Faces of the Commons

Assessment of Network Potential of Creative Commons Community

Regional Report - Asia Pacific

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Interviewees:

CC Australia
CC Indonesia
CC Korea

1.　　Basic information on the choice of countries against the methodology

Geographically, the Asia Pacific region can be broken down into four subregions - East Asia, Southeast Asia, South Asia, and Oceania and each subregion is quite distinguished from each other in terms of languages, culture, and government system. East Asian jurisdictions where CC has affiliates, including China Mainland, Japan, Hong Kong, Taiwan, Macau, and Mongolia, have some common features in their culture and social structure as the so-called Chinese character zone. But their languages are different, whether they speak a different dialect of Chinese or different language using a different alphabet system. Most of them are known to have very hierarchical social structures and competition-driven education system while enjoying fast economic growth and technological development.

Oceania subregion is home to two English-speaking affiliate teams, CC Australia and CC New Zealand which share a lot in common in cultural and social background as the commonwealth countries. Both teams have made great achievements in education, government, and GLAM sectors and their works are appreciated and reused by other affiliates and communities around the world. But due to the differences in languages and culture, they have been less connected to Asia and more closely engaged with other regions such as Europe.

Southeast Asian countries are well known for their diversity in their cultures, languages and ethnicity. CC affiliates in Indonesia, Malaysia, Singapore, the Philippines, Vietnam and Thailand have been experiencing difficulties in promoting CC to a wider audience to some extent because of diverse local languages and dialects spoken and lack of understanding of copyright in general. Most of the teams are led by a very small group of volunteers with no financial support.

CC in South Asia has emerged and grown more active relatively recently, with two official CC affiliate teams in India and Bangladesh and emerging CC communities in some other countries. Their works are generally focused on education and collaboration with local Wikimedia chapters.

For the purpose of this research, three affiliate teams were chosen from East Asia, Southeast Asia, and Oceania. South Asian affiliates were not included in the research as they were new affiliates with less than 2 years of history.

When it comes to size and model of involvement, CC Indonesia, CC Australia, and CC Korea are all different with each other and have their own unique experience. CC Indonesia was started five years ago by people from the local Wikimedia chapter,

which made them the first official affiliate in the region established by a Wikimedia chapter. The founding members as well as the current core members have legal background. As they are part of the local Wikimedia chapter, most of their work is done in close collaboration with Wikimedians and/or supported by young Wikimedia volunteers, which makes the team's work stable and vibrant at the same time.

CC Korea holds a quite unique position especially in terms of its structure; it survived and thrived for the first five years in the form of an open community. It has grown to become an independent non-profit organization, and is expanding into a larger organization with CC project as its core element. It is currently going through a restructuring process. I expected their experience would give some valuable insights to CC's global network which is now seeking to setting a direction for its own future.

CC Australia is one of the long-standing affiliate teams not just in the region but also around the world. It was started by and used to be solely led by a law school but has expanded into a team of three affiliated organisations including the law school and two government-funded bodies. Also CC Australia is quite unique as they are either funded by a university or by the government.

In terms of duration of involvement, CC Korea and CC Australia are among the oldest members of CC affiliates who have been in the community for more than 10 years. They both have closely engaged in CC's global network compared to other affiliates in the region and have a good knowledge about the history of the network. New affiliates in Australia had been promoting CC long before they officially joined CC and have a lot of experience working directly or indirectly with some CC affiliates through other projects or events around open movement. Since its inception, CC Korea has been led by its founder and the former director of the organization who recently retired and they both have much international experience, hosting two regional meeting and one global summit.

On the other hand, CC Indonesia is a relatively new affiliate launched in 2011 while they are one of the most vibrant affiliates with a young volunteer community. Even so, they are relatively experienced in international cooperation and have a good knowledge of CC's regional and global activities. They hosted a successful regional meeting in line with their official launch in 2011.

In terms of gender, three women and five men participated in the interviews. In terms of expertise and areas of work, CC Australia's two new affiliates have expertise in education, copyright advocacy, and open access especially in the government sector while the old affiliate is based in a law school and hence has academic expertise. CC

Korea has much experience in community building and outreach, and civic hacking more recently. CC Indonesia is good at reaching out to artists and the creative sector with the two current leads personally having experience and interest in cultural sector. Also their close relationship with the local Wikimedia community makes it distinct from other affiliates.

