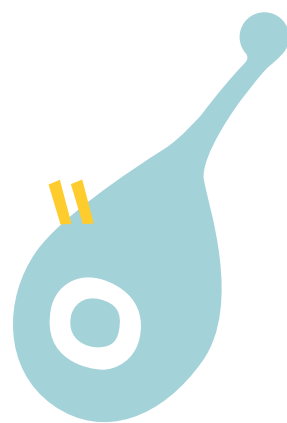




UKRAINIAN CULTURAL FOUNDATION

# STRATEGY!





UKRAINIAN  
CULTURAL  
FOUNDATION

# Culture and Creativity for Understanding and Development

The Ukrainian Cultural Foundation Strategy  
2019-2021

The Ukrainian Cultural Foundation expresses its sincere gratitude for the strong contribution to the development of the Strategy to the Renaissance International Foundation, particularly to **Stanislav Liachynskyi**, and the community worker, expert in generation of strategies for business, management and change management **Oleksandra Baklanova**; the Deputy Head of the Respublika Institute, coach **Oleksandra Hlzhynska (Skyba)**, and the Executive Director of the Agency for Economic Growth PPV Knowledge Networks **Volodymyr Vorobey**.

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<b>NGO</b>	Non-Governmental Organization
<b>UCF</b>	Ukrainian Cultural Foundation
<b>EU</b>	European Community
<b>CCI</b>	Cultural and creative industries
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>EUNIC</b>	European Union National Institutes for Culture
<b>Ref.</b>	Refer to

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# Executive Summary of the Strategy

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Ukrainian Cultural Foundation (hereinafter referred to as the UCF or the Foundation) is an organization which is intended to create a new model of state promotion and multi-vector support for initiatives in the field of culture and creative industries, in which professionals, institutions and communities - the main groups of beneficiaries of the UCF - act as partners to generate new meanings and maintaining the cultural capital necessary for the dynamic development of society. In accordance with the applicable legislation, the activities of the Foundation form an integral part of the policy and well-defined priority activities of the Ministry of Culture of Ukraine.

This document defines both the area of activity of the Ukrainian Cultural Foundation in the longer term and the strategy of the UCF in the medium term, for the next three years. This strategy has two closely related components: external - with respect to the impact on culture and creative industries, and internal - the institutional strategy for the development of powers of the Foundation. The external strategy of the UCF for 2019-2021 is aimed at promoting the creation and consolidation of the ecosystem of culture and creativity in Ukraine through development, practical approval and improvement of the model of provision of state financial support on a competitive basis to initiatives in the field of culture and creative industries, which is new for Ukraine. The institutional strategy of the UCF is aimed at developing the Foundation as an effective institution; it is smoothly woven into the external strategy of the Foundation and is an important prerequisite for its implementation.

The UCF Strategy 2019-2021 is the result of work of 11 strategic sessions with the involvement of experts and practitioners from the cultural, creative and audiovisual sectors; expert surveys; a number of strategic sessions of the Foundation team; desk studies of UCF specialists, as well as the work of the editorial team in 2018. During 2019-2021, the Strategy itself and the tools and mechanisms for its implementation will be fulfilled, adjusted and developed, which will allow developing the institutional capacity of the Ukrainian Cultural Foundation.

**Strategic vision.** Culture and creativity for understanding and development: diverse cultural expressions and interactions provide conditions for value-based consolidation and development of the Ukrainians; they have a beneficial effect on the comprehensive positioning of Ukraine on the cultural map of the world.

**Mission.** By introducing new mechanisms for the provision of result oriented competitive state financial support to initiatives in the field of culture and creative industries, the Foundation promotes the creation of an advanced ecosystem of culture and creativity in Ukraine, which creates and spreads new senses and collective values in society, as well as contributes to the preservation of cultural heritage and the development of Ukrainian culture in the context of the latest global trends.

**The priorities of the UCF activities** include: creating favourable conditions for creative activity; rendering assistance to new partnerships; promoting the formation of collective values of civil society in Ukraine; support for cultural diversity and promoting intercultural dialogue; Enforcement of cultural rights: equal access to cultural resources and equal opportunities for personality development and personal fulfilment for all citizens and communities, regardless of cultural, linguistic, ethnic, regional, social, gender, and other features or differences; ensuring the comprehensive evolution and operation of the Ukrainian language in all areas of society in the territory of Ukraine, as well as assistance in the study of the Ukrainian language abroad; assistance in analytical and research activities in the field of culture and creative industries; promoting the development of educational initiatives, innovations, digital technologies and digitalization in the field of culture; promoting the creation of an innovative competitive cultural product, children and youth creativity development, as well as professional development of artists; assisting in the preservation of cultural heritage; promoting its holistic and future-oriented comprehension; supporting projects aimed at local development in a climate of decentralization; promoting the internationalization of Ukrainian culture and the coordination of donor support for projects in the field of culture and creative industries.

## **The UCF has set the following strategic goals for the mid-term and long-term perspective:**

- improving institutional and financial sufficiency
- promoting the creation of a cultural product
- strengthening the role of culture in the development of society
- internationalization of Ukrainian culture

Grant and institutional programmes of the Foundation are the main tools in the implementation of the UCF Strategy 2019-2021. The list of priorities and sectors of support, priority tasks and categories of potential applicants and participants have been identified for each programme.

### **Grant programmes of the Ukrainian Cultural Foundation**

1. “Creating an Innovative Cultural Product”
2. “Trainings. Exchanges. Residencies. Debuts”
3. “Prominent Events for Ukrainian Culture”
4. “Ukrainian Cultural Monitor”
5. “Strengthening Capacity of Ukrainian Audiovisual Sector”
6. “Inclusive Arts”
7. “Promotion of Culture and Local Development”
8. “Establishing Connections and Networking”

### **Institutional programmes of the Ukrainian Cultural Foundation**

1. “Educational programmes for managers and experts of the UCF, managers in the field of culture and creative industries”
2. “Partner programmes”
3. “Analytics and applied research” (tender order)
4. “Policy-making”
5. “Developing standards and mechanisms of expert evaluation”
6. “Coordination groups”
7. “Business angels clubs”
8. “Communication campaigns”

The Strategy will be implemented at the expense and within the limits of the state budget; voluntary contributions of individuals and legal entities, including non-residents of Ukraine; voluntary contributions from governments, agencies and institutions of foreign countries, international financial and other organizations, including in the form of targeted grants; and other sources that are not prohibited by the legislation of Ukraine.

The activities of the Ukrainian Cultural Foundation will be assessed in two areas: direct assessment of the implementation of the UCF Strategy 2019-2021 and monitoring of the state of cultural, creative and audiovisual sectors of Ukraine. The assessment of efficiency of the implementation of the Strategy will be based on the results of achievement of operative goals in accordance with the indicators of success, observation of changes in the position of Ukraine in international rankings, sociological research data, opinions of stakeholders and civil society actors. The state of cultural, creative and audiovisual sectors of Ukraine will be monitored within the scope of a special Programme of the UCF “Ukrainian Cultural Monitor”.

**Diagram 1:**  
Logical framework of  
the Strategy 2019-2021





# **Introduction: Ukrainian Cultural Foundation as an instrument for strategic support of the field of culture and the arts for the development and understanding**

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In the 21st century, integration processes are accelerated, promoting the rapprochement of different cultures; the international cooperation at various levels becomes increasingly active. In order to become an active subject of these processes, Ukrainians should receive potential opportunities for self-identification through the state support of the national culture, and potential opportunities for self-development through the digestion of new senses. The UCF is an efficient instrument which was created by the state for civil society with a view to shaping the common European future through culture.

Enabling cultural activity alone is not sufficient anymore in view of the evolution of the state financial support system of cultural, creative and audiovisual sectors. There is a need to establish a process due to which the funds provided to creators of the cultural product would obtain value-based influence, would make it possible to find consensus in the society, and would facilitate the integration of Ukraine with the world community. The Ukrainian Cultural Foundation was specifically created as a strategic investor in culture and creative industries for the acceleration of all aspects of development of the Ukrainian society.

The need for reforming the state support for the development of the culture and creative industries field in Ukraine arose long time ago. The task group of the Council for Reforms under the jurisdiction of the Executive Office of the President of Ukraine developed a relevant draft law which was approved by the Committee on Culture and Spirituality of the Verkhovna Rada of Ukraine. The Law of Ukraine “On the Ukrainian Cultural Foundation” was adopted in 2017, and the funds for its activities were allocated in 2018.

Accordingly, in 2018, the Supervisory Board as well as the Executive Director of the Foundation were elected, the team of motivated employees was formed, the commencement of work of the Foundation was ensured and the necessary conditions for its active operation were created. Several information events were held with target audiences all over Ukraine over the course of the year, covering more than 5,000 people (according to the actual number of registered persons). The UCF has also made a claim about itself through the media and by means of a number of information days in different cities of Ukraine. In 2018, the Ukrainian Cultural Foundation formed expert boards for the eight sectors and held a competition for three types of projects: individual projects, national cooperation projects, and international cooperation projects. Following the results of the procedure of competitive assessment by the expert boards, grants were allocated for 298 projects. According to the results of activities for 2018 and with a view of improvement of the effectiveness of activities of the UCF, the team of the Foundation initiated the introduction of amendments to the Law of Ukraine “On the Ukrainian Cultural Foundation” (hereinafter referred to as the Law).

