

**OPERATIONAL PLAN**  
**for the implementation of the *Strategy for the Development of Culture in Ukraine until 2030*, during the period 2025–2027**

| Task Title                                                                                                                                                                                                  | Activity Title                                                                                                                                                                                                                                                               | Responsible Entity                                                                                                                                                                                                                                          | Implementation Timeline | Performance Indicator                                                                                                                                                                                                    |
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| <b>Strategic Objective 1: Strengthening human capital through cultural practices</b>                                                                                                                        |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                             |                         |                                                                                                                                                                                                                          |
| <b>Operational Objective 1: Integration of culture into the national security system</b>                                                                                                                    |                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                             |                         |                                                                                                                                                                                                                          |
| 1. Recognition of culture as a priority of Ukraine's national interests at the legislative level                                                                                                            | Development and submission to the Cabinet of Ministers of Ukraine of the draft Law of Ukraine "On Amendments to Certain Laws of Ukraine Regarding the Recognition of Culture as a Priority of Ukraine's National Interests"                                                  | MCSC                                                                                                                                                                                                                                                        | 2025                    | Draft law submitted by the Cabinet of Ministers of Ukraine to the Verkhovna Rada of Ukraine                                                                                                                              |
| 2. Updating the legal and regulatory framework for the preservation and development of cultural heritage, as well as the safeguarding and restoration of national memory as components of national security | Development and submission to the Cabinet of Ministers of Ukraine of the draft Law of Ukraine "On the Fundamentals of the State Policy of National Memory of the Ukrainian People"                                                                                           | Ukrainian Institute of National Memory, MCSC                                                                                                                                                                                                                | 2025                    | Draft law submitted by the Cabinet of Ministers of Ukraine to the Verkhovna Rada of Ukraine.                                                                                                                             |
| 3. Involving cultural experts as key participants in strategic planning for security and recovery processes at all levels of state governance                                                               | Preparation of recommendations and explanatory guidelines for the development of national, regional, and local cultural policies with the participation of cultural sector representatives, aimed at institutionalising the role of culture in security and recovery efforts | MCSC, Ministry for Communities, Territories and Infrastructure Development of Ukraine, Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, Kyiv and Sevastopol City State Administrations (military administrations) | 2025                    | Relevant recommendations and guidelines prepared and disseminated among stakeholders; inclusion of cultural sector representatives in the respective working groups and councils at national, regional, and local levels |

## Operational Objective 2: Decolonization and Overcoming Imperial Narratives and Practices of Silencing in Culture

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| 4. Implementation of initiatives aimed at the decolonisation and de-imperialization of the cultural context and cultural heritage               | 1) Conducting an inventory of the Museum Fund of Ukraine using modern digital technologies                                                                         | MCSC, other central executive authorities, Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, Kyiv and Sevastopol City State Administrations (military administrations), local self-government bodies (subject to consent) | 2025–2027 | Inventory of the Museum Fund of Ukraine completed; relevant findings and recommendations prepared. |
|                                                                                                                                                 | 2) Organisation of training seminars and workshops for museum professionals on attribution and museum fund management practices                                    | MCSC, relevant higher education institutions (subject to consent), Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, Kyiv and Sevastopol City State Administrations (military administrations)                            | 2026–2027 | No fewer than five events were conducted with participation from all regions of Ukraine.           |
|                                                                                                                                                 | 3) Development of scientific and methodological recommendations on the proper attribution of items within the Museum Fund of Ukraine and cultural heritage objects | MCSC                                                                                                                                                                                                                                                               | 2026      | Relevant recommendations were developed and disseminated among stakeholders.                       |
| 5. Reframing memory culture as a participatory practice; fostering public dialogue around contested memories of the imperial and Soviet periods | 1) Organisation of experience-sharing events on best participatory practices for commemorating historical memory                                                   | Council of Ministers of the Autonomous Republic of Crimea; Regional State Administrations; Kyiv and Sevastopol City State Administrations (military administrations); Ukrainian Institute of National Memory; MCSC                                                 | 2026–2027 | No fewer than four events have been held                                                           |

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|                                                                                                             | 2) Development and implementation of a nationwide information campaign addressing contested memories of the imperial and Soviet periods                                                                                                                | MCSC; Ukrainian Institute of National Memory; State Committee for Television and Radio Broadcasting; Council of Ministers of the Autonomous Republic of Crimea; Regional State Administrations; Kyiv and Sevastopol City State Administrations (military administrations)                                                                                                                                                                                                                                              | 2026      | A nationwide information campaign on contested memories of the imperial and Soviet periods has been developed and implemented. |
| 6. Creating conditions for the development of contemporary art that facilitates historical reinterpretation | 1) Development and implementation of a grant initiative to support art projects aimed at fostering historical reinterpretation                                                                                                                         | Ukrainian Cultural Foundation (subject to consent); Ukrainian Institute of National Memory; MCSC; The Ukrainian State Film Agency (Derzhkino)                                                                                                                                                                                                                                                                                                                                                                          | 2026      | At least one grant program/lot implemented                                                                                     |
|                                                                                                             | 2) Support for initiatives aimed at researching, promoting, and reintegrating into Ukraine's cultural and informational space the creative heritage of Ukrainian artists who were repressed or whose works were appropriated by the Russian Federation | MCSC; Ukrainian Institute of National Memory; Ministry of Education and Science of Ukraine (MES); National Academy of Arts of Ukraine (subject to consent); national creative unions (subject to consent); Ukrainian Center for Cultural Studies (subject to consent); Ukrainian Cultural Foundation (subject to consent); Council of Ministers of the Autonomous Republic of Crimea; Regional, Kyiv and Sevastopol City State Administrations (military administrations); The Ukrainian State Film Agency (Derzhkino) | 2026–2027 | Research and public events conducted.                                                                                          |

### Operational Objective 3: Encouraging the Creation of High-Quality Cultural and Creative Products and Stimulating Demand

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| 7. Strengthening Local and National Cultural Initiatives through Funding for Individual Artistic Activities, Institutional and Project Funding, and Support for Partnerships                                       | Review of grant program directions aimed at supporting regional cultural initiatives                                                                | MCSC, State Institution "Ukrainian Cultural Foundation" (subject to approval)<br>State Institution "Ukrainian Book Institute" (subject to approval)<br>The Ukrainian State Film Agency (Derzhkino)                                                                                                                                | 2026–2027 | At least 35 projects implemented, aimed at supporting local cultural products for the promotion of regional cultural characteristics and heritage, the popularisation of Ukrainian literature, and the promotion of reading within the region |
| 8. Expansion of the range and quantity of high-quality and affordable Ukrainian-language cultural and creative products, and developing an effective mechanism for delivering these products to the mass consumer. | Studying the demand for book publications in public libraries                                                                                       | MCSC, State Institution "Ukrainian Book Institute" (subject to agreement), the Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol city state administrations (military administrations), local government bodies (subject to agreement)                                                    | 2025–2027 | Monitoring the demand for book publications in public libraries                                                                                                                                                                               |
| 9. Development of Interactive Digital Products for the Promotion of Ukrainian Culture and Accessing Cultural Services Online                                                                                       | 1) Organisation of educational events for artists, cultural workers, and filmmakers on the use of digital technologies to create cultural products. | MCSC, Ministry of Digital Transformation (MinTsifry), State Agency of Ukraine on Arts and Artistic Education (Art Agency), The Ukrainian State Film Agency (Derzhkino), State Institution "Ukrainian Cultural Fund" (subject to agreement), Ukrainian National Intellectual Property and Innovation Office (subject to agreement) | 2026-2027 | Development of an educational series for the Diya Education platform (Diya.Osvita).                                                                                                                                                           |
|                                                                                                                                                                                                                    | 2) Develop and implement digital platforms, information and communication systems, and mobile applications to promote Ukrainian culture.            | MCSC, State Institution "Ukrainian Book Institute" (subject to agreement), The Ukrainian State Film Agency (Derzhkino)<br>·                                                                                                                                                                                                       | 2027      | Development and implementation of the corresponding digital products                                                                                                                                                                          |
| 10. Creating Conditions for Access to Financing Tools for the Development of Creative Industries                                                                                                                   | 1) Studying global experience to implement a comprehensive approach to stimulating the development of creative                                      | MCSC, State Agency of Ukraine on Arts and Artistic Education (Art Agency), Ukrainian Centre for Cultural Studies (subject to agreement), State Institution "Ukrainian                                                                                                                                                             | 2025      | Preparation of an analytical report with recommendations for changing existing approaches                                                                                                                                                     |

