance.

In Finland strong private consumption, combined with cultural policy action, has made it possible to turn out cultural products and services in great quantities. Any number among them may find a niche in the growing international market. Growing cultural exports improve employment and consolidate the financial basis of cultural production, serving both cultural and industrial policy aims.



## Efficiency expected from the cultural administration

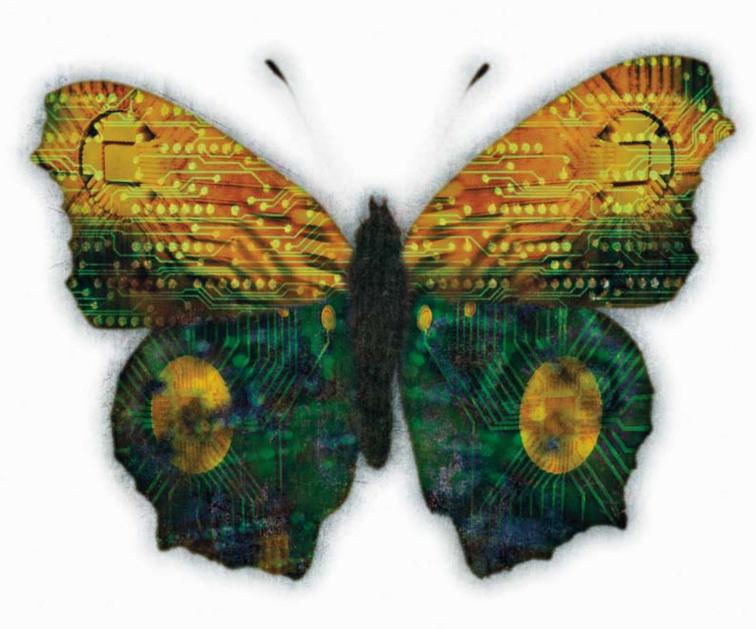
The economic and operational resources for public service production are getting less and less readily available with

developments in society and the economy. The demands for efficiency and productivity extend to the practices of different branches and sectors. This is seen in the current Government productivity programme, among others.

Because of the small market in Finland, public support to arts and culture is needed to achieve conditions conducive to creativity and artistic work and to safeguard equality. The structures of the cultural administration are being developed in response to changes in society. The central cultural administration is a multifaceted entity. Many agencies and institutes are small units with clearly defined tasks. In the field of cultural heritage, for example, the museum, archival and library systems are administratively separate. Similarly, the statutes governing cultural administration are plentiful and heterogeneous. There is no codified legislation because the statutes have been enacted in response to specific development needs.

The various sectors of administration are expected to produce evidence of their performance and their impact on societal development. The status and resources of the sectors will be increasingly affected by this accountability. On the other hand, it is important that the cultural point of view is ever more strongly present in social policy across the board. Culture-related questions must be taken into account no matter what sector they belong to or whether they have fallen between the administrative cracks.





### Desired state of affairs in 2020

The Ministry of Education pursues a policy that enables cultural heritage, creativity, art and other culture to develop favourably and the resources invested in them to be used for the good of individuals, communities and the nation. This helps Finnish society to develop as a creative welfare society that pursues a policy of global responsibility. Finland is also active in international cultural policy.

The role of the Ministry of Education is primarily to take care of legislation, the administrative structure and practices, financing, strategic steering and other general prerequisites and their development.

The foremost policy areas for the Ministry are arts and artists, cultural heritage, libraries, cultural exportation, copyright and audiovisual culture. For each of these there is a specific action programme, which is revised according to need. In addition, cultural policy addresses the implementation of integrated themes that cross sectoral

boundaries, such as architecture, creativity and innovation, regional development, children and young people, health and well-being, immigration and the promotion of multiculturalism.

The primary desired outcome of cultural policy is a strong cultural base in society and favourable conditions for creative workers and producers of cultural services, actively participating citizens, the promotion of wellbeing, and the enhancement of the economic impact of culture.

### Consolidating the cultural base

Culture and creativity, cultural heritage and the cultural environment have a solid place in society. Appreciation of the value, significance and impact of culture is growing. Cultural aspects have become an established part of regional and other societal development. Art, cultural

heritage and media education has a more visible place in society. Cultural sectors have adopted sustainable practices, and cultural policy, for its part, implements sustainable development policy.

#### **Creative workers**

A national economy based on immaterial production improves the operational prerequisites of those working within art and culture and generates jobs and income for them. The funding of art and culture rests on a solid basis. The forms of support available for art are flexible and also cover cooperation within art and ground-breaking interartistic and intermethodological activities. Art institutions are being actively developed. The protection of intellectual property safeguards the rights of creative workers to their works as well as financial prerequisites for further work.