The UCF as an institution puts into action the model of provision of state financial support to initiatives in the field of culture and creative industries on a competitive basis, where professionals, institutions and communities (beneficiaries of the Foundation) act as partners to generate new senses and maintaining the cultural capital necessary for the dynamic development of society and the achievement of good standing and success of Ukrainian citizens and Ukrainian expatriate community in the contemporary world.

This document establishes the framework for the activities of the Ukrainian Cultural Foundation in the long-term perspective and establishes the strategy of the UCF in the medium term for the next three years. The strategy has two closely related components: external - with respect to the impact on culture and creative industries, and internal - the institutional strategy as such for the development of powers of the Foundation.

The external strategy of the UCF for 2019-2021 is aimed at promoting the creation and consolidation of the ecosystem of culture and creativity in Ukraine through development, practical approval and improvement of the model of provision of state financial support on a competitive basis to initiatives in the field of culture and creative industries, which is new for Ukraine. The institutional strategy of the UCF is aimed at developing the Foundation as an effective institution; it is smoothly woven into the external strategy of the Foundation and is an important prerequisite for its implementation.

The Foundation has started developing a platform for the sectoral and intersectoral dialogue through the organization of strategic sessions with the involvement of representatives of cultural, creative and audiovisual sectors. In addition, the strategizing process was carried out in the institution itself with the involvement of all members of the UCF team.

Thus, the UCF Strategy 2019-2021 is the result of work of 11 strategic sessions with the involvement of experts and practitioners from the cultural, creative and audiovisual sectors; expert surveys; a number of strategic sessions of the Foundation team; desk studies of UCF specialists, as well as the work of the editorial team in 2018. During 2019-2021, the Strategy itself and the tools and mechanisms for its implementation will be fulfilled, adjusted and improved, which will allow developing the institutional capacity of the Ukrainian Cultural Foundation and will enable creating the long-term UCF Strategy 2022-2027.

The Ukrainian Cultural Foundation (hereinafter referred to as the UCF or the Foundation) is a state institution that was established for the purpose of facilitating development of national culture and arts in Ukraine, providing favourable conditions for the development of intellectual and spiritual potential of an individual and society, accessibility of national cultural assets to the public, support for cultural diversity and integration of Ukrainian culture in the global cultural space. In accordance with the applicable legislation, the activities of the Foundation are governed and regulated by the Ministry of Culture of Ukraine.

The Law of Ukraine “On the Ukrainian Cultural Foundation” defines the principles of activity and the primary tasks of the UCF.

### **In accordance with the Law, the activities of the Foundation depend on the following principles:**

- humanism;
- tolerance;
- freedom of creative activity;
- promoting cultural diversity;
- innovativeness;
- partnership of state and civil society with respect to national and cultural development;
- ensuring equal opportunities in terms of support from the UCF by individuals and legal entities regardless of the form of ownership;
- ensuring competitiveness and equality of conditions for intellectual and creative development of an individual and society;
- democratic character and transparency of decision-making process;
- preventing a conflict of interests during the management of competitive selection and financing of projects;
- accountability and responsibility for results of operations before state authorities and society;
- observance of copyrights and associated rights.

### **In accordance with the Law, the Foundation’s main tasks are:**

- expert selection, financing and monitoring of implementation of projects supported by the Ukrainian Cultural Foundation;
- cooperation with Ukrainian and foreign individuals as well as privately owned and state-owned legal entities;
- creating favourable conditions for the implementation of projects, in particular, by exercising control over the process of their implementation in accordance with the procedure established by the legislation;
- assistance in the implementation of state policy in the field of culture and the arts, development of modern areas of cultural and artistic activity, elaboration of a domestic (national) cultural product which would be competitive in the world market;
- provision of incentives for development and implementation of innovative projects;
- promoting preservation, actualization and popularization of national cultural heritage;
- supporting artistic debuts, providing incentives to the creative work of people of culture and art, young artists in particular;
- supporting the implementation of international projects;
- popularization of Ukrainian culture and the arts, promoting a positive image of Ukraine in the world;
- supporting cultural projects of Ukrainian expatriate community
- satisfaction of cultural needs of citizens of Ukraine living abroad;
- supporting cultural and information programs of international cooperation.

The priority areas of activity of the Ukrainian Cultural Foundation have been selected in accordance with abovementioned tasks and with due consideration of the programme of activities of the Cabinet of Ministers of Ukraine, Medium-term Government Action Plan up to 2020, long-term strategy for development of Ukrainian culture - reform strategy, as well as the Draft Law of Ukraine “On the Sustainable Development Strategy for Ukraine by 2030” and the National Report 2017 “Sustainable Development Goals of Ukraine”. In addition, international obligations of Ukraine with respect to culture have been taken into consideration; in particular, they are envisaged in the Ukraine–European Union Association Agreement, as well as defined in Conventions of the Council of Europe and UNESCO that were ratified by our country (See *Appendix 2 - The list of legislative acts and documents that form the basis of the cultural policy of Ukraine and the basis for the identification of priorities of the UCF activities*).

## Priorities of the UCF activities

1. Creating conditions for the promotion of creative activity, creating new partnerships and forming collective values of civil society in Ukraine.
2. Promoting intercultural dialogue and support for cultural diversity.
3. Ensuring cultural rights observance: equal access to cultural resources and equal opportunities for personality development and personal fulfilment for all citizens and communities, regardless of cultural, linguistic, ethnic, regional, social, gender, and other features or differences.
4. Ensuring the comprehensive evolution and operation of the Ukrainian language in all areas of society in the territory of Ukraine, as well as assistance in the study of the Ukrainian language abroad.
5. Promoting the internationalization of Ukrainian culture and the coordination of donor support for projects in the field of culture and creative industries.
6. Promoting the creation of an innovative competitive cultural product and professional development of artists, children and youth creativity development.
7. Supporting projects aimed at local development in the context of decentralization.
8. Assisting in the preservation of cultural heritage and promoting its holistic and future-oriented comprehension.
9. Assistance in analytical and research activities in the field of culture and creative industries.
10. Promoting the development of educational initiatives, innovations, digital technologies and digitalization in the field of culture.

## Sectors supported by the UCF

The classification approved by the Education, Audiovisual and Culture Executive Agency of the EU was taken as a basis in determining the sectors supported by the Foundation. The definitions in the Ukrainian legislative documents and the peculiarities of the national context, as well as approaches of certain countries of the European Union and UNESCO member countries with respect to adaptation of international classifications to domestic conditions were taken into account as well.



**Audiovisual arts**  
(cinema, television, advertising, video arts, digital arts, new media, videogames, VJ)



**Visual arts**  
(painting, graphics, mosaic, printmaking, installation, poster, lithography, muralism, street art, land art, sculpture, photography, public art)



**Cultural heritage**  
(libraries, museums, archives, crafts, tangible and intangible cultural heritage)



**Cultural and creative industries**  
(festivals and events, cultural and creative spaces, creative entrepreneurship, innovations)



**Design and fashion**  
(interior design, applied design, graphic design, landscape design, sound design, fashion, architecture)



**Literature and publishing**  
(books, periodicals, magazines, printed media, literary festivals)



**Performing arts**  
(theatre, ballet, dancing, circus, musical performances (musical, opera), live art performance, happening)



**Audial arts**  
(live / recorded music, sound art, radio)

## Target groups of the UCF

In accordance with the Law, the Ukrainian Cultural Foundation can support various types of individuals and legal entities and cooperate with various Ukrainian and foreign institutions.

The UCF has two main groups of beneficiaries - recipients of financial support: “Creative professionals” and “Creative communities and institutions”.

### “Creative professionals”

- creators of cultural product
- other professionals from cultural, creative and audiovisual sectors
- cultural operators and organizations of creative industries (of various types of ownership and profiles)

### “Creative communities and institutions”

- united territorial communities
- professional and business associations
- civil society organizations
- local self-governing authorities at all levels
- artistic institutions of various types of ownership
- scientific, research, educational institutions
- structures of integration of innovations into the production process

The citizens of Ukraine and representatives of Ukrainian expatriate community are the final beneficiaries of this aid (or “consumers of results of operations of the UCF”).

### Assessment of the state of affairs in the field of culture and creative industries in Ukraine

The analysis of cultural, creative and audiovisual sectors has been carried out based on the data of a desk research which consisted of the study of analytical documents available to the public and UCF expert surveys. The participants processed the documents that had been drawn up by Ukrainian and foreign experts since 2013, in particular within the framework of cooperation between Ukraine and UNESCO, the European Union and the Council of Europe. The list of these documents is presented in Appendix 3: Sources.

Expert surveys were held in the format of focus-groups and in-depth interviews. More than 1500 representatives of various sectors of culture and creative industries participated in the focus-groups during the 11 strategic sessions held in July - August 2018. In parallel, an online survey was conducted of more than 50 recognized competent representatives of all eight sectors that cooperate with the Foundation. These surveys were conducted in the form of in-depth interviews on key trends in the development of a particular sector of culture and creative industries at the national and international levels; they involved identification of the main problems of sector/sectors in Ukraine and relevant proposals for solving these problems; formulated the vision of the role of the UCF in this process and the request for the required volume of investments.