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|                                                                                                   | industries (grants, protection, and monetisation of copyrights, etc.).                                                                                                     | Cultural Fund" (subject to agreement), The Ukrainian State Film Agency (Derzhkino)                                                                                                                                                                                                                                                                               |           | and introducing new financing tools for creative industries                                                          |
|                                                                                                   | 2) Development of a concept for comprehensive support of the creative industries in Ukraine.                                                                               | MCSC, Ukrainian Center for Cultural Studies (subject to agreement), State Agency of Ukraine on Arts and Artistic Education(Art Agency), Ministry of Economy (MinEkonomiky), State Institution "Ukrainian Cultural Fund" (subject to agreement), State Institution "Ukrainian Book Institute" (subject to agreement), The Ukrainian State Film Agency (Derzhkino) | 2026      | Issuance of the corresponding decree by the MCSC.                                                                    |
|                                                                                                   | 3) Creating conditions for the legalisation of self-employed artists and artisans to implement their cultural products                                                     | MCSC                                                                                                                                                                                                                                                                                                                                                             | 2026-2027 | Preparation of an analytical report; creation of a list of gaps and conflicts in legislation that require regulation |
| 11. Raising Awareness of Intellectual Property Rights for Cultural Products and Their Application | 1) Conducting training seminars on copyright for cultural product producers, artists, filmmakers, producers, and cultural managers, covering copyright and related rights. | MCSC, State Agency of Ukraine on Arts and Artistic Education(Art Agency), Ukrainian Centre for Cultural Studies (subject to agreement), Ukrainian National Intellectual Property and Innovation Office (subject to agreement), The Ukrainian State Film Agency (Derzhkino)                                                                                       | 2026-2027 | Conducting no fewer than 20 seminars, engaging over 1,000 participants                                               |
|                                                                                                   | 2) Development and dissemination of video materials explaining copyright for artists                                                                                       | MCSC, Ministry of Digital Transformation (MinTsifry), State Agency of Ukraine on Arts and Artistic Education(Art Agency), The Ukrainian State Film Agency (Derzhkino), Ukrainian National Intellectual Property and Innovation Office (subject to agreement)                                                                                                     | 2026      | Development of an educational series for the Diya Education platform (Diya.Osvita).                                  |

#### Operational Objective 4: Supporting Mental Health Through Cultural Practices

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| 12. Creation of Cultural and Artistic Programs for Psychological Support and Social Reintegration                     | 1) Development of a national training program for working with vulnerable groups of the population (war veterans, internally displaced persons, persons with disabilities, citizens affected by the armed aggression of the Russian Federation against Ukraine) | MCSC, Ministry of Education and Science of Ukraine (MON), Ministry of Health of Ukraine (MOZ), Ministry of Veterans Affairs (MinVeteraniv), Ministry of Social Policy (MinSotsPolitiky), Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol city state administrations (military administrations), The Ukrainian State Film Agency (Derzhkino) | 2026-2027 | Development and implementation of the National Program; coverage of over 5,000 participants.                                           |
|                                                                                                                       | 2) Introduction of thematic training and certification courses for cultural institution staff                                                                                                                                                                   | MCSC, Ministry of Education and Science of Ukraine (MON), Ministry of Health of Ukraine (MOZ), Ministry of Veterans Affairs (MinVeteraniv), Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol city state administrations (military administrations), The Ukrainian State Film Agency (Derzhkino)                                              | 2027      | Introduction of training and certification courses                                                                                     |
|                                                                                                                       |                                                                                                                                                                                                                                                                 | MCSC, MOZ                                                                                                                                                                                                                                                                                                                                                                             | 2026      | Publication of a report on the analysis of international experience                                                                    |
| 13. Ensuring the Integration of Cultural Practices into Psychological Support and Mental Health Preservation Programs | 3) Study of international experience in rehabilitation through art, cinema, and integration of best practices                                                                                                                                                   | Ministry of Veterans Affairs (MinVeteraniv), The Ukrainian State Film Agency (Derzhkino)                                                                                                                                                                                                                                                                                              | 2027      | Implementation of recommendations into rehabilitation programs                                                                         |
|                                                                                                                       | 1) Analysis of global practices in psychosocial rehabilitation through culture and preparation of recommendations for their adaptation in Ukraine                                                                                                               | MCSC, MOZ                                                                                                                                                                                                                                                                                                                                                                             | 2025      | Publication of a report on the analysis of global practices; development of recommendations for integration into the Ukrainian context |

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| 2) Development of methodological materials for integrating cultural practices into psychosocial support                                | MCSC, Ministry of Health of Ukraine (MOZ), State Institution "Centre for Public Health of the Ministry of Health of Ukraine" (subject to agreement) | 2026 | Development and dissemination of the relevant methodological materials to healthcare and cultural institutions |
| 3) Study of the experience of public libraries in EU countries regarding mental health support, social integration, and rehabilitation | MCSC, Ukrainian Centre for Cultural Studies (subject to agreement)                                                                                  | 2026 | Publication of research findings; development of recommendations for integration into the Ukrainian context    |

**Operational Objective 5: Development of Social and Civic Competencies Through Culture and Creative Industries, Promoting the Affirmation of Ukrainian National Identity**

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| 14. Introduction of Programs to Support Cultural Projects that Promote the Development of Critical Thinking, Creativity, Civic Responsibility, Tolerance, Inclusivity, and Liberal Values, and Strengthen Ukrainian National Identity | 1) Conducting information campaigns to strengthen Ukrainian national and civic identity                                                  | MCSC, Ministry of Youth and Sports (MinMolodSport), Ministry of Reintegration of the Temporarily Occupied Territories (MinNatsYednosti), Public Joint-Stock Company "National Public Broadcasting Company of Ukraine" (NTU) (subject to agreement) | 2026-2027 | At least two information campaigns have been conducted to promote the values of responsibility and dignity. |
|                                                                                                                                                                                                                                       | 2) Holding cultural festivals, film festivals, exhibitions, and other events that promote respect for oneself and others through culture | MCSC, Ministry of Reintegration of the Temporarily Occupied Territories (MinNatsYednosti), regional, Kyiv city state administrations (military administrations), The Ukrainian State Film Agency (Derzhkino)                                       | 2026-2027 | At least three cultural events were conducted that promote respect for oneself and others through culture.  |
|                                                                                                                                                                                                                                       | 3) Raising awareness among cultural institutions and arts education staff regarding inclusivity and non-discrimination.                  | MCSC, State Agency of Ukraine on Arts and Artistic Education(Art Agency).                                                                                                                                                                          | 2026      | At least two training sessions were conducted for the staff of cultural institutions and arts education     |
| 15. Study and Support of Practices for Interaction Between Culture and Creative Industries with Other Sectors                                                                                                                         | ch on the role, place, significance, and cross-sectoral                                                                                  | Ukrainian Centre for Cultural Studies (subject to agreement), State Agency of Ukraine on Arts and Artistic Education(Art Agency), MCSC                                                                                                             | 2026      | Preparation of an analytical report with relevant conclusions and recommendations for                       |

(social issues, healthcare, ecology, territorial community recovery, entrepreneurship development, etc.) to Conduct Research on the Role, Place, Significance, and Cross-Sectoral Impact of Culture in Addressing Key Social Research

impact of culture in addressing key social issues

addressing key social issues at the level of territorial communities, regions, and the state

### **Operational Objective 6: Restoring Human Resource Capacity in the Cultural Sector**

16. Implementation of a Regular System for Analysing Human Resource Needs in the Cultural Sector by Region

Annual study of human resource needs in the cultural sector by region

Ukrainian Centre for Cultural Studies (subject to agreement), State Agency of Ukraine on Arts and Artistic Education(Art Agency), MCSC, Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations), The Ukrainian State Film Agency (Derzhkino)

2025-2027

Annual analytical reports prepared with relevant conclusions and recommendations

17. Strengthening the Competencies of Cultural and Creative Industry Workers in Audience Engagement and Development

1) Analysing the competencies needed by cultural sector workers for audience engagement.

Ukrainian Centre for Cultural Studies (subject to agreement), State Agency of Ukraine on Arts and Artistic Education(Art Agency), MCSC, Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations), The Ukrainian State Film Agency (Derzhkino)

2026

Analytical report prepared with relevant conclusions and recommendations

2) Organising a series of practical workshops with experts on marketing and audience development.

MCSC, Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol city state administrations (military administration), and the Ukrainian State Film Agency (Derzhkino).

2027

At least six workshops have been held in various regions.



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|                                                                                                                               | 3) Conducting a market study of cultural services to identify current needs and challenges                                                                                       | Ukrainian Centre for Cultural Studies (subject to agreement), State Agency of Ukraine on Arts and Artistic Education(Art Agency), MCSC, Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations), The Ukrainian State Film Agency (Derzhkino) | 2027 | Analytical report prepared with relevant conclusions and recommendations                     |
| 18. Reforming the Professional Qualification System in the Cultural Sector and Creative Industries, Including the Film Sector | 1) Development and submission to the Cabinet of Ministers of Ukraine of a draft law “On Amendments to Certain Laws of Ukraine Regarding the Management of Cultural Institutions” | MCSC, State Agency of Ukraine on Arts and Artistic Education(Art Agency), The Ukrainian State Film Agency (Derzhkino)                                                                                                                                                                                                               | 2025 | Draft law submitted by the Cabinet of Ministers of Ukraine to the Verkhovna Rada of Ukraine. |
|                                                                                                                               | 2) Amendments to the Law of Ukraine “On Culture” and other special laws regarding mandatory continuous professional development of cultural institution employees                | MCSC, State Agency of Ukraine on Arts and Artistic Education (Art Agency)                                                                                                                                                                                                                                                           | 2026 | Draft law submitted by the Cabinet of Ministers of Ukraine to the Verkhovna Rada of Ukraine. |
|                                                                                                                               | 3) Study of the need to update qualification requirements for professions in the cultural sector, taking into account modern trends                                              | Ukrainian Centre for Cultural Studies (subject to agreement), State Agency of Ukraine on Arts and Artistic Education(Art Agency), MCSC, The Ukrainian State Film Agency (Derzhkino)                                                                                                                                                 | 2026 | Analytical report with relevant conclusions and recommendations.                             |
|                                                                                                                               | 4) Development of qualification requirements for managerial staff in the cultural sector, project and exhibition curators, conservators, and                                     | MCSC, State Agency of Ukraine on Arts and Artistic Education(Art Agency), Ukrainian Centre for Cultural Studies (subject to agreement)                                                                                                                                                                                              | 2027 | Developed and approved the qualification requirements manual                                 |

communication specialists in  
the cultural field

5) Update of the National  
Classifier of Ukraine  
"Professional Classification"  
DK 003:2010