### **Culture and citizens**

In multicultural Finland, citizens actively participate in cultural life. Cultural and library services are accessible and available to all on an equal basis, and the inclusion of different population groups and their opportunities for cultural pursuits are realised in the Finnish cultural scene. Saami culture has a secure position as an indigenous culture, and the cultural rights of linguistic minorities are safeguarded.

ICT is used efficiently in service supply. The long-term storage of foremost cultural heritage materials has been addressed and materials have been made available in the digital format.

The use and applications of art and culture in different fields improve the well-being and life management of individuals and communities.

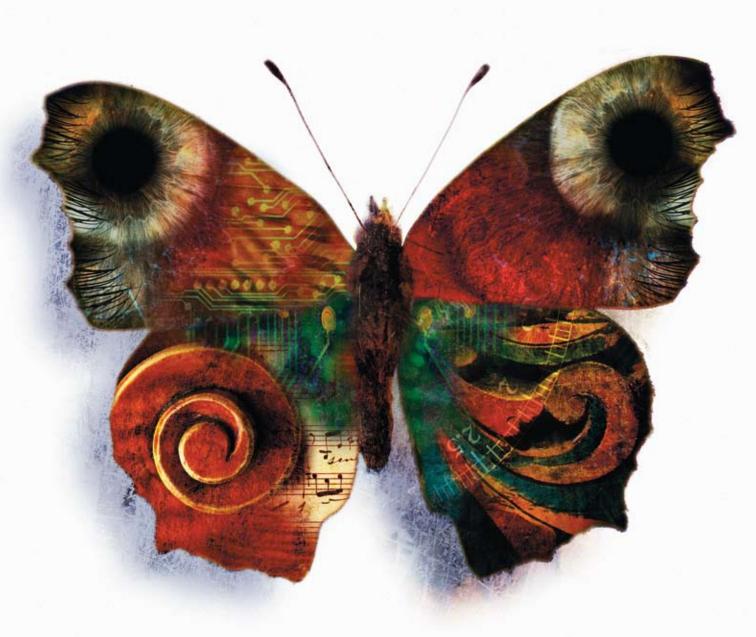
### Culture and the economy

Culture is making a growing contribution to the national economy. The forms of financing for the production, distribution, marketing and sale of culture are diverse, and businesses and other operators in the field are able to make full use of them. Professionally strong and varied cultural sectors work on a solid economic basis and reinforce the creative economy.

Copyright makes a strong contribution to the national economy and produces value added. Copyright benefits the whole value chain of cultural production, generating economic gain for authors, artists, producers, publishers, other right-holders and distributors.

Cultural entrepreneurship and exportation have become an established part of the production and economy of culture. Finland is an interesting operational environment for foreign cultural actors.





# Measures needed to implement the Strategy

Several operators participate in implementing cultural policy, and the Ministry has a direct steering relationship with some of them. The Ministry's means to this end are based on performance, resource allocation, norms and information. Resource allocation is determined in the state budget. Normative steering uses legislation and regulations. The key elements in information-based steering are various strategies and programmes.

### Report on the futures of culture

According to its Strategy Document 2007–2011, the Government will submit a report on the futures of culture to Parliament. The report will examine issues influencing cultural development and outline future development of cultural policy. This may give cause to revise the cultural policy strategy in hand.

### Sector-specific policy documents

The sector-specific programmes and action plans are revised according to need. New programmes to be prepared include a museum policy programme, a copyright policy document, and an architecture and cultural environment programme to be prepared in cooperation with the Ministry of the Environment.

## Framework Act on the development of culture

The Ministry of Education will review the legislation governing art and cultural administration. The aim is to clarify the legislation and determine whether a framework Act on culture is needed. The evaluation will assess to what extent a framework Act could replace separate statutes

and where more specific legislation would work better in promoting the aims of cultural policy.

## Cultural funding and the financing system

To ensure cultural funding, the Ministry will work to maintain the funding from the proceeds of the national lottery Veikkaus Oy at the present level. These funds are allocated to art and cultural beneficiaries in accordance with the legislation in force. Statutory expenditure will be covered by the Budget. Cultural funding must be safeguarded whether or not the Veikkaus funding continues.

The financing system will be developed to be more comprehensive, flexible and supporting of qualitative and innovative development. Changes in the operational environment and the capacity of the financing system to react to different needs will be evaluated. This evaluation will inform the further development of the government transfer system and the subsidy systems and the criteria used in them.

The aim of the Ministry of Education is to increase subsidies for new and experimental cultural activity and development that is not covered by the statutory government transfer system.

The aim is also to evaluate how private funding, such as sponsoring and corporate collaboration, could be promoted through taxation and legislation.