The results of surveys of 30 members of the expert councils of the Foundation have been taken into account as well; these experts assessed the applications for grants and researches on the conditions of such sectors as literature and publishing, visual arts, cultural heritage, fashion and performing arts, realized by grant recipient with the support of the UCF in 2018.

In addition, the analysis of the types of projects of applicants and grantees of the UCF competitive selection in 2018 is conducive to the dynamic understanding of cultural practices of the Ukrainian proactive culture actors who need financial and other resources for the implementation of their projects, as well as “ideological” recognition of their own initiatives at the level of expert examination.

Over the recent five years, various studies and strategic sessions have recorded basically the same list of major problems that hinder the development of the cultural sphere of Ukraine. The list of issues that the UCF plans to work on in the long-term perspective and which will affect the direction of grant programs of the Foundation is presented below.

1. External environment which is unfavourable for culture and creative industries:
  - the lack of legislative changes / initiatives and their asynchrony with the processes occurring in the cultural sector, in particular: the lack of a transparent mechanism for redistributing the budget at various levels between representatives of public and private sectors; it results in unequal competitive conditions for representatives of public and private sectors, lack of support for start-ups and debuts in creative sectors
  - the lack of data that would form the basis for formulating a strategy and developing a policy of fostering cultural, creative and audiovisual sectors; the lack of consistent, strategically grounded lobbying of the cultural area for different levels of government due to the low level of cooperation between various sectors of the cultural sphere; there is also a noticeable weakness of creative networks that should currently promote internationalization of the career of artists and managers, should promote best practices, competencies and know-how, as well as new business and management models for cultural institutions.

2. Local problems of development of cultural, creative and audiovisual sectors derive from the situation of transitional state of the country from post-Soviet to liberal democratic:

- professions of the cultural sphere occupy low stages in the hierarchical system of labor activity of the society, what understates their prestige; as a result, there is a severe shortage of highly skilled personnel in the field of project management, cultural and creative entrepreneurship, personnel with cultural diplomacy skills etc.;
- accessibility of the cultural product and opportunities for cultural self-fulfilment are not equal for various social groups: low level of inclusion in the arts, low level of mobility of the cultural product, insufficient development of cultural infrastructure, especially at the regional and local levels;
- the outdated system of artistic education, the shortage of alternative innovative methods of learning and circulation of knowledge, and the resulting low level of professional training and unwillingness to introduce new technologies in the artistic and administrative spheres;
- the lack of communicative strategies both according to the pattern “manufacturer of the cultural product - consumer” and according to the pattern “manufacturer of the national cultural product - world community”, resulting in the problem of the evolution of the audience (consumers of the cultural product) within the country, and the problem of discrete presence of Ukraine in the international cultural arena;
- the protracted transition of cultural, creative and audiovisual sectors from the strategy of translation of ideologically biased meanings to a situation of autonomous formation of new senses which is a prerequisite for the development of civil society.

Apart from the key issues of culture and creative industries, the Ukrainian Cultural Foundation is forced to cope with institutional challenges as well.

The most complicated of them is the institutional development of the UCF in the context of credibility crisis towards state institutions in the Ukrainian society and the unwillingness of the professional community to perceive the creation of the Ukrainian Cultural Fund as a “process” and “co-creation”. For the first time in Ukraine, innovative mechanisms for the provision of financial support to the initiatives in the field of culture and creative industries are being developed by UCF on a competitive basis at the expense of Ukrainian taxpayers engaging all participants of the cultural process. 2018 became the first year of testing of innovative tools for the provision of budgetary support to cultural, creative and audiovisual sectors on a competitive basis. Therefore, it was and still is imperative to understand and support the activities of the UCF on the part of experts and practitioners of all sectors, in particular with a view to eliminating systemic errors and increasing the operational efficiency of the Foundation.

**The ecosystem of culture and creativity in Ukraine can be built in a concerted effort only.**

Apart from the key problems of culture, the arts and creative industries, the UCF should also cope with institutional challenges: first of all, it must overcome the stereotyped image of the lack of institutional memory and institutional sustainability characteristic of most governmental organizations of the cultural sphere in Ukraine, as well as local self-governing authorities. It is for this purpose that the Foundation has set itself the task to create a strategic framework for its activities in the long term along with strategic goals for the immediate three years that are smoothly woven into it. And it is this aspiration that determines the perception of culture and creativity through the prism of the goals of sustainable development of the Ukrainian society.

In order to make a complete transition from project to programme activities which will open up opportunities for financing long-term projects and, accordingly, will increase the likelihood of long-term partnerships for them, including international partnerships, will create favourable stable conditions for attraction of Ukrainian and international investments, the UCF will initiate the practice of use of public funds within three calendar years and will lobby it at the national level.

The Foundation has initiated an individual grant programme “Ukrainian Cultural Monitor” for analytical studies of the state of development of Ukrainian cultural, creative and audiovisual sectors, for supporting the development of well-founded and consistent state policy in the field of culture, as well as for the efficient operation of the UCF as a financial instrument for the implementation of such policy. In addition, the UCF has defined the analytical area among its own institutional programmes as one of priority areas. This will enable overcoming the tangible lack of high-quality hallmark studies conducted within the framework of internationally recognized methodologies.

In addition, being aware of all complexity of the formation of competent, highly professional expert councils, primarily due to the lack of professional personnel having knowledge and skills in project management, culture marketing and creative entrepreneurship, and high risks of conflicts of interest during the assessment of competitive projects, the UCF develops and implements a separate institutional program for the development of expert qualifications, creates transparent mechanisms for holding of a competitive selection.

Within the scope of decentralization processes and active reforming of the system of provision of cultural services to the society initiated by the Ministry of Culture of Ukraine, the UCF pays special attention to the communicative strategy and believes there is good potential for establishing sustainable relations with united territorial communities and local self-governing authorities at all levels for the possibility of creating and implementing the cultural product, taking into account the specifics and needs of a particular community.

## Strategic vision and mission of the UCF

Strategic vision defines both the long-term activities of the Foundation and the medium-term UCF Strategy 2019-2021:

**Culture and creativity for understanding and development: diverse cultural expressions and interactions provide conditions for value-based consolidation and development of the Ukrainians; they have a beneficial effect on the comprehensive positioning of Ukraine on the cultural map of the world.**

The mission of the organization consists in achieving the vision of the Ukrainian Cultural Foundation:

**By introducing new mechanisms for the provision of result oriented competitive state financial support to initiatives in the field of culture and creative industries, the Foundation promotes the creation of an advanced ecosystem of culture and creativity in Ukraine, which creates and spreads new senses and collective values in society, as well as contributes to the preservation of cultural heritage and the development of Ukrainian culture in the context of the latest global trends.**



# Strategic goals

Strategic goals, just as priorities of the UCF activities, have been identified and formulated in accordance with the tasks of the Foundation, in accordance with the Law and with due consideration of Government Activity Programmes and Plans and other documents recognizing the areas of the cultural policy in Ukraine (Ref. *Appendix 1: Terms and definitions; Appendix 2: The list of legislative acts and documents that form the basis of the cultural policy of Ukraine and the basis for the identification of priority activities of the UCF*).

Accordingly, the first strategic goal is to improve the institutional and financial sufficiency of the Ukrainian Cultural Foundation: The Foundation has been efficiently and consistently operating within the framework defined by the Strategy; moreover, the Foundation has created conditions for effective and efficient investment in culture and creative industries in accordance with the Law of Ukraine “On the Ukrainian Cultural Foundation” out of public funds, voluntary contributions of individuals and legal entities, governments, and agencies, including in the form of targeted grants and other sources that are found to conform to laws of Ukraine. Four operative goals should be achieved for this end: UCF has a developed, stable and adaptive organizational culture; a network of experts has been created for professional assessment of high-quality cultural projects; the UCF plays a pioneering role in attracting investment in culture; the UCF and stakeholders are familiar with the results of investigation of the impact of cultural projects on social and economic development.

## Strategic goal 1.

### IMPROVING THE INSTITUTIONAL AND FINANCIAL SUFFICIENCY OF THE UCF:

The Foundation has created institutional conditions for effective and efficient investment in culture and creative industries