Ministry of Economy of Ukraine  
(MinEconomi), MCSC, State Agency of  
Ukraine on Arts and Artistic Education(Art  
Agency)

2025-2027

Changes to the National  
Classifier of Ukraine  
"Professional Classification" DK  
003:2010, developed and  
approved by the Ministry of  
Economy

6) Update of the qualification  
characteristics directory for  
professional workers in the  
cultural sector

MCSC, State Agency of Ukraine on Arts and  
Artistic Education(Art Agency)

2025-2027

Updated directory of  
qualification characteristics for  
professional workers in the  
cultural sector

19. Enhancing the  
Effectiveness of Professional  
Pre-Higher and Higher Cultural  
and Artistic Education

1) Update the standards  
for professional pre-higher  
education in the artistic field

MCSC, State Agency of Ukraine on Arts and  
Artistic Education(Art Agency), State Film  
Agency of Ukraine (Dergkino)

2025-2026

Standards for professional pre-  
higher education in the following  
specialisations were developed  
and approved by MCSC: B 1, B  
2, B 3, B 4, B 5, B 6, B 13, B 14

2) Develop  
methodological  
recommendations for the  
introduction of dual education  
programs in higher and  
professional pre-higher artistic  
education institutions

MCSC, State Agency of Ukraine on Arts and  
Artistic Education(Art Agency), The Ukrainian  
State Film Agency (Derzhkino)

2026

Methodological  
recommendations on dual  
education in artistic pre-higher  
and higher education institutions  
approved by the MCSC

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| 3) Development and approval of the Concept of Professional Artistic Colleges as centres for human resources in the cultural sector at the local level | MCSC, State Agency of Ukraine on Arts and Artistic Education(Art Agency), Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv city and Sevastopol city administrations (military administrations) | 2026 | Concept of professional artistic colleges developed and approved by the MCSC |
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**Strategic Objective 2: Protection, Preservation, Enhancement, and Use of Cultural Heritage and Cultural Assets**

**Operational Objective 1: Safeguarding Cultural and Documentary Heritage during Martial Law and Emergencies**

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| 20. Develop a system for prompt and effective response to threats to cultural and documentary heritage posed by various types of emergencies (technogenic, natural, social, and military). | 1) Establish an interagency working group to develop a unified mechanism to ensure the timely evacuation of cultural assets.                                    | The Secretariat of the National Security and Defence Council of Ukraine (subject to approval)<br>MCSC<br>Ministry of Defence<br>Ministry of Internal Affairs<br>Ministry of Foreign Affairs                                                                                                                                                               | 2025             | The regulations on the working group and the official composition of its members have been developed and approved.                                                                                                                                                                                      |
|                                                                                                                                                                                            | 2) Development of an action plan for conducting emergency response training for employees of state and municipal museums, as well as local rapid response teams | MCSC<br><br>Cultural Institutions (Museums) (subject to approval)<br><br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations)<br>Cultural Institutions (Museums) (subject to approval)<br>Local Self-Government Authorities (subject to approval)<br>MCSC | 2026<br><br>2027 | An instruction manual and informational reference materials have been developed for emergency response training for employees of state and municipal museums.<br>An action plan for conducting emergency response training for employees of state and municipal museums has been prepared and approved. |

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| 21. Implementation of a Risk Assessment System for Museum Collections and Conducting Risk Assessment for Areas of Potential Military Actions and Emergency Situations                                                                | 1) Conducting an assessment of the current situation — surveying museums to determine the volume of items removed (evacuated) with territorial prioritisation (front-line areas, de-occupied territories, etc.)            | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations) | 2025      | An analytical report has been prepared with relevant conclusions and recommendations. |
|                                                                                                                                                                                                                                      | 2) Development and updating of the risk assessment system for institutions that store cultural valuables.                                                                                                                  | Ukrainian Centre for Cultural Studies (subject to approval)<br>MCSC                                                                                          | 2026      | An analytical report has been prepared with relevant conclusions and recommendations. |
| 22. Improve the regulatory framework for ensuring the evacuation of museum collections and objects (museum holdings) in the event of security threats, creating conditions for ensuring the timely evacuation of cultural valuables. | 1) Updating the Regulations on the Museum Fund of Ukraine, approved by the Cabinet of Ministers of Ukraine Resolution No. 1147 dated July 20, 2000, regarding terminology related to the evacuation of cultural valuables. | MCSC                                                                                                                                                         | 2026      | A resolution of the Cabinet of Ministers of Ukraine has been adopted.                 |
|                                                                                                                                                                                                                                      | 2) Updating the procedure for the evacuation of cultural valuables.                                                                                                                                                        | MCSC                                                                                                                                                         | 2026      | The corresponding act of the Cabinet of Ministers of Ukraine has been adopted.        |
|                                                                                                                                                                                                                                      | 3) Ensuring the development of local, regional, national, or                                                                                                                                                               | Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations)<br>MCSC | 2025-2027 | Evacuation plans have been developed.                                                 |

international evacuation plans  
for cultural valuables.

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| 23. Creation and ensuring the operation of protected and specially equipped storage facilities for the preservation of museum objects and museum collections (museum object depositories); enabling the preservation of Ukrainian cultural heritage in the storage facilities of EU member states. | 1) Assess the existing stock of potential high-security storage facilities or shelters and identify possible sites for their establishment.                                                                                         | Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations)<br>MCSC | 2025      | An analytical report has been prepared, and a list of potential sites has been created.                                                                                   |
|                                                                                                                                                                                                                                                                                                    | 2) Establish a legal and regulatory framework for operating protected and specially equipped storage facilities to preserve museum objects (museum object depositories).                                                            | MCSC                                                                                                                                                         | 2025      | A legal and regulatory framework has been created to operate protected and specially equipped storage facilities to preserve museum objects (museum object depositories). |
|                                                                                                                                                                                                                                                                                                    | 3) Development of a network of national storage facilities or shelters in the safest locations in the country's western regions, with a capacity of more than 500,000 first-category exhibits and national cultural heritage items. | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations) | 2026-2027 | створено та забезпечено функціонування національних фондосховищ                                                                                                           |
| 24. Ensuring the implementation of obligations under the 1954 Hague Convention for the Protection of Cultural Property in the                                                                                                                                                                      | 1) Creation of a mechanism for interdepartmental cooperation between the MCSC, the Ministry of Defence, the General Staff of the Armed Forces, the Ministry of Internal                                                             | MCSC<br>Ministry of Defence<br>Ministry of Internal Affairs<br>Ministry of Foreign Affairs                                                                   | 2025      | The regulations on the working group and the staffing of its members have been developed and approved.                                                                    |

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| Event of Armed Conflict and its Protocols.                                                                                                                                                                                                                                                   | Affairs, and the Ministry of Foreign Affairs.                                                                                                                                                              |                                                                                                |           |                                                                                                                  |
|                                                                                                                                                                                                                                                                                              | 2) Acquisition of capabilities by a separate specialised unit within the Armed Forces to protect cultural property (Cultural Property Protection Unit - CPP Unit).                                         | General Staff of the Armed Forces (subject to approval)<br>Ministry of Defence<br>MCSC         | 2025      | Acquisition of capabilities by a separate specialised unit within the Armed Forces to protect cultural property. |
|                                                                                                                                                                                                                                                                                              | 3) Development of a legal and regulatory act to protect cultural heritage sites in the combat zone.                                                                                                        | MCSC<br>Ministry of Defence<br>Ministry of Internal Affairs                                    | 2025      | The corresponding act of the Cabinet of Ministers of Ukraine has been adopted.                                   |
| 25. Review existing methodologies and development of effective methods for assessing damage and losses to cultural heritage and implementing a support system for owners of cultural heritage sites that serve as residential premises, conducting regular assessments of damage and losses. | 1) Study the best global and Ukrainian practices and methodologies for assessing damage and losses to cultural heritage according to specific categories (immovable, movable, material, intangible, etc.). | MCSC<br>Ministry of Development<br>Ukrainian Centre for Cultural Studies (subject to approval) | 2025      | An analytical report has been prepared with proposals for updating the methodologies.                            |
|                                                                                                                                                                                                                                                                                              | 2) Based on the analysis's results, develop new methodologies and update existing ones for assessing damage and losses to cultural heritage.                                                               | MCSC<br>Ministry of Development<br>State Property Fund                                         | 2025-2026 | Methodologies have been developed and submitted for approval to the relevant authorities.                        |

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| 3) Conduct training sessions on the new methodology for employees of cultural institutions, local government authorities, and experts. | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations) | 2026      | At least five training sessions have been conducted; at least 500 specialists have been trained. |
| 4) Monitoring the effectiveness of the new methodology's implementation and adjusting it based on the data collected.                  | Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations)<br>MCSC | 2026-2027 | Annual reports on the effectiveness of the methodology have been prepared.                       |

**Operational Objective 2. Institutional and legal strengthening of the system for the protection of cultural and documentary heritage and cultural assets**

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| 26. Systematisation and review of the legal and regulatory framework in cultural heritage protection.                                                                    | 1) Conducting an audit of the legal and regulatory framework.                                                         | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations) | 2026 | A report has been prepared, and a list of gaps and conflicts in the legislation must be addressed has been compiled. |
|                                                                                                                                                                          | 2) Development of the Procedure for granting permits for works on cultural heritage monuments.                        | MCSC                                                                                                                                                         | 2026 | The corresponding act has been adopted.                                                                              |
| 27. The enrichment of cultural heritage through integrating contemporary art into the heritage protection system as a result of creating models for the museification of | 1) Prepare a roadmap for the museification of contemporary art and the operation of a future contemporary art museum. | MCSC                                                                                                                                                         | 2025 | A roadmap has been developed and approved by the MCSC order.                                                         |