## Consolidating the knowledge base and impact of cultural policy

Indicators and reviews describing the impact of cultural policy will be devised. Cultural accounts will be developed as part of the national accounts. Sectoral and other research will be increased and utilised more effectively in information-based steering policy. The monitoring of the state of cultural environments will be developed in collaboration with the environmental administration.

In order to consolidate the cultural foundation of society, the Ministry of Education will participate in the formulation, monitoring and implementation of integrated policies, which concern for example sustainable development, architecture, creativity and innovation, regional development, children and youth, health and well-being, immigration and cultural diversity. Appropriate forums, structures and forms of participation will be put in place.

Better procedures will be created for strategic interaction between the regional and national levels through closer cooperation between the Ministry and local actors. The Ministry will work in closer cooperation with provincial federations and other regional development authorities.

# Action plan for sustainable development and preparation for climate change

The Ministry of Education will prepare a programme for sustainable development in the cultural sector and guide towards procedural changes needed for sustainable development by means of performance and information steering. The Ministry will survey the threats of climate change and launch necessary procedures in its sector.

### Focuses of international activity

As regards cultural diversity, the guiding principle for Finland is to take actively part in the work of international organisations, highlighting the viewpoints and needs of a small country and a small language area in larger international and global issues. National cultural policy will respond to the internationalisation needs of the cultural sector. This will enhance the international visibility of Finnish culture and boost cultural economy.

In the development of bilateral and multilateral cultural cooperation and Nordic cooperation, Finland will be actively involved in setting and implementing common goals in cultural policy. In cultural exchange, the emphasis will be on direct cooperation between cultural actors instead of formal agreements and programmes.

In the European Union, Finland will take active part in cooperation concerning culture, cultural heritage, the creative economy, and library and copyright policies. The possibilities on offer during the current Structural Funds period will be used to the full and preparations will be made for the next period taking account of the needs of culture and the creative economy in both regional and national development.

#### **Cultural administration**

The Ministry of Education will clarify the structure and operations of cultural administration in different sectors and determine which administrative functions can be delegated to other authorities or experts.

In art administration the Arts Council system will be consolidated as a national entity. The Arts Council of Finland will become a development centre for art and cultural policy. It will also be determined what arrangements will be needed to devolve more decision-making relating to art and culture upon the Arts Council. Academicians of art and artist professors will be given a stronger role as cultural policy experts.

The Ministry will cooperate with the projected new regional state administrations, regional councils and other regional operators to promote networking between regional arts councils and other regional cultural operators.

Cooperation between the National Board of Antiquities and the Governing Body of Suomenlinna and the administration of state-owned real estate of culturalhistorical value will be reformed. Measures will be taken to enhance the operational compatibility of memory organisations with a view to stepping up their cooperation.

In the audiovisual field, measures will be taken to coordinate the functions of the National Audiovisual Archive and the Finnish Board of Film Classification and to increase their role in research and development relating to media education.

The library network will be reformed to guarantee citizens access to basic services and information. Measures will be taken to assure the quality of public libraries and the services they provide and to support the role of libraries as places for learning, experiences and activities that are open to all.

## Improving conditions for artistic work and production

The system of grants and subsidies for artists and other creative workers will be improved in view of developments in the general income level, social security and taxation and other developments affecting the status of artists. The need to revise the Government Resolution on Artist and Art Policy (2003) will be explored, especially as regards artists' income and operating environment, when the futures of culture report is completed.

Measures are taken to improve artists' opportunities for international interaction and mobility.

Good practices will be created in copyright policy with a view to ensuring favourable conditions for the creative workers and strengthening the economic value of artistic production.

#### Art and culture in education

With the means available to it, the state cultural administration will strengthen the role of art, cultural heritage and media education in general education, liberal adult education and leisure pursuits. The system of basic education in the arts needs to be expanded and diversified. Education in the cultural fields and its matching with labour demand will be re-evaluated, especially as regards the production, distribution and agency level.

The collections, contents and expertise of art and cultural institutions will continue to be used in lifelong learning.

### Accessibility and quality of cultural services

The aim of cultural policy is to make cultural services equally accessible in all regions, taking into account Finland's bilingualism.

The prerequisites for the operation of art and cultural institutions, public libraries and the library network will be safeguarded by the government and local authorities in cooperation. With a view to assuring the quality and accessibility of services, the Ministry encourages libraries and art and cultural institutions to reform their

service structures by stepping up their cooperation and networking with other cultural actors in the region and by making use of ICT and logistics. Every effort must be made to safeguard the status of culture when municipalities are merged.

The supply of cultural services and the allocation of government transfers in municipalities will be monitored. A review will be undertaken to find out the effect of the contractor-producer model on the production of cultural services.