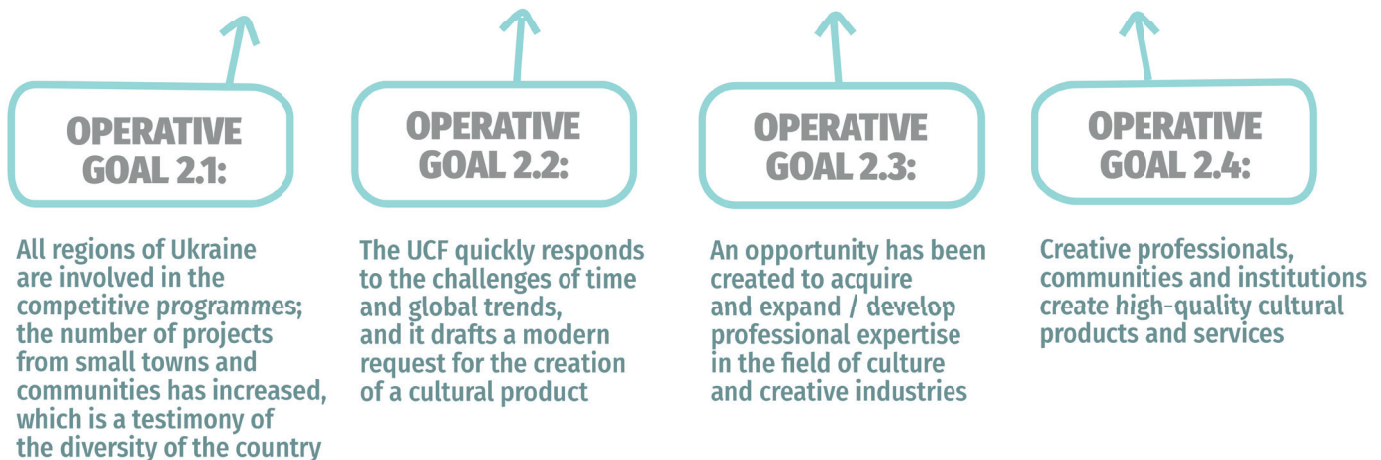


The second strategic goal of the UCF is to assist in creation of a cultural product: artists and other stakeholders in the cultural, creative and audiovisual sectors are in a position to create a competitive cultural product in competitive programmes of the UCF. Four operative goals should be achieved for this: all regions of Ukraine are involved in the competitive programmes; the number of projects from small towns and communities has increased, which is a testimony of the diversity of the country; the UCF quickly responds to the challenges of time and global trends, and it drafts a modern request for the creation of a cultural product; an opportunity has been created to acquire and expand / develop professional expertise in the field of culture and creative industries; creative professionals, communities and institutions create high-quality cultural products and services.

**Strategic goal 2.**

**PROMOTING THE CREATION OF A CULTURAL PRODUCT:**

Artists and other stakeholders in the cultural, creative and audiovisual sectors are in a position to create a competitive cultural product



The third strategic goal of the UCF is strengthening the role of social development: Ukrainian culture and creative industries are powerful factors of social development. Accordingly, two operative goals should be implemented: the audience of cultural institutions has been accumulated and the interest in the national cultural product in Ukraine has been heightened; cultural, creative and audiovisual sectors are present in value-added chains along with other economy sectors.

**Strategic goal 3.**

**STRENGTHENING THE ROLE OF CULTURE IN THE DEVELOPMENT OF SOCIETY:**

Ukrainian culture and creative industries are powerful factors of social development



The fourth strategic goal of the UCF is the internationalization of Ukrainian culture: There is a strong demand for Ukrainian culture and creative industries that seamlessly fit in the international context. Consequently, two operative goals have been singled out for the implementation: Ukrainian artists and institutions are competitive in creating an internationally recognized cultural product; The cultural component is a component of international and domestic tourism in Ukraine.

**Strategic goal 4.**

**INTERNATIONALIZATION OF UKRAINIAN CULTURE**

**There is a strong demand for Ukrainian culture and creative industries that seamlessly fit in the international context**



Ukrainian artists and institutions are competitive in creating an internationally recognizable cultural product



The cultural component is a component of external and domestic tourism in Ukraine

## Tasks to be performed for the implementation of the Strategy

Pursuant to the certain operative goals, the following tasks for the implementation of the Strategy have been identified:

- introducing new methods for management and monitoring of activities of the UCF;
- creating the expert bases on an ongoing basis and development of standards for expert assessment mechanisms;
- elaborating and implementing the mechanisms for attracting private and charitable investment in Ukrainian culture;
- assisting in the implementation of state policy in the field of culture and the arts, initiating the implementation of the latest development strategies;
- assisting in the implementation of the policy of decentralization in cultural, creative and audiovisual sectors
- supporting artistic, analytical and information programmes for the development of cultural, creative and audiovisual sectors, young artists in particular;
- promoting the development of formal and informal education programmes for the experts from cultural, creative and audiovisual sectors;
- creating opportunities for the self-fulfilment of people from the cultural, creative and audiovisual sectors, young artists in particular;
- supporting the creation of a cultural product for the satisfaction of cultural needs of the Ukrainians, assisting in expansion and accumulation of the audience, inclusive practices from the cultural, creative and audiovisual sectors;
- supporting the creation of a competitive innovative cultural product and assisting in its promotion in internal and external cultural markets;
- promoting the development of the areas of culture and the arts, creating an internationally recognized competitive cultural product;
- stimulating the preservation, development and popularization of the national cultural heritage and promoting a positive image of Ukraine in the world

## Instruments for the Strategy implementation

Grant and institutional programmes of the Foundation constitute the main instruments for the fulfilment of tasks and implementation of the UCF Strategy 2019-2021. In accordance with the Law of Ukraine “On the Ukrainian Cultural Foundation”, internal allocation of funds provided to the Foundation occurs as follows: 84% of the total funding is allocated for the implementation of grant programmes of the Foundation, 16% is allocated for institutional activities of the UCF, namely: 8% for the operation of expert councils of the Foundation, and 8% for the implementation of institutional programmes of the UCF.

### **UCF Grant programmes**

A list of priorities and support sectors, thematic areas and categories of potential applicants and participants has been identified for each programme; besides, the formats of the expected products have been specified. Financial support as such will be provided in the form of grants for individual projects, national or international cooperation projects. A detailed description of grant programmes of the UCF can be found on the Foundation’s website. In 2019, the UCF changed the number and areas of grant programmes as compared to the previous year.

Each grant programme has been created as a consequence of 11 strategic sessions with the involvement of experts and practitioners from the cultural, creative and audiovisual sectors; expert surveys; a number of strategic sessions of the Foundation's team. Besides, internationally accepted development trends of cultural policy and international modern cultural practices were studied during the selection and formulation of priorities of the UCF activities within the framework of provision of financial support to Ukrainian culture and creative industries through grant programmes (Ref. *Appendix 3: Sources*).

In 2019, UCF plans to pilot programmes call expecting to bring all programs to full capacity during 2020-2021.

1. **“Creating an Innovative Cultural Product”**
2. **“Training. Exchanges. Residences. Debuts”**
3. **“Prominent Events for Ukrainian Culture”**
4. **“Ukrainian Cultural Monitor”**
5. **“Strengthening the Capacity of the Ukrainian Audiovisual Sector”**
6. **“Inclusive arts” (in cooperation with the British Council in Ukraine)**
7. **“Promoting Culture and Local Development”**
8. **“Establishing Contacts & Networking”**

**“Creating an Innovative Cultural Product”** – this programme is aimed at creating conditions for cultural self-expression through the creation of an innovative and competitive cultural product. The cultural product within the scope of this programme is the creative and intellectual result of human labour in the process of cultural activity, the creation of which aims to promote the development of the cultural sphere. The required characteristics of the cultural product under the auspices of this program are innovation and competitive ability. All sectors except audiovisual are supported.

**“Trainings. Exchanges. Residences. Debuts”** – this programme is aimed at developing professional competences in artists and cultural operators by facilitating the development, testing and implementation of innovative educational programmes; developing various forms of cultural and artistic interdisciplinary and cross-disciplinary interaction by creating and networking artistic residences in Ukraine; assisting in the preservation of cultural heritage and promoting its holistic and future-oriented comprehension; assisting in the promotion of new names in Ukrainian and European cultural discourse. All sectors except audiovisual are supported.

**“Prominent Events for Ukrainian culture”** – this programme is aimed at promoting a positive image of Ukraine in the international cultural arena, developing a wide national and international affiliate network in the field of culture and creative industries, promoting large-scale intersectoral cooperation. All sectors except audiovisual are supported.

**“Ukrainian Cultural Monitor”** – this programme is aimed at investigating the state of cultural, creative and audiovisual sectors of Ukraine, and is intended to assist in the implementation of state policy in the field of culture and the arts, promote the development of areas of cultural and artistic activity and development of innovative projects, create the basis for the elaboration of well-founded state policy of fostering culture and creative industries, and for the efficient operation of the UCF as a financial instrument for the implementation of such a policy. All sectors are supported.

**“Strengthening Capacity of the Ukrainian Audiovisual Sector”** – this programme is aimed at supporting and developing the Ukrainian audiovisual sector, providing incentives to artists for the creation of an innovative competitive product in various genres and areas, and popularization of the Ukrainian audiovisual sector abroad. Audiovisual sector only is supported.

**“Inclusive arts”** – this programme is being developed in association with the British Council in Ukraine; it is intended to promote enforcement of cultural rights for people with disabilities and is aimed at overcoming the barriers between society as a whole and local communities on the one hand and persons with disabilities and their communities, on the other hand. All sectors are supported.

**“Promoting Culture and Local Development”** – this programme is aimed at supporting the policy of decentralization through the introduction of contests for the honorary annual status “Big capital of culture” and “Small capital of culture”; besides, it will promote the attraction of the target audience - those who are interested in culture indirectly and require additional motivation and consumer triggers to become regular consumers of the cultural product and active participants in socio-cultural processes in the country.

**“Establishing Contacts & Networking”** – this programme is aimed at promoting and supporting the active involvement of Ukrainian artists and institutions in the operation of international professional creative networks of the corresponding sectors / areas. It is also aimed at promoting the formation of sectoral and intersectoral guilds, associations, non-governmental organisation and unions with the aim of forming a consolidated artistic platform for representation of their interests in various spheres - political, economic, social etc. - by artistic communities. All sectors are supported.