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| contemporary art as new heritage.                                                                                                                               | 2) Development of models and tools for the museification of contemporary art.                                                                                                                    | MCSC                                                                                                                                                                     | 2025-2026 | A practical guide has been prepared.                                                                                                           |
|                                                                                                                                                                 | 3) Development of models for the future contemporary art museum.                                                                                                                                 | MCSC                                                                                                                                                                     | 2027      | Models have been developed and distributed among stakeholders.                                                                                 |
| 28. Development of a scientific and methodological framework for restoring cultural heritage monuments, considering the consequences of armed (combat) actions. | 1) Develop scientific and methodological recommendations for restoring cultural heritage monuments, considering international practices and the experience gained during the martial law period. | MCSC<br>Restoration Centres (subject to approval)                                                                                                                        | 2025      | Methodological recommendations have been approved and distributed among cultural institutions (owners, custodians of cultural heritage sites). |
|                                                                                                                                                                 | 2) Implement pilot projects to restore damaged cultural heritage monuments using the developed scientific and methodological framework.                                                          | Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv City, and Sevastopol City State Administrations (Military Administrations)<br>MCSC             | 2026-2027 | At least two pilot projects have been implemented, and the methodology's effectiveness has been evaluated.                                     |
| 29. Ensuring the Monitoring of the State of Preservation of Cultural Heritage Monuments of National and Local Significance                                      | 1) Conducting Monitoring and Analysis of the Implementation of Protective Agreements for Cultural Heritage Monuments                                                                             | The Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, Kyiv and Sevastopol City State Administrations (Military Administrations) | 2025-2027 | A report has been prepared, and proposals have been developed regarding issues that require regulation.                                        |



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|                                                                                                                                                                                                                                                                                                 | 2) Updating, as necessary, the standard form of the protective agreement for cultural heritage monuments of all levels                                                                                                                                                                                                     | MCSC                                                                                                                                                                                                                | 2026      | The relevant act of the Cabinet of Ministers of Ukraine has been adopted                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                 | 3) Preparation and approval of a list of sites of religious and cultural significance to the Indigenous Peoples of Ukraine, places of historical memory, and cultural heritage sites of national minorities (communities) of Ukraine that are recognised as cultural heritage monuments of national and local significance | DESS<br>MCSC<br>The Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, and the Kyiv and Sevastopol City State Administrations (Military Administrations)                    | 2025-2026 | A list has been approved of sites of religious and cultural significance to the Indigenous Peoples of Ukraine, places of historical memory, and cultural heritage sites of national minorities (communities) of Ukraine that are designated as cultural heritage monuments of national and local significance |
| 30. Ensuring the development and approval of boundaries and usage regimes for historical areas of populated places, protection zones for cultural heritage monuments, territorial organisation plans for historical and cultural reserves, and management plans for UNESCO World Heritage Sites | 1) Review and analysis of the list of historical settlement areas.                                                                                                                                                                                                                                                         | The Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, and the Kyiv and Sevastopol City State Administrations (Military Administrations)<br>MCSC                            | 2025      | A report has been prepared with relevant conclusions and recommendations                                                                                                                                                                                                                                      |
|                                                                                                                                                                                                                                                                                                 | 2) The use of UNESCO mechanisms to strengthen the protection and preservation of cultural heritage sites in Ukraine, including the preparation of nomination dossiers and relevant submissions for the inclusion of                                                                                                        | MCSC<br>Ministry of Foreign Affairs<br>The Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, and the Kyiv and Sevastopol City State Administrations<br>Ministry of Defence | 2025-2027 | Nomination dossiers have been prepared and submitted for consideration to the UNESCO World Heritage Committee and the Committee for the Protection of Cultural Property in the Event of Armed Conflict                                                                                                        |

Ukrainian cultural heritage sites  
in the UNESCO Tentative List,  
the UNESCO World Heritage  
List, and the International List  
of Cultural Treasures under  
Enhanced Protection

**Operational Objective 3: Development and enhancement of the digital infrastructure of the cultural and documentary heritage sector**

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| 31. Implementation of the information and communication system for the registration of immovable cultural heritage sites in Ukraine, the 'State Register of Immovable Monuments of Ukraine | 1) Creation of the regulatory and legal framework for the operation and functioning of the information and communication system for the registration of immovable cultural heritage sites in Ukraine, the 'State Register of Immovable Monuments of Ukraine | MCSC                                                                                                                                                                                                                                         | 2025-2026 | The relevant acts of the Cabinet of Ministers of Ukraine have been adopted                                                                                                         |
|                                                                                                                                                                                            | 2) Filling the information and communication system for the registration of immovable cultural heritage sites in Ukraine, the 'State Register of Immovable Monuments of Ukraine                                                                             | The Council of Ministers of the Autonomous Republic of Crimea, Regional State Administrations, and the Kyiv and Sevastopol City State Administrations (Military Administrations);<br>Local government bodies (subject to agreement);<br>MCSC | 2025-2027 | The information and communication system for registering immovable cultural heritage sites in Ukraine, the 'State Register of Immovable Monuments of Ukraine,' has been populated. |
|                                                                                                                                                                                            | 3) Ensuring the further development of the information and communication system for registering immovable cultural heritage sites in Ukraine, the                                                                                                           | MCSC                                                                                                                                                                                                                                         | 2026-2027 | The functioning of the registry has been ensured, and it is ready for information exchange with other registries                                                                   |

'State Register of Immovable  
Monuments of Ukraine.

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| 32. Implementation of the<br>Museum Fund Registry of<br>Ukraine | 1) Conducting an analysis of<br>existing methodologies and<br>standards for creating digital<br>copies of cultural heritage sites<br>for their preservation and/or<br>restoration in case of loss or<br>damage           | MCSC | 2026      | A report has been prepared with<br>relevant conclusions and<br>recommendations |
|                                                                 | 2) Development and approval<br>of rules/methodology/standards<br>for the creation of digital copies<br>of immovable cultural heritage<br>sites for their preservation<br>and/or restoration in case of<br>loss or damage | MCSC | 2027      | The relevant act of the Cabinet of<br>Ministers of Ukraine was<br>adopted      |
| 33. Implementation of the<br>Museum Fund Registry of<br>Ukraine | 1) Creation of the regulatory<br>and legal framework for the<br>operation and functioning of the<br>Information and<br>Communication System of the<br>Museum Fund Registry of<br>Ukraine                                 | MCSC | 2025      | The relevant act of the Cabinet of<br>Ministers of Ukraine was<br>adopted      |
|                                                                 | 2) Development of software for<br>the whole operation of the                                                                                                                                                             | MCSC | 2025-2026 | The register is functioning and<br>ready to be filled                          |

Museum Fund Registry of  
Ukraine

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| 34. Ensuring the development of a system of accounting for non-state cultural heritage funds and their integration into state registers of cultural heritage | development of the Concept for the development of a system of accounting for non-state cultural heritage funds and an action plan for its implementation                       | MCSC                                                                                                                                                                                                                                                                                        | 2027 | The Concept and Action Plan were developed and approved by the relevant regulatory act                      |
| 35. Development and implementation of registers/databases/national lists of music, photo and film heritage and unique documentary monuments                  | 1) studying foreign experience in the functioning of electronic music libraries, as well as legal relations in the field of copyright                                          | Ukrainian Centre for Cultural Studies (subject to agreement)<br>MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>National Academy of Arts (subject to agreement)<br>Ukrainian National Office of Intellectual Property and Innovations (subject to agreement) | 2027 | analytical report prepared                                                                                  |
|                                                                                                                                                              | 2) Collection and summarisation of information regarding the volume of musical heritage that requires digitisation                                                             | Ukrainian Centre for Cultural Studies (subject to agreement)<br>MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)                                                                                                                                                 | 2026 | A list of works of musical art was created                                                                  |
|                                                                                                                                                              | 3) Update of the Concept for the 'Digitisation of the Musical Heritage of Ukrainian Composers of the 20th and 21st Centuries' project, approved by the Ministry of Culture and | MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>Ukrainian Centre for Cultural Studies (subject to agreement)                                                                                                                                                 | 2027 | The updated concept, as well as the action plan for its implementation, has been approved by the MCSC order |

Information Policy (MKIP)  
Order No. 71 dated February 8,  
2021

#### Operational Objective 4: Development of the Restoration Sector

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| 36. Updating educational programs for training restorers and conservators, synchronising them with European programs and standards | 1) conducting a comparative analysis of existing educational programs in higher, vocational and professional (vocational-technical) education institutions with European programs to identify gaps | Ukrainian State Institute of Cultural Heritage (by agreement)<br>National Research and Restoration Centre (by agreement)                                                                                                                                                     | 2025      | An analysis was conducted; a report with recommendations was prepared.              |
|                                                                                                                                    | 2) development and approval of training programs for restorers and conservators by higher education institutions                                                                                   | Ukrainian State Institute of Cultural Heritage (subject to consent)<br>National Research and Restoration Centre (subject to consent)<br>National Academy of Arts (subject to consent)<br>Institutions of higher and professional pre-tertiary education (subject to consent) | 2026      | Relevant programs were developed and approved.                                      |
|                                                                                                                                    | 3) introduction of updated programs in higher, professional, pre-higher and professional (vocational) education institutions for training specialists in restoration and conservation              | Ukrainian State Institute of Cultural Heritage (subject to consent)<br>National Research and Restoration Centre (subject to consent)<br>National Academy of Arts (subject to consent)<br>Institutions of higher and professional pre-tertiary education (subject to consent) | 2026-2027 | Relevant programs were implemented in no fewer than three educational institutions. |
| 37. Establishment of conditions to promote internships for Ukrainian restorers abroad and                                          | 1) Revision of grant programs to support internships for                                                                                                                                           | State Institution "Ukrainian Cultural Foundation" (subject to consent)<br>MCSC                                                                                                                                                                                               | 2026-2027 | No fewer than 50 internships were funded in 2026–2027.                              |