The three affiliates are also different in terms of languages spoken: CC Australia is one of the few English-speaking teams in the region; CC Korea speaks Korean only; and CC Indonesia speaks Bahasa Indonesia as their official language but works in an environment where more than 700 indigenous regional languages such as Javanese are spoken. With CC Australia and CC Indonesia, interviews were conducted in English while interviews with CC Korea members were conducted in Korean and part of their transcripts were translated into English for the purpose of this research.

I would like to note that there are other affiliates led by an individual or a very small group of volunteers but having done a lot of interesting projects in recent years, such as CC Malaysia and CC Vietnam but they are not included in the research due to limited resources and time constraints.

It should also be noted that I am part of CC Korea. I have been involved in the team for 8 years as a volunteer in charge of the team's international engagement and translation-related projects. But the interviewees had a lot more experience in promoting CC to local audiences than myself, as well as compared to other affiliates in the region. I made clear to the interviewees that I was interviewing them as a researcher not as their fellow team member and that they should not be biased by the fact that I was the interviewer.

2.   Basic information on the environment

CC Australia has been working under a quite unique government system and legal system compared to other affiliates in the region. The Commonwealth government is the federal government with six state governments, several territory governments, and then local governments. Australian education system is also different and there are public/government schools, catholic schools and independent schools.

Recently copyright reform is a hot button issue that has been drawing lots of attraction and has become a political issue in Australia. That's why Australian affiliates feel more connected to and work more closely with European affiliates or North American affiliates than with Asian affiliates even though they are

geographically closer to Asia. They have less in common with Asian countries in terms of language, culture and legal system.

The general environment they work in is quite favourable especially in the education sector and government sector. Teachers and schools relatively have a good understanding of CC and open educational resources. And schools and education institutions as well as governments in Australia have been able to make use of resources from US and New Zealand. The Commonwealth government of Australia has been quite keen to implement open licensing policies across the government and state/territory governments. All public sector information and publicly funded research data must be licensed under CC-BY according to the government policy. But situation and the level of maturity varies across governments, which needs different approach from affiliates when reaching out to or educating governments.

In Indonesia, copyright is a relatively new concept and generally the public (and sometimes even many government officials) has little understanding of copyright in general. CC Indonesia often faces difficulties when they try to promote CC since they need to educate them about copyright before promoting CC. Nita Sudharto mentioned, "We are so struggling with spreading the concept of copyright itself. Indonesia is a really big country and we are in the process of getting 120 million people to understand copyright. most people don't really get copyright." But on the flip side, that also means people tend to have little negative perception on CC and are more open to see the benefits of CC.

Favourable environment in Indonesian cultural and creative fields are also helping CC Indonesia in reaching out to and engaging with artists and people in the cultural sectors. There is a general perception among the creative community in Indonesia that creative works are meant to be shared with others rather than owned or profited by an individual, and that sharing helps the creator promote his/her work more widely and enjoy them with other people. So when they educate people about what CC does, people usually understand it in a good spirit, as an effective and easy way of sharing and promoting their work. When Hilman Fathoni from CC Indonesia explained an interesting case of an established literature magazine, he said, "......they are already willing to share all of their content into commons, so when I talk to them about the license. I just need to explain how CC license work like copyright and also tell them how they can do charity intellectual property using CC by sa on the content."

Korean people tend to be adapting to new technologies and services quickly based on a fast and reliable network infrastructure. Its startup scene is quite big and has garnered much attention and support from the government, partly because of the

government's employment and youth policies. The social system is quite hierarchical, while the younger generation is much more open and digital-savvy than their parents' generation. Digital gap and generation gap in general are a huge issue in Korean society.

Korean civil society is rooted in the nation's struggle for democracy and has been deeply polarized, which makes CC Korea's case unique. CC Korea has closely worked with the Seoul city government on its Sharing City Seoul initiative where CC Korea played a key role in developing and implementing its policies. Such engagement with the government is useful for the affiliate team as it helps them promote their work and expand their network to wider audiences. It has also brought lots of new opportunities in various other areas as well as for international engagement they would otherwise not be able to enjoy. CC Korea has engaged with other sharing city governments, such as San Francisco and Amsterdam, and related groups that support similar values through events such as a conference on urban commons organized by LabGov in Bologna and Procomuns in Barcelona. However at the same time it sometimes becomes a burden to the team especially in terms of administrative work.