### UCF Institutional programmes

The following programmes will be implemented within the scope of institutional activity of the Ukrainian Cultural Foundation:

1. **Analytics and applied research (tender order)**
2. **Developing standards and mechanisms of expert evaluation**
3. **Coordination groups**
4. **Business-angels clubs**
5. **Educational programmes**
6. **Partner programmes**
7. **Communication campaigns**

Monitoring and analytical researches will be ordered in the framework of the **“Analytics and applied research”** programme in accordance with the tender procedure to ensure regular data collection and control over the implementation of the UCF Strategy, as well as diagnostics of the state of development of Ukrainian cultural, creative and audiovisual sectors. The UCF is working on the elaboration and implementation of efficient evaluation procedures in the context of internationally recognized approaches, in particular those used in the monitoring of cultural programs of UNESCO, the Council of Europe and the EU countries. The programme is aimed at production of knowledge that is the key to the future activities of the UCF and Ukrainian cultural institutions of various types of ownership.

**“Development standards and mechanisms of expert evaluation”** is aimed at creating the expert pool of the Foundation who will be able to knowledgeably assess the quality of cultural projects and carry out research in the field of culture and creative industries. In addition, the UCF uses the analytics of own activities to develop the criteria for the assessment of success and efficiency of supported projects, as well as mechanisms for prevention of corrupt practices and misuse of public funds. The experts of the UCF regularly participate in trainings in order to better master the method of projects assessment according to the UCF requirements, as well as to be aware of the priorities of particular grant programmes and the experience of implementation of projects of the previous year(s).

The activities of **“Coordination Groups”** will contribute to the establishment of partnership relations between various parties interested in the development of the ecosystem of culture: state authorities, Ukrainian institutions of different levels of jurisdiction and various forms of ownership, civic institutions, opinion leaders

of sectors. The main goal of the UCF is to create conditions and mechanisms for joint resolution of vital problems for the improvement of the legal framework and the processes as well as financing and promotion of Ukrainian culture.

**“Business-angels clubs”** - the UCF will promote cultivation and prestige of such phenomenon as business angels primarily through targeted information campaigns aimed at attracting sponsors and patrons to the Ukrainian cultural space and creating a cultural product that would be attractive for outward investments. The UCF will work on development of a platform for transparent and stable communication between state institutions, entrepreneurship, and civil society.

**“Educational programmes”** serve to improve professional skills of managers and experts of the Foundation, as well as external experts and practitioners in the area of project management, cultural and creative entrepreneurship, cultural diplomacy, cultural marketing etc. Both Ukrainian and international experts and practitioners of culture and creative industries will be the trainers and lecturers of the programme.

Institutional activities of the UCF in 2018 were centred around implementation of the two **“Partner programmes”** in association with the Adam Mickiewicz Institute and the Creative Europe Desk Ukraine. The first one - “Culture for Local Development”, is aimed at creating a network of professionals from the field of culture of the Eastern Partnership countries, providing participants with project management and leadership skills, as well as developing a participatory approach for project implementation. The second one - “Sharing Contacts - Sharing Knowledge” - serves as a platform for building cooperation and creating joint projects between cultural organizations of Ukraine and Poland. It is planned to expand the range of partner programmes of the Foundation at a later stage: a contract has been already concluded with the EVZ Foundation for the implementation of Meet up! programme (German-Ukrainian youth encounters); in addition, the British Council in Ukraine supports the Foundation within the framework of one of grant programmes.

**“Communication campaigns”** of the Foundation are focused both on potential grantees with a view to conveying information on the activities of the grant programs of the UCF and the opportunities that they offer to representatives of the cultural sector, arts and creative industries, and on a wide audience - consumers of the final cultural product. Communication campaigns of the UCF are implemented with the involvement of mass media, new media, by means of information days, press conferences, special events, presentations, etc. The UCF website - [ucf.in.ua](http://ucf.in.ua) - is functional as well. In 2019, it is planned to launch yet another information and analytical web resource - [uaculture.org](http://uaculture.org) dealing with the information and analytical area of activity of the Foundation, creation of the knowledge base both for grant receivers and for the general public.

## Resources for the Strategy implementation

The Strategy will be implemented out of public funds within the state budget; voluntary contributions of individuals and legal entities, as well as non-residents of Ukraine; voluntary contributions from governments, agencies and institutions of foreign countries, international financial and other organisations, including in the form of targeted grants; and other sources that are found to conform to laws of Ukraine.

The volumes of expenses on the implementation of the Strategy will be updated annually with due consideration of the possibilities of the state budget of Ukraine. Besides the tasks will be made more specific annually following the results of implementation of the Strategy in the previous years.

In case of implementation of joint projects with the participation of third parties or state authorities or institutions of foreign countries, the Ukrainian Cultural Foundation can allocate funds and effect partial financing of these projects.

# Risk assessment

The goal of analysis of internal and external risks of the implementation of the Strategy and, accordingly, risks of institutional activities of the UCF is to provide an assessment of all types of risks and to define ways to reduce them.

## Risks of expected results of implementation of the UCF Strategy

## Elimination methods

1: Lack of institutional stability

Creation of the UCF Strategy 2019-2021 will make it possible to achieve stable operation of the Foundation during the specified period, and will enable creating the mechanism for the involvement of experts of cultural, creative and audiovisual sectors of Ukraine in the development of the UCF Strategy for a longer period. In addition, the UCF creates itself a reputation of an institution the activities of which are aimed at minimizing external threats (volatile) and making provision for efficient implementation of mission, goals and tasks in the short and longer term.

2: Negative feedback of the society on the activities of the UCF due to the credibility crisis of confidence of public in state initiatives and in the UCF as a newly-created institution.

There are four main methods that can be used to minimize this risk:

- democratic character and transparency of decision making process in the UCF: advising of potential applicants; insurance against the conflict of interests of experts and applicants; elaboration and implementation of clearly defined criteria for the evaluation of projects, control over the observance of these criteria by experts; providing continuous “feedback” from applicants and the UCF project managers for effective communication during project implementation; criteria and grounds for decision-making, as well as the results of the competitive selection are communicated to the applicants and publicly disclosed.
- creating a pool of qualified experts who are responsible for the quality selection of projects
- ensuring equal opportunities for support of the applicants from the UCF (legal entities) of all forms of ownership, coverage of a widest possible range of potential applicants
- communicative strategy of the Foundation aimed at promptly informing of current activities and publicizing the results of their work, reports, and analytics.

3: The risk of obtaining a non-competitive cultural product due to the lack of a comprehensive vision of processes occurring both at the level of individual sectors and at the level of common cultural processes

Initiation and development of an individual programme by the UCF “Ukrainian Cultural Monitor”, which should be an effective research tool of the state and dynamic pattern of cultural, creative and audiovisual sectors of Ukraine, and provide an analytical, statistical and informational background for strategizing and planning activities of both the UCF and other cultural institutions and organisations of public and private sectors, promoting their institutional development. In the process of elaboration of the Strategy and programmes, the UCF works in close rapport with sector professionals and experts, members of the Supervisory Board.



4: Special aspects of the financial system of Ukraine and the existing arrangements for the use of budget funds	<p>For the efficient implementation of programmes, the UCF undertakes to initiate changes in regulatory framework associated with immediate activities of the Foundation.</p> <p>The UCF holds information sessions for the improvement of financial literacy of employees from cultural, creative and audiovisual sectors, particularly private ones.</p>
5: Lack of professional personnel having knowledge and skills in project management, culture marketing and creative entrepreneurship, as well as insufficient quantity of experts who are able to knowledgeably assess the quality of cultural projects and carry out research in the field of culture and creative industries	<ul style="list-style-type: none"> <li>• Advanced training of experts, initiation of creation of the expert certification system within the framework of an individual institutional programme of the Foundation.</li> <li>• Holding information sessions, trainings on writing of applications / formation of project budgets / preparation of reporting.</li> <li>• Implementation of an individual competitive programme of the UCF in support of educational projects of cultural, creative and audiovisual sectors.</li> <li>• Involvement of a wide range of single-discipline and multidisciplinary specialists as experts, advanced training of experts.</li> </ul>
6: Low awareness of Ukrainian and global community of activities of the UCF and their results	<p>The UCF develops and implements a plan of communications which respects the interests of various audiences and ways of involvement of these audiences, and is implemented with the use of the latest communication technologies (moderation in social networks, webinars etc.)</p>
7: Inappropriate use of funds by the projects supported by the UCF	<p>Improvement of financial literacy of beneficiaries, management of consultations and communications with the UCF managers, adding a report of mandatory audit to the reporting package of project documents, elaboration and implementation of indicators and tools for measuring project quality.</p>

## Control over the implementation of the Strategy and evaluation of its efficiency

The activities of the Ukrainian Cultural Foundation will be evaluated in two areas: direct evaluation of the implementation of the UCF Strategy 2019-2021 as well as monitoring and evaluation of the state of cultural, creative and audiovisual sectors of Ukraine. The evaluation of efficiency of the implementation of the Strategy will be based on the results of achievement of operative goals in accordance with the indicators of success, observation of changes in the position of Ukraine in international rankings, sociological research data, opinions of stakeholders and civil society actors. Monitoring and evaluation of the state of cultural, creative and audiovisual sectors of Ukraine will also be carried out within the framework of the individual competitive programme of the UCF “Ukrainian Cultural Monitor” and within the framework of the institutional programme of the UCF “Analytics and applied research”.