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| to encourage foreign restorers and conservators to engage in professional activities in Ukraine      | Ukrainian restorers in specialised institutions abroad                                                                                                                               | MCSC                                                                                                                                                                                                             |           |                                                                                              |
|                                                                                                      | 2) Organisation of cooperation with educational institutions and restoration centers of the European Union for the exchange of experience and the development of internship programs | Ministry of Foreign Affairs of Ukraine (MFA)                                                                                                                                                                     | 2025-2026 | No fewer than two international agreements were concluded with global partners.              |
|                                                                                                      | 3) Monitoring the effectiveness of internships and preparing recommendations for the improvement of programs in the future.                                                          | MCSC<br>State Institution "Ukrainian Cultural Foundation" (subject to consent)                                                                                                                                   | 2027      | An analytical report on the results of the internships has been prepared.                    |
| 38. Ensuring the certification of architects involved in restoration work on cultural heritage sites | 1) Development of a professional standard for restoration architects working with cultural heritage monuments                                                                        | MCSC<br>Ministry of Development<br>National Union of Architects (subject to consent)<br>Institutions of higher and professional pre-tertiary education (subject to consent)                                      | 2026      | The relevant standard has been approved and published for use.                               |
|                                                                                                      | 2) Conducting training for architects on modern restoration standards, certification requirements, and price regulation                                                              | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City State Administrations (military administrations)<br>Institutions of higher education (subject to consent) | 2026-2027 | No fewer than eight training sessions were conducted; at least 100 specialists were trained. |

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| 39. Establishment of conditions for the opening of the restoration services market | 1) Development of a legal framework for the licensing of restoration companies and individual specialists | MCSC<br>Ministry of Economy<br>Ministry of Development | 2026 | The relevant act of the Cabinet of Ministers of Ukraine has been adopted.          |
|                                                                                    | 2) Monitoring the restoration market and preparing recommendations for improving the regulation mechanism | MCSC                                                   | 2027 | A report with recommendations for the development of the market has been prepared. |

#### **Operational Objective 5. Search and return of cultural assets**

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| 40. Ensuring the return of cultural assets | 1) Return to Ukraine of cultural assets belonging to the Ukrainian people, including archival film copies of national film studios located abroad (stolen or illegally exported cultural assets, including those displaced as a result of World War II, as well as those evacuated from Ukrainian territory during wars and armed conflicts and not returned to Ukraine). | MCSC<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>Foreign diplomatic missions of Ukraine<br>Foreign Intelligence Service (subject to consent)<br>Ministry of Internal Affairs of Ukraine (MIA)<br>State Customs Service of Ukraine<br>Cultural institutions (subject to consent)<br>Experts (subject to consent)<br>The Ukrainian State Film Agency (Derzhkino) | 2025-2027 | Cultural assets belonging to the Ukrainian people have been returned to Ukraine. |
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| 41. Ensuring the harmonisation of Ukrainian legislation on the movement of cultural assets with international legal standards | 2) Cooperation with the global Ukrainian community regarding the return and donation of cultural assets to Ukraine                                                                                                                                                                                    | MCSC<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>Foreign diplomatic missions of Ukraine<br>Cultural institutions (subject to consent)                                                                                                                                                                                                                                               | 2025-2027 | Cultural assets have been returned, and Ukraine's cultural heritage has been enriched.          |
|                                                                                                                               | 3) Implementation of communication, educational, and methodological initiatives on the return of cultural assets that were illegally exported, including as a result of World War II, as well as those evacuated from Ukrainian territory during wars and armed conflicts and not returned to Ukraine | MCSC<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>National Academy of Sciences (subject to consent)<br>Foreign diplomatic missions of Ukraine<br>Foreign Intelligence Service (subject to consent)<br>Law enforcement agencies<br>Ministry of Internal Affairs of Ukraine (MIA)<br>State Customs Service of Ukraine<br>Cultural institutions (subject to consent)                    | 2026-2027 | Seminars, roundtable discussions, and focus groups were held                                    |
|                                                                                                                               | Adaptation of Ukrainian legislation to Directive 2014/60/EU of the European Parliament and Council of 15 May 2014 on the return of cultural objects unlawfully removed from the territory of a Member State, and amending Regulation (EU) No. 1024/2012                                               | MCSC<br>State Customs Service of Ukraine<br>State Archival Service of Ukraine (Ukrderzharkhiv)<br>Ministry of Internal Affairs of Ukraine (MIA)<br>National Police of Ukraine<br>Security Service of Ukraine (SBU) (subject to consent)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City State Administrations (military administrations) | 2026      | The Cabinet of Ministers of Ukraine has submitted a draft law to the Verkhovna Rada of Ukraine. |



**Strategic Objective 3. Strengthening the resilience of culture as a societal system**  
**Operational Objective 1. Supporting the capacity of the cultural management system**

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| 42. Ensuring the functional design of the management system and the corresponding capacities at the regional and local levels; supporting the implementation of changes | 1) Analysing the structure and functioning of the cultural management system at the regional and local levels                                                          | MCSC<br>Relevant associations (subject to consent)<br>Trade Union of Cultural Workers of Ukraine (subject to consent)                                                                                                                                                                                                                  | 2025        | A report with relevant conclusions and recommendations regarding the revision of the structure has been prepared. |
|                                                                                                                                                                         | 2) Analysing the qualifications requirements for managerial staff in the cultural sector at the regional and local levels, taking into account contemporary challenges | MCSC<br>Ukrainian Centre for Cultural Studies (subject to consent)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City State Administrations (military administrations)<br>Relevant associations (subject to consent)<br>Trade Union of Cultural Workers of Ukraine (subject to consent) | 2025 - 2026 | A report with relevant conclusions and recommendations has been prepared.                                         |
|                                                                                                                                                                         | 3) Development and approval of qualification requirements for managerial staff in the cultural sector                                                                  | MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)                                                                                                                                                                                                                                                            | 2026        | Relevant legal acts have been adopted.                                                                            |
| 43. Development of professional standards for managerial positions at various levels and hierarchies                                                                    | 1) Development of a professional standard for the profession group "Library Managers"                                                                                  | State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>MCSC                                                                                                                                                                                                                                                            | 2026        | The professional standard has been approved.                                                                      |

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|                                                                                                                                                                                                                                                                                       | 2) Development and approval of the professional standard for leaders of art schools and art lyceums                                                                 | State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>MCSC                                                                             | 2026      | The professional standard has been approved.                                                                                               |
| 44. Development and implementation of a professional development incentive system based on the principles of free program selection, independent assessment of the actual results of knowledge application, and the mandatory financial reward corresponding to acquired competencies | Development and approval of amendments to legislative acts regarding the mandatory professional development for leaders of cultural institutions                    | MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>The Ukrainian State Film Agency (Derzhkino)                              | 2026      | Relevant regulations have been adopted                                                                                                     |
| 45. Introduction of comprehensive educational programs with a practical component for managerial positions based on needs monitoring (culture leadership schools, young cultural specialist schools for territorial communities, programs for curators and conservators, etc.)        | 1) Development of educational programs for managerial staff in the cultural sector of local government authorities in territorial communities                       | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City State Administrations (military administrations) | 2025-2027 | Development of educational programs for managerial staff in the cultural sector of local government authorities in territorial communities |
|                                                                                                                                                                                                                                                                                       | 2) Development of short-term certification programs based on cultural institutions and educational establishments in the cultural sector of various ownership forms | MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)                                                                             | 2026-2027 | At least two programs were implemented                                                                                                     |
| 46. Development of a transparent system for collecting and distributing royalties, defining a model for                                                                                                                                                                               | 1) Conducting an analysis of global practices regarding the types, amounts (rates), and                                                                             | MCSC<br>The Ukrainian State Film Agency (Derzhkino)                                                                                                     | 2026      | A report with relevant conclusions and                                                                                                     |

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| fair compensation to authors and performers, and determining the amount (rates) of fair remuneration for the use of audiovisual works (films), audio works, and phonograms | procedures for paying remuneration to authors and performers for the use of audiovisual works (films), audio works, and phonograms                                                                                                                                                                                                                   | Ministry of Economy of Ukraine (MinEcon)<br>Ukrainian Centre for Cultural Studies (subject to consent)<br>Ukrainian National Intellectual Property and Innovation Office (subject to consent) |      | recommendations has been prepared.                                                                                                                                           |
|                                                                                                                                                                            | 2) Development of a mechanism for calculating and paying fair remuneration to authors and performers of audiovisual works (films), audio works, and phonograms for various types of rights (copyright and related rights) by different categories of users, including foreign users, and with the involvement of collective management organisations | MCSC<br>Ministry of Economy of Ukraine (MinEcon)<br>Ukrainian National Intellectual Property and Innovation Office (subject to consent)                                                       | 2027 | Recommendations have been prepared regarding the mechanism for paying fair remuneration to authors and performers of audiovisual works (films), audio works, and phonograms. |