3.   What affiliates bring into the network?

Affiliates for the network
In this part we focus on what the affiliates bring to the network. To assess that, we try to understand who they are as people, as an organizational culture, and as a community (or an individual) working in a certain environment.

3.1   What challenges the open movement faces and how well it is prepared to bring lasting change?

All affiliates have different characteristics in terms of their organisational structure and expertise, and work in different context. And even within a jurisdiction, different affiliates work in different environments and deal with different people, hence the challenges they face are different case by case. In other words, challenges seem to vary depending on which area the team is working in, not which jurisdiction they are based in.

But when affiliates are asked about what values they pursue as a team or what drives each of them to the open movement, they give similar answers. They are connected with other affiliates with similar values such as sharing and collaboration. They all at some point mentioned that they were doing their work not because of money or reputation, but because they care about their work and the values they support. Most affiliates are doing their work as volunteers, and even people who are paid to do their

work feel that they could and should be able to do more and better. So it seems they are still strongly committed to the open movement and eager to overcome their challenges to pursue their goals even when they face difficulties in doing their work.

However, one thing commonly shared by affiliates is that the current movement and the global network is not growing as much as it used to be and as it hopes to. Some of them such as Jennifer Kang from CC Korea describe it as stagnation or status quo while others observe that it is the network that is losing direction. Some of them pointed to the lack of energy among affiliates. In their opinion, the network "needs to build up the next generation" as Delia Browne from CC Australia pointed out, by bringing in fresh blood who can give much more inspiration and new ideas to reinvigorate the community and to create innovation.

The other general criticism was that CC HQ was too much focused on North America and US in particular, although they acknowledged that there were many great things happening in the US that could create a ripple effect to other parts of the world. As an interviewee who wished to remain anonymous pointed out, US marketplace should and cannot be neglected. Jennifer Kang also pointed out that there wasn't much interaction and communication in the global network mailing list recently and especially around discussions about how we want to grow and strengthen the network.

But they all still believe in the huge potential the global network has that has not been fully realised and they need to work more on making it into reality.

3.2 What are the key capacities of the open movement in the region?

In Asia Pacific, Australia is in a quite unique situation as it is now going through a critical copyright reform battle. But that also means there is much that can be done by CC affiliates and open movement leaders in the advocacy work. The newly joined affiliates have a great advocacy capability. Delia Browne said, "More and more CC affiliates are involved in copyright law reform. There are likely some CC affiliates involved in copyright law reform that's not even on our radar…...For example, we should actively monitor upcoming copyright law reform reviews/inquiries around the world. "

They also have close relationships with other parts of the world such as Europe and the US, where the copyright reform is also a hot agenda topic and there are many interested organisations and individual advocates. Since both affiliates are based in government-funded bodies, they both have great understanding of and good connections with the local governments and interested parties around the world. Their contribution to other parts of the world, and to other jurisdictions in Asia

Pacific who have little experience in the area in the future, would be beneficial to the whole network.

Other Asian affiliates have some experiences in developing volunteer communities and grassroots, outreach activities. Especially Korea and other East Asian countries such as Taiwan and Japan are generally active in civic hacking and open data movement. In fact many of the affiliates in the region are active members in the academic and research on open data, whether they are part of other similar international open movement organisations or they do their own work on the ground in collaboration with local governments. For example, CC Korea has run a civic hacking group called Code Namu for several years and now it has become a core part of its umbrella organization named CODE.

CC Korea's volunteer community structure and its history of engaging with volunteers from the very early stage could be useful in training and mentoring new CC communities in other parts of the world. Its core values such as openness and collaboration are deeply rooted in their founding philosophy and their community management. It inspires its local civil society where it is quite unprecedented to see such an open community that has been sustainable for more than 10 years.

CC Indonesia and other Southeast Asian affiliates are good examples of how CC could demonstrate its value to a local community. It is especially relevant to those communities, where the copyright system has not been established yet or as strongly as in Global North; or where there are as not many copyright issues as in the industrialised countries. Many artists and musicians who have been releasing their works under a CC license and artists who have been sharing their works freely but don't know about CC yet can also be used as a strong argument to support why sharing is a valuable practice for individuals as well as in the society.