Monitoring and evaluation of the implementation of the Strategy will be carried out on an on-going basis. The results of the annual and final (after the expiration of the Strategy) monitoring will be made public and discussed at the public hearings and meetings of working groups by sectors, meetings of government committees/boards, and other meetings. The Strategy will be amended as necessary based on the results of the annual monitoring.

### Strategic goal 1: IMPROVING THE INSTITUTIONAL AND FINANCIAL SUFFICIENCY OF THE UCF

	Indicators	Monitoring tools
<b>Quantitative</b>	volume of raised external funds	internal analytics
	the share of expenses for the financing of the UCF activities in the expenditure pattern of the general fund of state budget	internal analytics
	ratio: staff turnover / staff consistency	internal analytics
	appreciation of activities of the UCF on the part of the experts, stakeholders, civil society actors	questionnaires and in-depth interviews with sector specialists
	operational and high-quality advisory activities	internal analytics of advisory services registers
	reach of communication campaigns of the Foundation	monitoring of mass media, new media, event registry lists
	the number of the applicants has increased as compared to the projected financing of the UCF projects (as an indicator of boost in credibility)	internal analytics
	the number of the experts of the UCF has increased	internal analytics, questionnaires and in-depth interviews with sector specialists
	The UCF uses effective channels for the dissemination of information on its activities	internal analytics and questionnaires

<b>Qualitative</b>	professional level of employees, job and complete self-fulfilment satisfaction	questionnaires / certification
	growth in the number of program managers of the UCF who became ambassadors of changes in the professional cultural community	questionnaires of the applicants, reviews of the applicants
	the prestige of the status of the UCF expert has increased	questionnaires
	results of research and estimation procedures that were tested in the UCF are used in other institutions	questionnaires

## Strategic goal 2: PROMOTING THE CREATION OF A CULTURAL PRODUCT

	Indicators	Monitoring tools
<b>Quantitative</b>	the share of the successfully implemented, out of the total number of projects that received funding from the UCF	internal analytics
	the share of international and national coproductions	internal analytics
	expansion of geography of applicants	internal analytics
	the share of successful projects in towns and local communities	internal analytics, media content analysis
	the share of co-funded projects	internal analytics
	the number of applicants (as an indicator of demand for the financial support from the UCF)	internal analytics
	the ratio of submitted documents / documents which were technically verified (indicator of higher level of the applicants)	internal analytics
	the ratio of start-ups / continued projects (indicator of dynamic pattern of sectors)	internal analytics
	the ratio of added value which was generated in the course of implementation of projects to the scope of state support	figures from the State Statistics Service of Ukraine
	the share of educational projects has increased; the audience of these projects has been accumulated	internal analytics
<b>Qualitative</b>	reviews from the professional environment	media content analysis, questionnaires, in-depth interviews
	involvement of projects supported by the UCF in milestone events of Ukraine and in the international arena	internal analytics
	efficiently and contextually adequately shaped programme areas	internal analytics, questionnaires of the applicants
	participants of educational projects created under the auspices of the UCF become applicants in competitive programmes	questionnaires, internal analytics

### Strategic goal 3: STRENGTHENING THE ROLE OF CULTURE IN THE DEVELOPMENT OF SOCIETY

	Indicators	Monitoring tools
<b>Quantitative</b>	the number of people in Ukraine who are interested in culture and / or are involved in cultural activity	monitoring, internal analytics, figures from the State Statistics Service of Ukraine
	the expansion of geography of applicants (indicator of dissemination of information)	internal analytics
	the number of projects that were created under the auspices of the UCF, participants of international prominent events	internal analytics
	the increase in the share of projects where international partners are involved	internal analytics
	the increase in the number of consumers of cultural product by sectors (indirect indicator of activities of the UCF)	figures from the State Statistics Service of Ukraine, figures from reports of governmental institutions and enterprises
	the audience reach and frequency of information meetings, strategic sessions, and trainings	internal analytics
	the increase in the share of inclusive projects (as an indicator of potential accumulation of the audience)	internal analytics
<b>Qualitative</b>	the level of awareness of the UCF activities on the part of Ukrainian society	opinion poll

### Strategic goal 4: INTERNATIONALIZATION OF UKRAINIAN CULTURE

	Indicators	Monitoring tools
<b>Quantitative</b>	foreign mass media interest in the country and cultural product	Mass media content analysis
	the share and frequency of presence of Ukrainian artists and the Ukrainian cultural product during the international prominent events	internal analytics, content analysis
	the share of international coproductions has increased	internal analytics
<b>Qualitative</b>	the number of international and domestic tourists who identify culture and the arts as one of the fundamental reasons for traveling	figures from the State Statistics Service of Ukraine and the Ministry of Internal Affairs of Ukraine
	provision of incentives to international contests, festivals, and rankings of the Ukrainian cultural product that was created under the auspices of the UCF, in the form of prizes and awards	internal analytics
	the share of long-term international partnerships has increased	internal analytics
	the share of top-rated international events has increased in Ukraine	internal analytics, media content analysis, expert survey
	Ukrainian people of culture and art have been invited to organizing committees and panels of judges of international prominent events / a mirror-symmetric process is under way in Ukraine	internal analytics

# Partnership as a factor of the UCF strategic development

The Partnership is regarded by the Foundation as one of extensive resources of own development. The following target groups are deemed to be potential partners:

- Public authorities at all levels;
- Institutions that were established by Ukrainian public authorities;
- Foreign and domestic organisations from cultural, creative and audiovisual sectors;
- Citizens - consumers of the cultural product (they are our beneficiaries)
- Mass media;
- Representatives and organisations of Ukrainian expatriate community

The Foundation establishes and develops cooperation with Ukrainian governmental organizations and foundations; international organizations and programmes; foreign charity foundations, non-governmental organizations, and other institutions. In 2018, the Ukrainian Cultural Foundation concluded agreements on cooperation with the Adam Mickiewicz Institute (Poland), German Federal Foundation “Remembrance, Responsibility and Future” (German acronym EVZ), and the International Charity Foundation “Global Ukraine”. In particular, the UCF maintains active contact with the Ukrainian Book Institute, the Ukrainian Institute, the EU Delegation in Ukraine, the British Council in Ukraine, the Goethe Institute, and other members of the Ukrainian EUNIC cluster. The UCF maintains various types of interactions with actual and potential partners - from the initiation and implementation of joint competitive or institutional programmes on condition of the combination of financial and expert resources in the general coordination of activities with a view to strengthening the information influence on the society and professional environment as well as joint interests lobbying in the field of culture and creative industries.

As the basic risks associated with establishment and development of successful partnership relations the Foundation regards competition between various institutions, complex bureaucratic procedures of the Ukrainian public sector, inactivity of communities / citizens with regard to participation in the processes of creating a joint future, mass social migration, force majeure circumstances including martial law. Powerful and timely communication campaigns, openness and transparency of mechanisms of its activities are regarded by the UCF as the key factors in elimination of these risks.

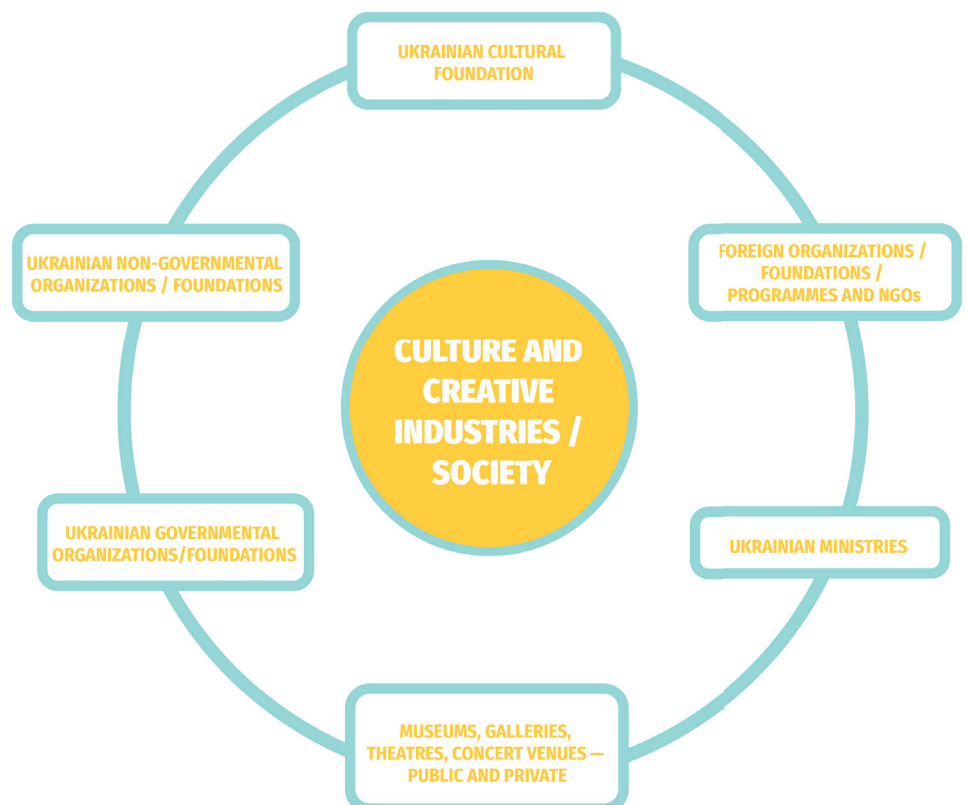


Diagram 6. The UCF and its partners in the ecosystem of culture and creativity in Ukraine

## Strategy approval procedure and amendments introduction

The UCF Strategy 2019-2021 is prepared and submitted under the statutory procedure by the Directorate of the Foundation to the Supervisory Board of the Foundation and is approved at the meeting of the Supervisory Board of the Foundation by at least 2/3 of the overall composition of the Supervisory Board.