### Operational Objective 2. Institutional Reform of Cultural Institutions

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| 4<br>7. Development and testing of models for the liberalisation of activities of organisations in the cultural sector | 1) Conducting an analysis of global practices regarding the conditions of operation and organisational-legal forms of institutions in the cultural sector | MCSC<br>Ukrainian Centre for Cultural Studies (subject to consent)<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City State Administrations (military administrations) | 2025-2026 | A report with relevant conclusions and recommendations has been prepared. |
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|                                                                                               | 2) Implementation of pilot projects for the liberalisation of activities of organisations in the cultural sector                                  | MCSC                                                                                                                                                                                                                           | 2026      | The relevant act of the Cabinet of Ministers of Ukraine has been adopted.                                                                                                                                                                                        |
|                                                                                               |                                                                                                                                                   | MCSC<br>Cultural institutions (subject to consent)                                                                                                                                                                             |           |                                                                                                                                                                                                                                                                  |
|                                                                                               |                                                                                                                                                   |                                                                                                                                                                                                                                | 2026-2027 | Pilot projects have been implemented.                                                                                                                                                                                                                            |
|                                                                                               | 3) Development of a concept for an experimental project regarding the change of organisational-legal forms of institutions in the cultural sector | MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City State Administrations (military administrations) | 2027      | The Concept was developed                                                                                                                                                                                                                                        |
| 48. Implementation of the reform of the funding system for the provision of cultural services | 1) Regulation of labour compensation conditions in the cultural sector                                                                            | Ministry of Economy<br>MCSC<br>State Agency of Ukraine on Arts and Artistic Education (Art Agency)                                                                                                                             | 2026      | The relevant act of the Cabinet of Ministers of Ukraine regarding updating regulatory legal acts in the field of labour compensation has been adopted.                                                                                                           |
|                                                                                               |                                                                                                                                                   | MCSC                                                                                                                                                                                                                           | 2026      | A report with relevant conclusions and recommendations has been prepared based on analysing best practices for improving approaches to labour compensation in the cultural sector.<br><br>A concept for changing approaches and updating the model of the labour |

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|                                                                                                                                         | MCSC                                                                                                                                                                                                           | 2027 | compensation system in the cultural sector has been developed.                                                                                         |
| 2) Encouraging the public-private partnership mechanism to implement investment projects in culture, film production, and distribution. | MCSC<br>Ministry of Economy<br>State Film Agency of Ukraine<br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv, and Sevastopol City State Administrations (Military Administrations) | 2025 | An analytical report has been prepared on the application of public-private partnership in the cultural sector (opportunities, limitations, and risks) |
|                                                                                                                                         | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)                                                         | 2026 | A list of potential objects of public-private partnership in the field of culture was compiled.                                                        |
|                                                                                                                                         | Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)<br>business partners (subject to consent)<br>MCSC               | 2027 | At least three pilot projects based on public-private partnerships have been implemented to modernise the infrastructure of cultural institutions.     |
| 3) Improvement of the conditions for conducting patronage activities in the field of culture                                            | MCSC                                                                                                                                                                                                           | 2025 | Consultations were held with business representatives regarding the development of patronage in the field of culture.                                  |
|                                                                                                                                         | MCSC<br>Ministry of Finance of Ukraine                                                                                                                                                                         | 2025 | The Cabinet of Ministers of Ukraine has submitted a draft                                                                                              |

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|                                                                                                         |                                                                                                                                        | Ministry of Economy of Ukraine                                                                                                                                                                                                                                             |      | law to the Verkhovna Rada of Ukraine.                                                                                                                |
|                                                                                                         | 4) Implement a project-based approach to developing competitive markets for cultural services.                                         | MCSC<br>Ministry of Economy of Ukraine                                                                                                                                                                                                                                     | 2027 | A report containing relevant findings and recommendations regarding the potential for establishing a market for cultural services has been prepared. |
|                                                                                                         | 5) An assessment has been conducted to explore the feasibility of introducing a multi-channel financing system in the cultural sector. | MCSC                                                                                                                                                                                                                                                                       | 2027 | A report has been prepared containing relevant conclusions and recommendations.                                                                      |
| 49. Formation of a transparent infrastructure for the cultural services market and creative industries. | 1) Analysing the best global practices and legislation in monetising cultural institutions' activities.                                | Ukrainian Centre for Cultural Studies (with consent)<br>MCSC                                                                                                                                                                                                               | 2026 | A report has been prepared containing relevant conclusions and recommendations.                                                                      |
|                                                                                                         | 2) Updating the list of paid services that state and municipal cultural institutions can provide.                                      | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>Ministry of Economy<br>Ministry of Finance<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations) | 2027 | The relevant act of the Cabinet of Ministers of Ukraine was adopted                                                                                  |

### Operational Objective 3. Improving the Effectiveness of State Funding Institutions

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| 50. Updating Legislation to Expand the Operational Capabilities of the Ukrainian State Film Agency (Derzhkino), the Ukrainian Cultural Foundation, the Ukrainian Book Institute, and Other State Institutions under the Governance of the MCSC. | 1) Development of Legislative Amendments to Expand the Operational Capabilities of Institutions.                                                                                              | MCSC                                                                                                                                                   | 2026      | The relevant act of the Cabinet of Ministers of Ukraine was adopted |
|                                                                                                                                                                                                                                                 | 2) Updating the Procedures for Organising and Conducting the Artistic Competition of the Ukrainian Book Institute and the Creative Competition of the Ukrainian State Film Agency (Derzhkino) | State Institution "Ukrainian Book Institute" (with consent)<br>MCSC<br>The Ukrainian State Film Agency (Derzhkino)                                     | 2025      | The relevant regulatory legal acts have been adopted.               |
|                                                                                                                                                                                                                                                 | 3) The creation and improvement of the project selection mechanism, supported by the Ukrainian Book Institute and the Ukrainian State Film Agency (Derzhkino)                                 | MCSC<br>State Institution "Ukrainian Book Institute" (with consent)<br>The Ukrainian State Film Agency (Derzhkino)                                     | 2026-2027 | The relevant regulatory legal acts have been adopted.               |
| .                                                                                                                                                                                                                                               |                                                                                                                                                                                               |                                                                                                                                                        |           |                                                                     |
| 51. Creation of a Coordinating Platform for Attracting International Aid for the Restoration of Cultural Heritage                                                                                                                               | 1) Development of a Functional Model for the Coordinating Platform on Attracting International Aid for the Restoration of Cultural Heritage                                                   | MCSC<br>Council of Ministers of the Autonomous Republic of Crimea, Regional, Kyiv and Sevastopol City State Administrations (Military Administrations) | 2025      | A model and roadmap were developed and presented to stakeholders    |

and the Roadmap for Its  
Creation

2) The creation of the legal and regulatory framework for the operation and functioning of the Coordination Platform for mobilising international assistance to restore cultural heritage.

MCSC

2025-2027

The relevant regulatory legal acts have been adopted

**Operational Objective 4. Providing access for population to cultural and arts education services in territorial communities.**

52. Inventory and assessment of cultural infrastructure objects' condition and modernisation needs.

1) Analysing the current state of the cultural and educational institutions network in the field of culture.

MCSC  
the Ministry of Culture (Dershmytsetsv), the Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol city state administrations (military administrations).

2026

A report with relevant conclusions and recommendations has been prepared.

2) Implementation of an experimental project to introduce the Registry of the basic network of cultural institutions in the Vinnytsia and Kyiv regions.

MCSC  
State Service for Multicultural Affairs  
The Ukrainian State Film Agency (Derzhkino)  
Vinnytsia and Kyiv Regional State (Military) Administrations

2025-2026

The Register of the Basic Network of Cultural Institutions has been established in the Vinnytsia and Kyiv regions.

3) The implementation of the Register of the Basic Network of Cultural Institutions by regions.

The Ministry of Culture and Information Policy of Ukraine (MCSC), the Ministry of Culture (Dazhmytsetstv), the Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv, and Sevastopol City

2027

The Cabinet of Ministers of Ukraine has adopted the corresponding act.



State Administrations (military administrations).

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| 53. Review and update standards and regulations in the field of culture.                                                                                                            | Development and introduction of changes to state social standards and regulations for providing the population with club institutions and libraries.                                     | MCSC                                                                                                                                                                                                                         | 2025      | The Cabinet of Ministers of Ukraine has adopted the relevant acts.                         |
| 54. Ensuring support for creating modern multifunctional cultural institutions as community gathering spaces, restoring cultural institutions, and constructing certified shelters. | 1) Conducting an audit of legal and regulatory acts that require amendments to create conditions for the introduction and seamless functioning of multifunctional cultural institutions. | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations) | 2025      | A list of regulatory and legal acts that require adoption or amendments has been prepared. |
|                                                                                                                                                                                     | 2) The audit's results have updated the regulatory and legal acts.                                                                                                                       | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations) | 2025-2026 | The relevant regulatory and legal acts have been adopted.                                  |
|                                                                                                                                                                                     | 3) Developing a model regulation and staffing chart for cultural services centres.                                                                                                       | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations) | 2026      | The model regulation and the model staffing chart have been approved.                      |