3.3   Does the organizational culture allow for innovative environment?

Whenever an affiliate community is thriving, I notice that it is based on an open community flexible in their response to changes within their team as well as in their environment and on smooth, close communication. On the other hand, when a team leans more towards a closed culture and refuses to share openly and communicate widely, it leads to a slower growth of the team and less new opportunities.

Korea is in general a rigid, bureaucratic society that often hinders innovation and growth. CC Korea has built an open community based on volunteers that is growing

and evolving organically. What was emphasized in this case was the role of a core person who played the role of a hub connecting people. Jay Yoon, the project lead of CC Korea, was the key person who attracted people with different backgrounds and from various domains. In turn, this led to the growth of the community and more innovative ideas and opportunities for collaboration sprung up. From CC book club, CC film festival, CC photo exhibition to CC family concert, all crazy and exciting project ideas are works of its volunteers some of whom are not very active all the time.

Once CC Korea restructured to become a non-profit organization five years ago, they have had many major achievements, especially in dealing with the government or working with big companies. This also led to new opportunities, however, that wasn't necessarily a positive change in terms of innovation. Having an organization with a structure means there are some rules to follow and requirements for working as a team member become more complicated. They started to see fewer and fewer new ideas and new volunteers. While they achieved some remarkable successes within their community, they faced challenges in maintaining a lively, active and vibrant community.

Flexibility is one of the values the core members share in running the team. They are ready to change the way they work in line with the changing environment. They decided to change the whole structure again with the new name CODE under which CC Korea is one of the core projects. Jennifer and Jay said, "It is important that you are ready to move and evolve as fast as you can, and you have to have your tentacles sharply to notice changes. For us, I think it's important to think about what's our next step in order to expand our work and spread our values in our society."

CC Indonesia has its own strength as an affiliate based in Wikimedia community. They are influenced hugely by the free and open culture movement and philosophical perception around sharing is important to their community and to how they work. Hilman said "For me the most valuable part in doing CC activities is that I can explain more about social function from copyright regulation like fair use and public domain works."

Their community is mainly led by young volunteers in their 20s, which helps create a more creative and innovative environment for them to work in. It is not a coincidence that much of CC Indonesia's achievements happened in collaboration with the cultural and creative industries. The examples include collaboration with a local online music store, engagement with an established literature magazine, and interesting projects with indie music labels and artists. Many creative projects were

made possible by the combination of the open culture of the CC community and the team members' deep understanding of why and how people create artworks especially in the online environment. One of the core members is a former photographer and another member has a strong interest in the music industry.

Meanwhile, the case of the three affiliates in Australia provides a lesson that good communication and open community culture are important in our work. It is valid especially when there are more than one affiliate in a jurisdiction who want to collaborate to create synergy but are not always able to do so because of limited resources. They had difficulties in sharing information and communicating with each other better, since they work in different fields remotely to each other, and they felt they were not able to reach their full potential as a team because of these challenges. Better communication and sharing of information is a condition for more collaboration and more interesting projects, especially at international level.

3.4 Does the environment support their work – if so, how? Or do they need to use a lot of energy to fight against the system? How do these circumstances affect their motivation?

Affiliates are generally facing some challenges in doing their work in their local environments that are unfavourable to them.

Governments tend to be rigid and refuse to change, according to the affiliates. That's why some people stressed that being patient is one of the key things an open leader need to have especially when they work with a government.

While the Indonesian government has adopted open data policy, many public officials actually still don't know well about CC and why open data is a good thing. So the affiliate team in Indonesia has difficulties when they have to work with and persuade governments. Nita Sudharto, the public lead of CC Indonesia, said "It's a tiring process. We have to convince people over and over again and explain why we have our belief in that it's good for the people and it's a good culture to have."

The Indonesian government is now trying to pass a legislation on mandatory registration of licenses, although the government has adopted CC license to their open data portal website. Most of the team's resources and energy are spent on stopping this legislation and they found it difficult to follow up on other projects that they otherwise would want to work on. CC Australia is in a similar situation in that regard. Currently copyright reform is a huge issue in Australia that attracts most attention and the team is putting most of its resources on this.