The changes in the UCF Strategy 2019-2021 can be made not more often than once per calendar year. These changes should be fundamental and well-grounded, must be aimed at improvement of the effectiveness of implementation of grant and institutional programmes of the UCF, and must contribute to full-fledged achievement of strategic and operative goals of the Foundation. The changes in the UCF Strategy 2019-2021 can be prepared in the form of a proposal by the Head of the Supervisory Board, members of the Supervisory Board comprising at least one third of the overall composition of the Supervisory Board, the Directorate of the Foundation, and the Executive Director of the foundation. The changes in the strategy of the Foundation must pass the public consultation stage; opinions and suggestions of the public should be adequately taken into consideration during the preparation of the final draft of changes in the UCF Strategy 2019-2021. In accordance with the Law of Ukraine “On the Ukrainian Cultural Foundation”, the meeting of the Supervisory Board of the Foundation is convened, at which the decision on amending the UCF Strategy 2019-2021 is made in accordance with the procedure established by law (at least 2/3 of the votes of the members of the Supervisory Board of the Foundation); the decision is duly documented in a proper manner; the fundamental document of the Strategy is amended and made public after that.

## Appendix 1: Terms and definitions

This Appendix contains an alphabetical listing of definitions of terms from the area of cultural policy and project management used in the Strategy and other documents of the UCF. The documents stipulated in *Appendix 3: List of sources* serve as the basis for this particular definition or interpretation.

**Beneficiaries** are recipients of particular benefits resulting from the implementation of the project.

**Business-angels** are private actors who often have a high income and, as a general rule, certain business experience, and invest part of their personal assets in a new private sector and business projects. Business-angels can invest individually or as part of a syndicate, where one angel usually takes the lead. In addition to capital, business angels share their experience in business management, skills and contacts. Besides, experienced angels know that they may have to wait for a long time until their investment is returned. Therefore, they can be a good source of “smart and patient” capital. Business-angels are of paramount importance in the economy. In many countries, they are the second largest outside financing source in newly-established enterprises, after family and friends. They are becoming increasingly important in providing risk capital and contribute to economic and technical advance.

**Ecosystem of culture and creative industries** — this expression is used to identify relations and patterns of how different parts of the cultural world are interrelated. Three models of understanding of cultural ecology can be distinguished. The first model is the understanding of culture from the perspective of the creative cycle: new cultural events and forms rest on the previous experience, create something new, become sustainable, and then, in turn, are processed. The second model focuses on tracking networks and relations. It helps to show how durable and productive cultural ecology is. The third model states that there are four primary roles that must be fulfilled within the scope of any cultural ecology a) guards who care for the culture of the past; b) platforms providing space for modern culture; c) connectors that make things happen and unite other parts of the system; d) nomads - all of us who interact with the other three roles as artists or spectators. These ecosystems are dynamic, productive and complex; perception of culture as an ecosystem, not only as economy opens new ways to describe and understand the processes of development of the field of cultural.

**Interested parties / stakeholders** are individuals and legal entities that have a legitimate interest in the activities of the organization, they depend on it or can influence its activities to a certain extent.

**Cultural activity and cultural goods and services** are such activities / goods / services, which, from the perspective of a particular feature, use or goal, embody or convey cultural expressions regardless of their potential commercial value. Cultural activity can be self fulfilling or it can contribute to the manufacture of cultural goods and services.

**Creative economy** is a set of types of economic activity using the potential of “creative assets” (creativity as such, knowledge and access to data) and associated with various aspects of human and social development and the economy in general. Creative economy is scenario of civilizational development that requires innovative and multidisciplinary solutions in the sphere of public policy and cross-sectoral and intersectoral interaction. Creative industries constitute the core of creative economy.

**Cultural meaning** is a symbolic meaning, artistic aspect and cultural values based on cultural identity as a source or representing such identity.

**Creative industries** – this phrase is used to denote a wide range of activities in which cultural content is used as an initial resource. Creative industries have a cultural dimension and mainly functional (mass) products, and integrate creative elements into a wide range of economic relations. They include, for example, architecture and various types of design, fashion, cooking, advertising etc.

**Culture and creative industries / cultural, creative and audiovisual sectors** – there is a number of terms in Ukrainian that are currently used to define the scope of activities of the UCF: “cultural and creative sectors” / “cultural and creative industries” / “cultural, creative and audiovisual sectors” / “culture and the arts”/ “culture and creative industries”. Two terms are used as synonyms in the text of the Strategy. The first one - “culture and creative industries” - corresponds to the definition presented in Section I of Article 1 of the Law of Ukraine “On Culture”. The second one - “cultural, creative and audiovisual sectors” - is used in the Creative Europe Programme of the European Union and is the most appropriate with respect to actual activities of the Foundation. The Creative Europe Programme consists of two subprograms: “Culture” which provides for the promotion of creative and cultural sectors; and Media which provides for the development of support and distribution of audiovisual works. Since competitive programmes of the UCF include a special programme for the audiovisual sector, then the use of the term “cultural, creative and audiovisual sectors” is well-grounded for the Foundation as well.

**Cultural and creative industries (CCI)** – the suggested definition of “cultural and creative industries” is based on the generalization of approaches stipulated in policy papers of UNESCO, European Union, and works of researchers and analysts of the EU countries. Cultural and creative industries - a wide range of activities based on cultural values, artistic and other creative manifestations regardless of whether these activities are market-oriented and regardless of commercial or non-commercial status of its subject. Such activities include the development, creation, production, distribution and storage of goods and services that embody cultural, artistic and other creative expressions, as well as related functions, such as education or administration. The distinction between “cultural industries” and “creative industries” can be significant in some cases.

**Cultural industries** are activities associated with the production of goods or services that have a significant specific property, use or purpose in the form of a cultural expression regardless of commercial value they may have. In addition to traditional artistic sectors (performance and visual arts, cultural heritage), they include publishing, multimedia, audiovisual, phonographic and cinematographic business, as well as arts and crafts and design.

**Cultural practices** are sequences of interaction or behaviour that are characteristic of a particular culture. These practices include the use of the cultural product. The practices present knowledge of “what is to be done, when and where”, as well as of standards of interaction acceptable in a particular culture.

**Cultural operator** is a collective term for various types of professionals in the field of culture and creative industries, such as the manager of a company, cultural centre or cultural projects; producer; director; creative director; researcher etc. Sometimes this term is used to denote cultural organizations.

**Cultural product** is a tangible or intangible product of a particular culture that exhibit the prospects of this culture. Examples of tangible product are as follows: painting, cathedral, literary writing, chopsticks. Examples of intangible product are as follows: verbal tale, dance, sacred ritual, educational system, law. Cultural product may have the form of a “cultural good” or a “cultural service” representing cultural, artistic and other creative expressions.

**A network** is a group or system of interrelated people or things. Networking is a process that facilitates the exchange of information and ideas between people or groups that have common interests. Networking can be personal (social) or business. Networking of institutions is a common global practice. Thus, the European Networks constitute an important area of funding for the Creative Europe Programme of the European Union. The 28 selected networks are experienced Pan-European membership organizations involving thousands of cultural operators and professionals. Together they represent about 4,000 organizations in Europe and beyond from



various sectors, including music, design, cultural heritage, performance arts and festivals, as well as educational and research activities. They promote internationalization of the career of artists, best practices, as well as new business and management models. In addition, they are aimed at creating conditions for the transfer of skills, competences and know-hows among the counterparts.

**Expansion (accumulation) of the audience** means promotion of the interest of the audience, improvement of access to products of cultural, creative and audiovisual sectors. The expansion (accumulation) of the audience is one of new priorities of the Creative Europe Programme which is particularly aimed at developing the cinema literacy. A recent study on the expansion (accumulation) of the audience carried out by the European Commission was aimed at providing cultural leaders within the organization with the means to make a well-founded transition to such organization that would be more focused on the audience, both internally and externally.

**Creating / distribution / promotion / use of the cultural product and / or cultural goods and services** is an activity aimed, in particular, at preserving and developing the national cultural and artistic tradition, forming a strong national language and cultural identity and patriotism of citizens of Ukraine, protecting cultural identity and sovereignty of Ukraine in the globalized world through maintaining integrity of the national information cultural space and validity of national culture through supporting the development of national cultural industries and promoting the creative work of Ukrainian painters and people of culture, through meeting and stimulating development of creative and spiritual needs of citizens of Ukraine. The concept of innovative and competitive cultural product was used in the scope of description of competitive programmes of the Foundation. Focus on innovation implies the use of cutting-edge experience of the relevant sector in order to improve the qualitative and quantitative indicators of the cultural product, the primary focus on the effectiveness of results obtained and the potential competitive ability. Competitive ability can be determined by several indicators: influence on the cultural sector, high quantitative and qualitative indicators compared to other similar cultural products, an innovative component, promoting the development of the potential of an individual and society in general.