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|                                                                                                                          | 4) Updating of methodological recommendations regarding the creation and functioning of cultural service centres.                                                                                                           | MCSC                                                                                                                                                                                                                                                                                                                                                                                       | 2026-2027 | The methodological recommendations for creating and operating cultural service centres in territorial communities have been updated. |
|                                                                                                                          | 5) The development of methodological recommendations for restoring cultural and educational institutions, with particular attention to preserving the historical and architectural elements during the restoration process. | MCSC<br>Ministry of Development<br>Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)                                                                                                                                                                                                          | 2026      | The methodological recommendations have been approved.                                                                               |
| 55. Ensuring support for mobile cultural initiatives for remote settlements and underprivileged territorial communities. | 1) Implement a program for mobile cultural and artistic initiatives in regions most affected by military (combat) operations.                                                                                               | MCSC<br>Ministry of Defence of Ukraine<br>Ministry of Internal Affairs of Ukraine                                                                                                                                                                                                                                                                                                          | 2026-2027 | At least 50 mobile initiatives have been implemented in the liberated territories and affected regions.                              |
|                                                                                                                          | 2) Ensuring the operation of mobile libraries and mobile cinemas.                                                                                                                                                           | The Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)<br>State Institution "Ukrainian Cultural Fund" (subject to agreement)<br>Military administrations of settlements — if established<br>The Ukrainian State Film Agency (Derzhkino)<br>Local self-government bodies (subject to agreement) | 2026-2027 | Mobile cultural projects in the fields of librarianship and cinematography have been implemented.                                    |

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| 56. The creation and implementation of the information and communication system of the National Electronic Library.             | 1) Analysing regulatory legal acts regarding their impact on implementing the electronic information and communication system.                                                                                                    | MCSC<br>Other central executive authorities                                                  | 2026      | A report with relevant conclusions and recommendations has been prepared; technical requirements have been developed. |
|                                                                                                                                 | 2) The creation of the regulatory and legal framework for the activity and functioning of the information and communication system, as well as the establishment of criteria for the inclusion of organisations and institutions. | MCSC<br>Other central executive authorities                                                  | 2026-2027 | Relevant regulatory legal acts have been adopted.                                                                     |
|                                                                                                                                 | 3) The development of software for the whole operation of the system.                                                                                                                                                             | MCSC<br>Ministry of Digital Transformation of Ukraine<br>Other central executive authorities | 206-2027  | The software has been developed, and the system is ready for operation.                                               |
| 57. The creation and implementation of the information and communication system of the National Centralised Cataloguing System. | 1) Analysing regulatory legal acts regarding their impact on implementing the electronic information and communication system.                                                                                                    | MCSC<br>Other central executive authorities                                                  | 2026      | A report with relevant conclusions and recommendations has been prepared; technical.                                  |

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| 58. The creation and implementation of the information and communication system "Digital Book Identification." | 2) The creation of the regulatory and legal framework for the operation and functioning of the information and communication system, as well as the establishment of criteria for the inclusion of organisations and institutions. | MCSC<br>Other central executive authorities           | 2026-2027 | Relevant regulatory legal acts have been adopted.                                                                     |
|                                                                                                                | 3) The development of software for the whole operation.                                                                                                                                                                            | MCSC<br>Ministry of Digital Transformation of Ukraine | 2027      | The software has been developed, and the system is ready for operation.                                               |
|                                                                                                                | 1) Analysing regulatory legal acts regarding their impact on the operation of the electronic information and communication system.                                                                                                 | MCSC<br>Other central executive authorities           | 2026      | A report with relevant conclusions and recommendations has been prepared; technical requirements have been developed. |
|                                                                                                                | 2) The creation of the regulatory and legal framework for the operation and functioning of the information and communication system, as well as the establishment of criteria for the inclusion of organisations and institutions. | MCSC<br>Other central executive authorities           | 2026-2027 | Relevant regulatory legal acts have been adopted.                                                                     |

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| 3) The development of software for the whole operation of the system. | MCSC<br>Ministry of Digital Transformation of Ukraine | 2026-2027 | The software has been developed, and the system is ready for operation. |
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**Operational Objective 5: Building a system for preserving and strengthening local identity, cultural diversity, cohesion, and integration into the national cultural space**

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| 59. Ensuring support for initiatives aimed at researching local culture; studying and promoting the use of regional characteristics, traditions, and intangible cultural heritage to develop territorial communities.                                                                | Research local characteristics, traditions, and intangible cultural heritage and encourage territorial communities to use them.               | The Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)<br>Ukrainian Centre for Cultural Studies (subject to agreement) | 2025-2027 | An annual report on the work carried out has been submitted to MCSC.          |
| 60. Stimulating and supporting intersectoral partnerships and dialogue formats regarding local identity; creating conditions for participatory practices in commemorating memory and memorialisation, and fostering a new culture of memory at the level of territorial communities. | 1) Creating digital projects and interactive maps of sites of memory within territorial communities.                                          | The Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)<br>MCSC<br>Local self-government bodies (subject to agreement)  | 2027      | Digital resources for the promotion of sites of memory have been implemented. |
|                                                                                                                                                                                                                                                                                      | 2) Support for memorialisation projects through the implementation of state programs and the organisation of competitive selection processes. | State Institution "Ukrainian Cultural Fund" (subject to agreement)<br>MCSC                                                                                                                                         | 2027      | Funding has been provided for the implementation of memorialisation projects. |

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| 61. Stimulating realising the economic potential of creative industries and cultural heritage within territorial communities.                                             | 1) The development of methodological recommendations for territorial communities regarding monetising creative industries and cultural heritage.                       | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>Relevant associations (subject to agreement)                                                                                                                                                                                                                                                        | 2025-2026 | Methodological recommendations were approved and distributed among stakeholders.                                                          |
|                                                                                                                                                                           | 2) Conducting educational activities for representatives of territorial communities on creating business models to monetise creative industries and cultural heritage. | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>Ukrainian Centre for Cultural Studies (subject to agreement)<br>Non-governmental organisations (subject to agreement)                                                                                                                                                                               | 2026-2027 | At least five seminars and training sessions have been conducted.                                                                         |
| 62. Creating conditions for effectively restoring the Ukrainian cultural system and reintegrating residents from liberated territories into the Ukrainian cultural space. | 1) Developing appropriate algorithms, instructions, and recommendations for restoring cultural and educational institutions in the liberated territories.              | MCSC<br>Ministry of Defence of Ukraine<br>Ministry of Internal Affairs of Ukraine<br>National Police of Ukraine<br>State Emergency Service of Ukraine<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>The Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations) | 2025      | Relevant documents have been developed and approved.                                                                                      |
|                                                                                                                                                                           | 2)The implementation of mentorship and partnership programs between liberated territorial communities and territorial communities in                                   | The Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations)<br>Military administrations of settlements — if established                                                                                                                                                                    | 2025-2027 | Memoranda of cooperation in the field of culture between territorial communities of Ukraine have been developed and signed; corresponding |

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|                                                                                                                                                                                                                                    | regions of Ukraine distant from the combat zones.                                                                                                                                                                              | Cultural institutions of state and communal ownership (subject to agreement)<br>Local self-government bodies (subject to agreement)                                                                                                                                                                                                                                               |      | programs have been implemented.                                     |
|                                                                                                                                                                                                                                    | 3) Developing a sample plan to return cultural institutions to the liberated territories, including stages, timelines, and responsible performers.                                                                             | MCSC<br>Ministry of Defence of Ukraine<br>Ministry of Internal Affairs of Ukraine<br>National Police of Ukraine<br>State Emergency Service of Ukraine<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)<br>The Council of Ministers of the Autonomous Republic of Crimea, regional, Kyiv and Sevastopol city state administrations (military administrations) | 2026 | Relevant documents have been developed and approved.                |
| 63. The development and implementation of support models for the operation of displaced cultural institutions and educational institutions in the field of culture, operating in regions of Ukraine distant from the combat zones. | The development and approval of an action plan to support displaced cultural institutions and educational institutions in the field of culture, operating in regions of Ukraine distant from combat zones and their employees. | MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency)                                                                                                                                                                                                                                                                                                        | 2026 | An order was issued by the ICAC approving the relevant action plan. |
| 64. Creating platforms for dialogue, exchange of experience, and ideas between territorial communities from different regions of Ukraine.                                                                                          | 1) Studying the communication and collaboration needs of territorial communities.                                                                                                                                              | Ukrainian Centre for Cultural Studies (subject to agreement)<br>The Council of Ministers of the Autonomous Republic of Crimea, the regional, Kyiv and Sevastopol city state administrations (relevant administrations)                                                                                                                                                            | 2026 | The relevant report has been prepared and submitted to MCSC.        |

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| 2) Conducting cultural dialogues between territorial communities from different regions of Ukraine to exchange experience and implement successful practices. | Ukrainian Centre for Cultural Studies (subject to agreement)<br>MCSC<br>State Agency of Ukraine on Arts and Artistic Education(Art Agency) | 2025-2027 | At least eight events of cultural dialogue between territorial communities from different regions of Ukraine are held in<br><br>2025-2027 with the involvement of at least 300 territorial communities, documenting the results of the exchange of experience, and preparing final reports on the results of the events |
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**Strategic Objective 4: Integration of Ukrainian culture into global cultural processes as an active participant and equal partner.**

**Operational Objective 1: Strengthening bilateral cultural dialogue and cooperation between Ukraine and the world**

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| 65. Forming long-term professional connections and cultural cooperation with institutions and operators of creative industries in partner countries. | 1) Monitor international professional networks in cultural sectors and prepare recommendations for establishing interaction.                              | MCSC<br>Ministry of Foreign Affairs of Ukraine                                                                   | 2025      | Recommendations for effective interaction with international professional networks, within the framework of cultural sectors, have been developed. |
|                                                                                                                                                      | 2) Implementing a mechanism for establishing long-term professional connections and cultural cooperation with cultural institutions of partner countries. | MCSC<br>Ministry of Foreign Affairs of Ukraine<br>State Institution "Ukrainian Institute" (subject to agreement) | 2025-2027 | Memoranda and agreements on cooperation with international cultural institutions have been signed.                                                 |
| 66. The implementation and support of mobility and exchange programs for cultural                                                                    | розроблення та затвердження програм мобільності та двостороннього обміну досвідом, для іноземних                                                          | MCSC<br>Ministry of Foreign Affairs of Ukraine<br>The Ukrainian State Film Agency (Derzhkino)                    | 2026-2027 | Memoranda and agreements on cooperation have been signed.                                                                                          |