In cultural and creative areas in Korea and Australia, there is a perception in general that CC is a threat to artists and creators and that makes it hard for the affiliates to persuade people to see it differently. Collecting societies and lobbying groups are also imposing more burden on them. To change people's perceptions, Nicholas Suzor from CC Australia points out that workshops and interesting collaborations with creators would be useful, but again that requires funds.

Changing the public's perception is also not an easy task, especially in Korea where the government put a lot of emphasis on teaching people how to protect their copyrights and why piracy is bad. That's why CC Korea thinks "public outreach to change the culture in general is more important for them than working on other specific areas at the moment with their limited resources," according to Jay Yoon.

4. How can the network help the affiliates in the region?

4.1 What sort of direct help the network (the community as well as HQ) could offer to the affiliates in your region?

Support for sharing information and communication as well as funds are the two key things what all affiliates in the region want from the network and HQ.

First, even within a local CC community, the presence of a person who plays the role of a hub connecting people is important. In the past, maybe legal expertise and the ability to legal advice were important for an affiliate in doing their work. Now that CC 4.0 is in place, CC's role has somewhat changed in the changing environment around the world. That's why the ability to connect people and communicate CC's message to others more effectively has become even more important today.

In that sense CC's global network is beneficial both on the local and the global level to make more innovative and exciting things happen. It can help by sharing information that they wouldn't have otherwise had or by connecting to like-minded people in their field.

The affiliates in the region feel they don't see the potential of CC's global network fully accomplished yet because of the challenges in communications, even though they find affiliates' mailing list useful as they get new information from and share their things to the mailing list. Therefore, there should be technical support or infrastructure to make sharing and communication easier among affiliates. For example as an interviewee who wished to remain anonymous suggested, "Google apps

for non-profit-organizations that would make it easier for anyone who owns an affiliate account can easily share documents with other affiliates; or local/regional website or any social media tool where people can see CC related updates and news in the region."

Although the affiliates mentioned they hoped to have more communication and collaboration with other affiliates in the region and around the world, they don't seem to have a strong need to engage closely with other affiliates. The affiliates in the region have little capacity to engage internationally because of their local work and they generally feel international involvement doesn't give them much direct benefits to their local work.

When asked why there had not been much collaboration among affiliates, many affiliates including Jay Yoon from CC Korea pointed out "lack of common areas of interests" in the region as one of the main reasons in addition to the lack of effective communication tools. Meanwhile it still seems there are needs and desires for collaboration in certain areas such as copyright advocacy but that might require a different structure/level of engagement other than the current region-specific affiliate program, as Delia Browne from CC Australia pointed out.

Second, giving more opportunities to meet in person would make it easier for affiliates to learn from how other affiliates are doing their work and getting inspiration. Many affiliates find global summits and regional meetings extremely valuable. It is not just because they can be surrounded by like-minded people and get energy from the experience but also because they see the connections they have built and the opportunities to talk in person actually leading to interesting projects that help their CC work in the future. An interviewee who wished to remain anonymous mentioned, "It's more valuable than the money than people get together…You pick up things and you think about things differently once you meet people…I would like to see that more put into ensuring that affiliates are able to meet together more often. A lot can be gained through closer communication, in particular in personal communication with other affiliates."

Not surprisingly, being a part of the global affiliate network usually brings more intangible benefits than tangible benefits to an affiliate. Affiliates in the region feel that what they get from the network or HQ is more related to the access to the group of experts and the ability to being up to date on related issues and agenda, rather than financial benefits or any other kind of direct support.

Affiliates know their local situation and legal context better than anyone else. Most of them are busy with doing their local CC work on their own as volunteers, even though they feel they want to engage more with the global network and HQ. The main reason for this lower than desired involvement is limited resources, and lack of funding more specifically. And some affiliates point out that one of the greatest achievements of CC as a global movement is the network of people and affiliates are the ones who have made the greatest contribution to what CC is now and all its achievements as a global movement, which in turn contributed to CC's great fundraising achievements.