Cultural contents will be made accessible to users in information networks, and cultural services will be developed towards a more customer-driven provision across administrative boundaries. Digital materials produced by museums, archives and libraries will be compiled into a joint database in the National Digital Library project.

Measures will be taken to promote the opportunities of regional cultural actors to participate in regional innovation and development processes and their possibility to apply for funding from various sources for projects promoting cultural development.

## Multiculturalism and immigration policy in culture

Multiculturalism is taken into account in all activity relating to cultural policy.

Local activity and everyday practices are especially important in multiculturalism, and development needs

pertaining to them will be addressed together with other administrative branches. Measures will be taken to increase research on multiculturalism and its effects.

The activities of the Saami Cultural Centre and new creative production arising from Saami culture will be supported financially in order to secure the position of Saami culture as an indigenous culture.

The Ministry will explore the need for an immigration policy programme on culture in the context of the futures of culture report.

## Effects of culture on well-being

The Ministry will prepare a cross-sectoral programme for the promotion of the positive effects of culture on health and well-being as part of the Government policy programme for health promotion 2007–2011. The role of culture as a promoter of well-being will be one of the priorities in cultural policy.

### Copyright policy

Copyright policy gives incentive for creative work and content creation and makes for a viable content market. Copyright policy will take into account changes in media culture and content production and in the technological environment. National copyright policy and a copyright programme will be formulated on the basis of the strategy

for industrial and intellectual property rights and the lines of cultural and information society policies.

Measures will be taken to improve the fitness for purpose of the copyright legislation and system will, especially in the digital creation and use environment and information networks. Sustainable solutions will be found for the system and legislation, with special emphasis on the interests and needs of authors, providers, distributors, consumers and other users. The means of developing the system and legislation include enhanced information, knowledge and competence. Legal advice on copyright protection and corporate contracting will be targeted to students, professionals and small and medium-sized enterprises in the creative sector. Copyright knowledge will be included in school activities and curricula. Input will be made into diverse copyright-related research and into upgrading the knowledge level of postgraduate and continuing education students in the creative and other fields.

## Development of cultural exportation and international visibility

The range of measures used to support cultural exportation will be diversified to meet the needs of the operators in regard of international networking, corporate product development and growth and the promotion of internationalisation.

An annual report will be prepared on the implementation and monitoring of the development

programme for cultural exportation. The network of cultural actors representing Finland abroad will be given an active role in the implementation of the programme. The programme will be revised after the current programme period.

An action programme will be devised concerning major cultural events.

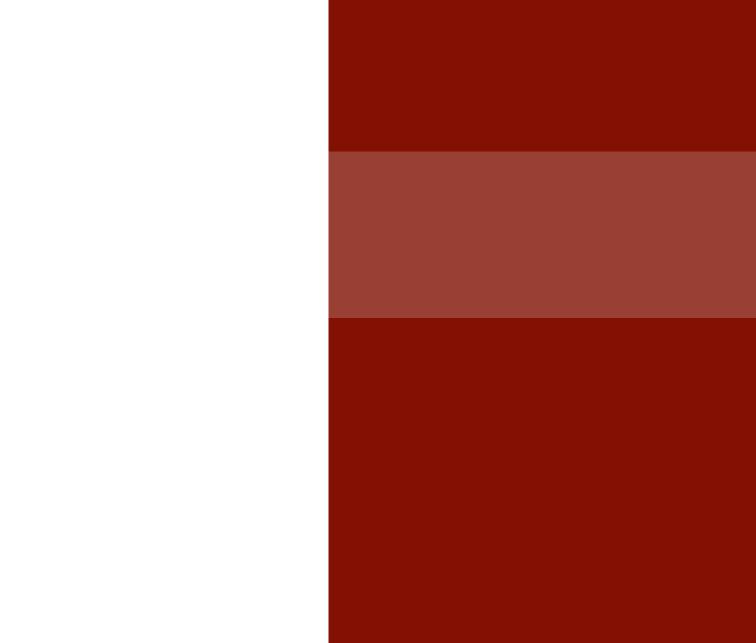
## Creative economy and entrepreneurship

A programme will be devised for the creative economy and cultural entrepreneurship in order to promote product development, production and managerial activities, and entrepreneurship.

## **Expertise of the staff** of the Ministry of Education

The Ministry of Education will develop its operations according to its Strategy. The Government productivity programme requires significant decreases in administrative personnel. The Ministry of Education will upgrade the competence of its staff by means of recruitment and training. Special attention will be paid to training cooperation with other administrative sectors in order to enhance cultural policy expertise in them as well in the Ministry's own sector.







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