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| figures and operators of creative industries.<br>4o mini                                                     | діячів культури в Україні, для українських діячів культури за кордоном (державні, донорські, приватні ініціативи тощо)                                                                                                                                                                            | State Institution "Ukrainian Cultural Fund" (subject to agreement)<br>State Institution "Ukrainian Institute" (subject to agreement)                                                    |      |                                                                                                                               |
| 67. Ensuring continuous coordination of the position regarding the Russian Federation as an aggressor state. | 1) The creation of a coordination group under the National Security and Defence Council of Ukraine, involving the Ministry of Foreign Affairs, the MCSC, and other central executive authorities, to continuously coordinate the position regarding the Russian Federation as an aggressor state. | Apparatus of the National Security and Defence Council of Ukraine (subject to agreement)<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>MCSC<br>Other central executive authorities | 2025 | The regulations for the coordination group and the composition of the working group members have been developed and approved. |
|                                                                                                              | 2) The development and dissemination of methodological recommendations for coordinating the position regarding the Russian Federation as an aggressor state.                                                                                                                                      | MCSC<br>Apparatus of the National Security and Defence Council of Ukraine (subject to agreement)<br>Ministry of Foreign Affairs of Ukraine (MFA)                                        | 2025 | Methodological recommendations have been developed and disseminated among interested parties.                                 |
| 68. Introducing initiatives to involve Ukrainians abroad in promoting Ukrainian culture.                     | 1) Establishing interaction with the global Ukrainian community to involve its representatives in promoting Ukrainian culture.                                                                                                                                                                    | Ministry of Culture of Ukraine (Minnaets'dnosti)<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>MCSC                                                                                | 2026 | Tools and mechanisms have been developed to create a network of Ukrainian organisations abroad.                               |

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| 2) Development of a concept for engaging Ukrainians abroad in a network of agencies for promoting Ukrainian culture. | Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine (Ministry of National Unity of Ukraine)<br>Ministry of Foreign Affairs of Ukraine (MZS)<br>MCSC | 2026 | A relevant concept was developed |
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**Operational Objective 2: Establishing Mechanisms for Engagement, Utilisation, and Enhancement of the Potential of Ukrainians Abroad**

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| 69. Development of Demand for Ukrainian Cultural and Creative Products among Foreign Professional Communities                                                                                                                                                                                                       | "Development of an Action Plan Aimed at Stimulating Demand for Ukrainian Cultural Products among Professional Cultural Communities (including presentations and events, familiarisation visits, knowledge exchange, etc.)                                                                            | MCSC<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>Ministry of National Unity<br>State institution "Ukrainian Institute" (by agreement)<br><br>State Institution "Ukrainian Institute" (subject to consent) | 2025-2027 | An annual event plan is developed accordingly. |
| 70. Promoting the integration of Ukrainian cultural managers and practitioners who advocate for Ukrainian culture abroad into national projects in partner countries (featuring Ukrainian cultural and creative products), as well as in Ukraine (featuring the cultural and creative products of the host country) | 1) Development and systematisation of a stakeholder map, categorising by cultural sectors (including cultural managers, communities, artists, Ukrainian diaspora organisations, and organisations supportive of Ukrainian culture and cultural products), type of activity, and geographic location. | MCSC<br>Ministry of Foreign Affairs of Ukraine (MFA)<br>State institution "Ukrainian Institute" (by agreement)                                                                                                   | 2026      | A corresponding map has been developed         |

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| 2) Establishment of a coordination and advisory platform for a network of cultural managers abroad (including communities, artists, Ukrainian diaspora organisations, and organisations supportive of Ukrainian culture and cultural products), categorised by cultural sectors. This platform will develop recommendations, provide consultations, and direct inquiries to the relevant institutions. | Ministry of Foreign Affairs of Ukraine (MFA)<br>MCSC<br>Ministry of National Unity | 2027 | The respective platform has been established, and its functioning has been ensured. |
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### **Operational Objective 3. Expanding the Presence and Strengthening the Capacity of Ukrainian Creative Industry Operators in International Markets**

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| 71. Implementation of programs to stimulate the development of the potential of culture and creative industries and their monetisation, development and implementation of tools to stimulate and support creative entrepreneurship | 1) Develop, with the involvement of international experts, a methodology for implementing programmes to stimulate the monetisation of cultural and creative ideas. | MCSC<br>Ministry of Economy of Ukraine | 2026-2027 | A methodology has been developed and disseminated among relevant stakeholders.                                  |
|                                                                                                                                                                                                                                    | 2) Develop and implement a programme to stimulate the monetisation of cultural and creative ideas (including establishing incubators,                              | MCSC<br>Ministry of Economy of Ukraine | 2026-2027 | A concept and action plan have been developed to establish a network of creative incubators focused on exports. |

acceleration programmes, and similar initiatives).

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| 72. Implementation of support programmes for the establishment and expansion of exports of Ukrainian creative products. | Conducting monitoring and facilitating the review of grant directions within government bodies and institutions | MCSC<br>Ministry of Economy of Ukraine<br>State Institution "Ukrainian Institute" (with consent)<br>State Institution "Ukrainian Cultural Foundation" (with consent)<br>State Institution "Ukrainian Book Institute" (with consent)<br>The Ukrainian State Film Agency (Derzhkino) | 2025-2026 | An analytical report has been prepared with corresponding recommendations regarding the implementation of grant programmes based on existing institutions aimed at exporting Ukrainian creative products. |
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#### **Operational Objective 4: Presentation of Ukrainian Culture at Key Global Cultural Events.**

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| 73. Coordination of the Effective Representation of Ukrainian Culture and Creative Industries at Key Global Events Across All Creative Industries. | 1) Ensuring the creation of an information database of key global cultural events (with categorisation) and their regular updating. | MCSC<br>Ministry of Foreign Affairs of Ukraine<br>State Institution "Ukrainian Institute" (with consent)<br>The Ukrainian State Film Agency (Derzhkino) | 2025-2027 | A list of key events has been created and is updated annually.              |
|                                                                                                                                                    | 2) Ensuring monitoring of global cultural trends and their dissemination among stakeholders.                                        | State Institution "Ukrainian Institute" (with consent)<br>Ministry of Foreign Affairs of Ukraine<br>MCSC<br>The Ukrainian State Film Agency (Derzhkino) | 2026-2027 | Information briefs are published semiannually.                              |
|                                                                                                                                                    | 3) Organisational and informational support for Ukraine's participation in the 61st International Art                               | MCSC<br>State Institution "Ukrainian Institute" (with consent)                                                                                          | 2025-2026 | The Ukrainian National Pavilion has been successfully presented at the 61st |

Exhibition – La Biennale di Venezia.

International Art Exhibition – La Biennale di Venezia.

4) Ensuring the presentation of national stands at international book fairs, exhibitions, and film festivals.

MCSC  
State Institution "Ukrainian Book Institute" (with consent)  
The Ukrainian State Film Agency (Derzhkino)

2025-2027

National stands have been presented at international book fairs, exhibitions, and film festivals.

5) Support for the participation of Ukrainian film industry representatives, Ukrainian films, and their creators in prominent international film festivals worldwide (both in official programmes and at film markets).

State Institution "Ukrainian Institute" (with consent)  
The Ukrainian State Film Agency (Derzhkino)

2026-2027

Participation in no less than 10 events has been ensured.

6) Support for the participation of the Ukrainian film representative at the Academy Awards (Oscars).

The Ukrainian State Film Agency (Derzhkino)  
MCSC  
State Institution "Ukrainian Institute" (with consent)

2026-2027

The annual operation of the relevant commissions has been ensured.

### **Monitoring the implementation of the Strategy.**

74. Ensuring the monitoring of the implementation of the Strategy.

Regularly conduct representative sociological surveys based on the indicators of the Strategy implementation monitoring.

MCSC

2025-2027

Reports on the results of sociological surveys have been prepared.

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| 75. Assessment of the need to update the operational implementation plan for 2025–2027 of the Strategy based on the results of the first half. | Conducting strategic sessions to address the needs for updating the operational implementation plan for 2025–2027 of the Strategy | MCSC                                                                                                                                                                                                                                                  | III quarter 2025       | проведено не менше двох стратегічних сесій                                                                                                                                |
|                                                                                                                                                |                                                                                                                                   | MCSC                                                                                                                                                                                                                                                  | I quarter 2026         | Adoption (if necessary) of the draft act of the Cabinet of Ministers of Ukraine regarding the update of the operational implementation plan for 2025–2027 of the Strategy |
| 76. Monitoring the implementation of the Strategy for 2025–2027                                                                                | Preparation of a report on the status of implementation of the operational plan for 2025–2027 of the Strategy                     | MCSC<br>Other central executive authorities<br>The Council of Ministers of the Autonomous Republic of Crimea<br>regional, Kyiv and Sevastopol city state administrations (military administrations),<br>local self-government bodies (upon agreement) | Annually, by June 1st. | A report was prepared and published at on the official website                                                                                                            |

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