The fact that the movement is supported by over a hundred of affiliates around the world is one of the main reasons why so many volunteers and activists have joined and are joining Creative Commons. In that regard, it seems CC needs to think about a more strategic way of doing fundraising and spending funds globally, rather than HQ giving out some part of its funds to affiliates. It could be perhaps crowdfunding or region-specific approaches. It could be useful if CC can look into innovative examples around the world, and think about developing a common pool of funds for the whole global network which any affiliate can apply for with a local or regional project proposal. Delia Browne from CC Australia mentioned, "With the recent success in fundraising and grants, we should consider providing funds to international work as I think some affiliates with funding support could make awesome change in their countries/regions." And Jennifer Kang from CC Korea suggested, "To make this a genuine global movement, we should have a global fund which everyone chips in and uses as a kind of co-budget to support each other globally."

 4.2   What are the key trends affiliates identify for the future? Are they ready to
     face it? If not, what do they need to work on?

While there are differences in terms of what they would specifically want to see and achieve in the future, the affiliates in the region share certain general views, i.e. that they hope to spread sharing culture and values of sharing more broadly to their society; that in particular they would like to do better in areas they have not made much progress e.g. GLAM sector and creative industries; and that they want to strengthen communication and networking within their team and bring in and train more new members so as to grow their team as a more vibrant, young and innovative group of people.

CC Korea is currently at a critical juncture at the moment to decide whether it can expand its work to playing a leading role in various areas as an agenda-setter that moves the country's Internet policies and culture in the digital environment into the

desired direction. . Its core members believe that's the goal CC Korea needs to pursue and enough consultation and discussion among its members will move the organization into the right direction in the end.

However, the core members of the organization are facing a tough situation for the very fact that they need to make a decision that would satisfy everyone within its community - volunteers, supporters, sponsors, the board of the organization, etc. The organization has supporters and sponsors who have different expectations for the organization and without their financial support the organization cannot exist in its current form. But the core element of the team since its inception is its CC volunteer community, and the team believes that any decision that doesn't get support from its volunteer community would get them nowhere. Jay Yoon hoped that bringing in new voices and inviting new members to the volunteer community during the restructuring process would enable its members to have a fresh look at the future of the community.

In CC Australia, each affiliate has its own challenges and desires, but they feel they can and hope to be able to do better in the GLAM sector where they have not made much progress over the last several years compared to other areas e.g. the education sector or government sector, partly because of lack of resources, and partly because of the hostile tendencies against CC of collecting societies and lobbying groups. More and better communication and collaboration is again key here and the teams hope to find ways to improve their communication in the future.

CC Indonesia is now facing a difficult challenge related to the government's legislation on the mandatory registration of licenses which would affect CC licenses in their jurisdiction. When affiliates like them face a difficult challenge that is specific to the local community, it becomes difficult to do other things because they have to focus their limited resources and energy on addressing that single issue, which is what's happening in Indonesia right now. And garnering outside help or advice from other affiliates is even more difficult for affiliates in AP region because of the language barriers and cultural differences. But now they are trying to share the issue with and invite help from the global network and HQ, and it seems this kind of work is something all affiliates with lots of legal expertise can contribute to.

4.3 What are the lessons and best practices the global network can upscale from the region? (organizational, programmatic, community engagement, etc.)

Many affiliates in our region are struggling to find a way to bring in more representatives of the new generation to keep their community growing and active. If they are not able to attract more young people and the new generation they feel their activities will go down the hill in and out, especially for well-established affiliates. It seems that attracting new people is a critical challenge they are facing at the moment to continue their work and get the the next step. Nicholas Suzor from CC Australia said, "If you don't invest a little bit more heavily in developing a new generation of people who are passionate about CC and we are not able to convince external partners of the importance of supporting our work, then I fear we will not be able to achieve everything we dream of."

To achieve that, an open organizational culture is critical, because whether in a volunteer-initiated affiliate project or in an affiliate project administered by a larger institution, people are actually involved in this work because they are strongly driven by the causes and values of CC, according to the interviewees. So without an open organisational culture that reflects the core values, it would be difficult to attract people to the community/organization or keep them in the community. This is important not just at the local level, but at the regional, and global level, especially after introducing the 4.0 license.