**Participation in / involvement in cultural activity** – the simulation of participation is of key interest for decision makers; moreover, existing relevant models can mean better decision-making and more efficient allocation of resources. Cultural activity is no exception, especially given its importance for state policy. There are two key indicators of demand for cultural activity: participation and frequency of participation also referred to as involvement. The analytics is indicative of the impact on participation / involvement of gender, education, socio-economic group and economic status, as well as geographic marker.

**Cultural expressions forms** mean such forms of self-expression that derive from the creativity of individuals, groups or societies and have cultural content.

## Appendix 2: List of legislative acts and documents that serve as a basis of the cultural policy of Ukraine based on which priority activities of the UCF were identified

1. White Paper on intercultural dialogue “Living Together as Equals in Dignity”, Council of Europe / The Ministry of Culture and Tourism of Ukraine. - Official publication - Kyiv: Oranta Publishing House, 2010. - 48 p.
2. The Davos Declaration 2018 “Towards a high-quality Baukultur for Europe”, signed by Ukraine on 22.01.2018
3. Long-term strategy for the development of Ukrainian culture is a reform strategy that was approved by the Ordinance of the Cabinet of Ministers of Ukraine on 01.02.2016 under No. 119-r
4. European Cultural Convention, ratified by the Verkhovna Rada of Ukraine on 24.02.1994
5. European Charter for Regional and Minority Languages, ratified by Law No. 802-IV of 15.05.2003
6. The Law of Ukraine “On Culture” as at 02.10.2018
7. The Law of Ukraine “On the Ukrainian Cultural Foundation” as at 03.07.2018
8. UNESCO Convention on the protection and promotion of the diversity of cultural expressions, ratified by Law No. 1811-VI (1811-17) of 20.01.2010
9. Convention Concerning the Protection of the World Cultural and Natural Heritage, ratified by Decree of the Presidium of the Verkhovna Rada of Ukraine No. 6673-XI (6673-11) of 04.10.2013
10. UNESCO Convention for the Safeguarding of the Intangible Cultural Heritage, ratified by the Ministry of Internal Affairs of Ukraine on 27.08.2008
11. Programme of the Cabinet of Ministers of Ukraine approved by Resolution of the Verkhovna Rada of Ukraine No. 26-VIII of 11.12.2014
12. The Draft Law of Ukraine “On the National Cultural Product” was taken as the basis pursuant to Resolution of the Verkhovna Rada of Ukraine No. 3517-VI of 06/15/2011
13. The Draft Law of Ukraine “On the Sustainable Development Strategy for Ukraine by 2030” of 07.08.2018
14. Council of Europe Framework Convention on the Value of Cultural Heritage for Society, ratified by Law No. 581-VII of 19.09.2013
15. Resolution “Transforming our World: the 2030 Agenda for Sustainable Development” adopted by the UN General Assembly on 25.09.2015
16. Medium-term plan of priority actions of the Government until 2020, approved by the Ordinance of the Cabinet of Ministers of Ukraine on 03.04.2017 under No. 275-r
17. Sustainable Development Strategy “Ukraine - 2020”, approved by Decree of the President of Ukraine No. 5/2015 of 12.01.2015
18. The Agreement on Association between Ukraine, on the one part, and the European Union, European Atomic Energy Community, and their member states, on the other part, ratified by the Order of the President of Ukraine No. 1678-VII of 16.09.2014
19. Agreement for Coalition of Deputy Factions “European Ukraine” concluded with the Verkhovna Rada of Ukraine on 27.11.2014

## Appendix 3: Sources

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<http://data.chytomo.com/>
2. Research "Ukrainian Theatre". Kyiv, NGO "Cultural Assembly"  
[https://www.facebook.com/events/498529980656560/?active\\_tab=discussion](https://www.facebook.com/events/498529980656560/?active_tab=discussion)
3. Research and preservation of the architecture of interwar modernism in Uzhhorod. Uzhhorod, NGO "Uzhhorod City Institute"  
<https://www.facebook.com/uzhhorod.modernism/>
4. The study of the fashion business in Ukraine. Kyiv, self-employed individual Varava Anna Oleksandrivna  
[https://ucf.in.ua/news/fashion\\_study](https://ucf.in.ua/news/fashion_study)
5. "Polyphony - an endangered collection of European heritage". Paris-Kyiv, the national centre of folk culture "Ivan Honchar Museum"  
<https://www.polyphonyproject.com/uk>

### **Reports prepared under the auspices of the EU Culture Programme - Eastern Partnership 2 (2015-2018) "Culture and Creativity"**

6. The UNESCO Culture for Development Indicators (2017). Analytical Brief for Ukraine:  
[https://www.culturepartnership.eu/upload/editor/2017/Policy%20Briefs/Abr-lv\\_C&C\\_photo\\_UA.pdf](https://www.culturepartnership.eu/upload/editor/2017/Policy%20Briefs/Abr-lv_C&C_photo_UA.pdf)
7. Development of cultural and creative industries in Ukraine (Christina Fariña, 2018):  
<https://www.culturepartnership.eu/ua/article/creative-industries-study-for-ukraine>
8. Increasing the potential of cultural heritage in Ukraine: expert recommendations (2017)  
<https://www.culturepartnership.eu/ua/article/increasing-the-potential-of-cultural-heritage-in-ukraine-expert-recommendations>
9. Documents on assessment of the state of things in cultural and creative sectors of Ukraine and other Eastern Partnership countries, including the files of the Eastern Partnership Cultural Observatory (in English, Russian and other languages; 2016-2017):  
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10. Sandell, T., Skyba, M., Hloor, L., Billets, T. Analytical Report on the state of culture and cultural policy in Ukraine. (2012)  
[https://www.culturepartnership.eu/upload/editor/2017/DOCS/\\_EaP%20Culture%20Base-line%20Report%20UKRAINE%20\(Ukrainian\).pdf](https://www.culturepartnership.eu/upload/editor/2017/DOCS/_EaP%20Culture%20Base-line%20Report%20UKRAINE%20(Ukrainian).pdf)

11. Appendix to the Analytical Report on the state of culture and cultural policy in Ukraine. (2015)  
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12. Long-term strategy for the development of culture in Ukraine until 2025  
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### **Some documents defining the internationally recognized development trends in cultural policy**

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# Appendix 4: Schedule of implementation of the UCF programmes in 2019

GRANT PROGRAMMES	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Creating an Innovative Cultural Product</b>												
Individual National Projects		■	■	■	■	■	■	■	■	■	■	■
National Cooperation Projects		■	■	■	■	■	■	■	■	■	■	■
International Cooperation Projects		■	■	■	■	■	■	■	■	■	■	■
<b>Trainings. Exchanges. Residencies. Debuts.</b>												
Educational programmes		■	■	■	■	■	■	■	■	■	■	■
Mobility and exchange programmes		■	■	■	■	■	■	■	■	■	■	■
Residencies		■	■	■	■	■	■	■	■	■	■	■
Debuts		■	■	■	■	■	■	■	■	■	■	■
<b>Ukrainian Cultural Monitor</b>												
Intersectoral (cross-disciplinary) applied research or research into a particular sector or problem		■	■	■	■	■	■	■	■	■	■	■
Development and Implementation of Cultural Monitor Programmes and Methodology		■	■	■	■	■	■	■	■	■	■	■
<b>Prominent Events for Ukrainian Culture</b>												
Supporting Prominent Events in Ukraine		■	■	■	■	■	■	■	■	■	■	■
Supporting Ukrainian Participation in the International Prominent Events		■	■	■	■	■	■	■	■	■	■	■
<b>Strengthening Capacity of Ukrainian Audiovisual Sector</b>												
Supporting Pre-production and Screenwriting in Audiovisual Sector		■	■	■	■	■	■	■	■	■	■	■
Education projects in the audiovisual sector		■	■	■	■	■	■	■	■	■	■	■
Production and Post-production of Ukrainian TV-product		■	■	■	■	■	■	■	■	■	■	■
Production and Post-production of Live-action, Documentary and Animated Movies		■	■	■	■	■	■	■	■	■	■	■
Promotion of National Audiovisual Sector		■	■	■	■	■	■	■	■	■	■	■
<b>Inclusive arts</b>												
Inclusive artistic projects		■	■	■	■	■	■	■	■	■	■	■
Projects (for) communities: models for the development of inclusive infrastructure, education and training, social adaptation		■	■	■	■	■	■	■	■	■	■	■
<b>Promoting culture and local development</b>												
Audience development					■	■	■	■	■	■	■	■
Big capital of culture *								■	■	■		
Small capital of culture *								■	■	■		
<b>Networking</b>												
Lot1 (Under Development) *								■	■	■		
Lot2 (Under Development) *								■	■	■		

Jan Feb Mar Apr May Jun Jul Aug Sep Oct Nov Dec

**INSTITUTIONAL PROGRAMMES**

Analytics and applied research												
Rulemaking												
Coordinating groups												
Business-angels club												
Partner programmes												
Communication campaigns												

- Application submission
- Competitive selection
- Implementation of grant projects
- Verification of reports
- Reporting and the UCF activity analysis

\* The projects will be implemented in 2020

To be implemented over the course of the year