And an ability to be flexible, agile, and responsive to changes in the environment is also important. For instance, CC Korea is now going through a similar structural reform; they have recognized that the current situation surrounding them, the needs of the community, and other issues in the society were different from the time when they launched CC Korea 10 years ago. So they are now restructuring their organization including their volunteer/supporter/partner profiles to reposition themselves as a unique organization to bring new voices to the Korean society. Jay Yoon said "While copyright reform is still one of the key agenda CC has to tackle, I think we need to work more on creating a more deep down level of change in our society, in people's perception on sharing and the commons as a way of life, and I hope we can think more thoroughly about how CC Korea can take a different step from a more broad perspective to move our society and digital culture to that direction."

Communication is also important and actually that was one of the things all interviewees mentioned as a challenge at both the regional and the global level. Especially the Asia Pacific region has difficulties because of the language barriers, as almost all affiliates speak different languages and that has become a big hurdle hindering the efforts for better communications and collaboration among the affiliates in the region. For effective collaboration to happen, good communication is needed as

a condition, and this also connects to the issues of growing the communities and bringing in new generations.

As for activities and projects in specific areas, CC Indonesia's achievements in the creative industries can be a good example. They prove that creating interesting stories and exciting projects e.g. collaborations with an established literature magazine in Indonesia, local online music stores and indie music labels can be a great way to show people what CC usage allows for and bring the licenses to the community. The general view is that we should be able to show tangible benefits of CC to better persuade people why CC is important and to spread the values we support. These kinds of practical projects and outcomes and stories coming out of them can give much more inspiration to people to share than talking about philosophical values.

In that sense, presenting other economic benefits of CC is another great way of showing CC's value. For example, there were flood studies that were recently made available to the public under CC BY as they were publicly funded, and that is a great example for CC Australia when they talk to people about how open access to public information and data helps taxpayers and their country. That kind of research on economic benefits of CC an open access to information/knowledge in a broader level, more globally, should be more useful and powerful especially in regions where it's difficult to find funding to do such a thing on its own.

5. **What is the collective identity of Creative Commons affiliates and preferred model of leadership?**

   5.1 Which values and goals are predominant in the region? Or perhaps these view are fragmented, and there are multiple choices and motivations? If so, is there any regularity?

In general, sharing and collaboration are the two key things people in our region care for the most. These are the things that they have been personally driven by or they think they are aiming to implement. But more deeply, they think what they are doing in the form of promoting sharing and collaboration is making the world flourishing and better by fixing things. They want to enhance access to knowledge or fixing copyright system to let people have more opportunities to educate themselves.

5.2 Do people share definitions of the most important values and definitions, or do they vary?

What was interesting was most of the interviewees saw and used the word "openness" as a more broad term to describe a way of working, communicating or running a community whereas they tended to prefer to use words such as "access," "sharing," or "collaboration" when they were asked to describe values or views that connect affiliates. Maybe it's because "open" or "openness" is an outdated term now as some interviewees pointed out - as Jay Yoon mentioned during his interview, "Nowadays "open" doesn't mean that much any more because you come to realise that "open" itself won't bring much to you. What you do once something is made "open," in other words "sharing" or "collaborating," then that starts to mean something….When you think about how people communicate online these days, it's totally different from how people communicated 10 years ago when CC started. Nobody downloads things; they just stream or watch them live and that's it. Today, when you put something online, that means you allow people to enjoy and make use of it, with or without a CC license on it, and that's what 'open things' means in the digitalized world."

5.3 What are the key features of an openness leader? How do they map out in your region and what do you think they depend on?

Similar to the answers to the first question, the answers vary here again partly because they define openness and openness leader differently. Some people tend to think it is more a question about a leader in CC's or any other open global network who leads the global discussions and activities around open movement while some others think it as a question about a leader for their own local community or for their specific areas of work related to CC (e.g. legal expertise, patience in dealing with governments, etc.).

For example, Jennifer Kang from CC Korea thinks fairness, neutrality, openness, and ability to connect people are key features of an openness leader and it seems those features reflect her dream about the future or her affiliate team, and what she sees are important for a person who leads an open community based on her long-term experience in an affiliate team well known for its vibrant volunteer community. This emphasis on the importance of the ability to connect people is actually also shared (or inferred) by many throughout the interviews, since many people mentioned connecting people and communicating well with others was important both in keeping their team vibrant and in outreaching and educating people about CC and the values they support.

Meanwhile Delia Browne from CC Australia values the ability of thinking and doing differently and bringing new ideas and inspirations to other members of the open movement as important features of people she admires in and outside of our network.

But one thing they share in common is that they see the key features they would expect from an openness leader are not that different from the key features of a leader of a flourishing community or an organization in general. For example, Nicholas Suzor from CC Australia thinks integrity, compassion, empathy and good communication skills are key things an openness leader should have but he thinks they are all great values he would expect from a leader in general. And the other important thing to mention is that all interviewees see that having an understanding of what it means to open and sharing, supporting, and practicing the same core value of openness is the key feature an openness leader should have.

5.4 Do the affiliates share pride in a specific accomplishment(s) of the movement? What is it? Why?

The first thing most of the affiliates in the region are proud of is the CC license suite itself, as a great tool that helps make it easier to share creative works and that enables more sharing and collaboration. And then the billions of CC-licensed materials around the world and the fact that most people they are dealing with are aware of CC and how it works, are the other things they feel proud of. And, not surprisingly, as an affiliate who doesn't speak English as their official language, CC Indonesia pointed out how CC licenses have been translated into so many languages and have been adopted widely around the world was amazing, thanks to the good stewardship of the initial members of CC as well as the tedious contributions of volunteers of affiliates around the world.

The other valuable accomplishment pointed out is related to the people who are involved in this movement. They love how this great community of experts and activists has flourished and grown over the past 12 years and how they collaborated and mentored with each other. They are impressed by the very fact that they have existed for all those years and still are eager to finding a better way to improve and grow the network.

6. Recommendations

6.1. What the affiliates could do to remain a part of the global community in the future?

Even though most affiliates in the region make their local work a priority due to their limited resources, they do acknowledge that CC is powerful because it is a global movement supported by many affiliates around the world. Especially since the introduction of CC 4.0 licenses, affiliates' role has changed. As some affiliates pointed out, identifying areas or specific agendas they have expertise in and/or they would like to work on in collaboration with other affiliates in the region as well as in other parts of the world, such as copyright advocacy, OER, or engagement with artists, would not only help affiliates contribute to the global CC movement but also help them keep prosperous in their local communities.

It is also important to find ways to collaborate more actively with other affiliates in the region to find funding opportunities for CC in the region as a whole. Funding is a huge issue for all affiliates in the region and it has been difficult for affiliates to raise fund for their projects locally.

6.2. What can the network / HQ do to reinforce sustainability of the affiliates in the region?

In Asia Pacific, language barriers and cultural differences make communication and collaboration even more challenging between affiliates. Most affiliates speak different languages with each other and English is not their official language. Australia doesn't share much with Asian countries and feels more connected with other Western countries even if they are geographically closer to Asia.

As suggested above, any technical support for making it easier to share files and communicate would be extremely useful in facilitating more communication and collaboration among affiliates in the future. Google apps for NGO or other local or international tools might work (Google and other major Western services are not available in China, though). A regional website or social media tool could be another option, since some affiliates in the region actually have already proposed to help developing such tools if there is support from HQ.

Embedding a machine translation tool in local/regional website could perhaps be a good idea that doesn't require too much resource. Or collaboration with services like Global Voices, adopting their model of supporting multi-language for news and updates of the region (and maybe with affiliates participating in translation of the content) could be another option.

In addition to technical support make communication easier, ensuring effective, transparent, and more careful communications when HQ communicate with affiliates would be helpful in incurring more active participation from affiliates in the global network. Each affiliate in the region speaks different languages and has different culture. They work in different environment and their focus areas vary. And at the same the region is also completely different from other regions and HQ in terms of languages, culture, environment, areas of expertise, etc. All these differences should be considered before communicating with affiliates.

Mentoring between affiliates and basic training materials from HQ would be extremely useful for affiliates especially when an affiliate is just being on board or is going through restructuring. Many affiliates in the region have in fact gone through restructuring and some of them have not been as active as they used to be.

On the other hand, expanding CC's global network by opening it up to those outside of the current affiliates program could be useful in maintaining a healthy network and growing the network in the end as seen in CC Korea's case. All affiliates in the region also pointed out that the strength of CC's global network was in its people. Rather than keeping the discussion as CC's internal issue, opening the discussion to a wider community around CC and involving friends and supporters in the discussion would not only help keeping the affiliates network healthy and vibrant but also help expanding its reach as an open community in the end.