

CREATIVE INDUSTRIES

Policy brief

2025

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Contents

Preamble	3
Criteria of policy selection	6
1. Essential issues and policy proposals	7
1.1 Loss and flight of human capital	7
1.2 Limited international professional presence	17
1.3 Competence and professional scarcity	30
1.4 Non-functioning rights management system	63
Conclusions	68

Preamble

This policy brief has been developed within the [RES-POL](#) (Rapid Expert Support for Culture and Media Policies in Ukraine), project implemented by the “Center for Regional Development”, a public union of the **Economic Development Agency** [PPV](#), funded by the **European Union**.

The RES-POL project aims to enhance the functional capacity of the [Ministry of Culture and Strategic Communications](#) and its agencies (Ukrainian Book Institute, Ukrainian Cultural Fund, State Agency of Ukraine for Arts and Art Education, as well as the Ukrainian Institute of National Memory).

The RES-POL project duration: January 2024 – July 2025.

The RES-POL project focuses on four sectors (**Art and Culture, Cultural Heritage, Creative Industries, and Media**) and more than 20 subsectors (industries and types of artistic activity). RES-POL separately considers **10 essential cultural development issues** (competitive salary, efficiency of state-owned enterprises in the field of culture, funding for creative industries, funding models for cultural services, communities and cultural heritage, EU integration and cultural policy, etc.).

The project **methodology aims**:

- To identify essential policy issues in sectors and subsectors and describe them in policy briefs and baseline reports;
- To analyze 10 essential issues of cultural development the project focuses on and describe them in baseline reports;
- To develop and describe policy proposals on the essential sectoral issues and 10 essential issues of cultural development in strategic briefs;
- To develop sectoral strategies and operational programs for the sectors the project focuses on and roadmaps for their implementation;
- To develop amendments to several regulatory legal acts and/or concepts of pilot projects to implement the policies elaborated within the project;
- To analyze European experience in policy planning and implementation, evaluate some cultural policies in Ukraine, and assess the institutional capacity of the agencies within the Ministry of Culture and Strategic Communications.

The RES-POL project actively engages stakeholders at all policy development stages. The information on project achievements can be found on the [RES-POL Facebook](#) page.

The goal of this strategic brief is to suggest solutions for specific essential policy issues in the “Creative Industries” sector, identified in the course of the study of its specific branches in 2024. Essential policy issues are the challenges and problems that stakeholders face, which impede the development of the sector. The changes and solving of those issues can be promoted both at the national level and via the professional community.

The methodology of the strategic brief preparation envisages:

- Selection from the list of essential policy issues set out in the baseline report of those issues for which policies will be developed in collaboration with the RES-POL expert team;
- Conducting policy labs involving stakeholders and industry experts;
- Description of the proposed policies;
- Selection of the recommended policies and substantiation of the choice made.

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Criteria of policy selection

The following criteria are used to select recommended policies (from most important to less important):

1. Speed of implementation – the likelihood of implementing the policy quickly and getting results in the short term.
2. Economic impact – the cost of implementation (especially for the state budget), potential impact on the economy, growth in the income of creative industries in Ukraine.
3. Level of state involvement in implementation – priority for state bodies under martial law, the level of capacity of the authorities that will be entrusted with the implementation of the policy.
4. Evidentiality – facts, confirmation, traceability of impact.
5. Context dynamics – flexibility of the policy in the background of the fast-changing context (in particular, military operations, mobilization).

1. Essential issues and policy proposals

1.1 Loss and flight of human capital

- **Sectors:** all CI sectors
- **Is it related to the war:** YES

Description of the range of problems

According to the RES-POL Baseline Report on the Creative Industries Sector, the loss and flight of human capital constitutes one of the most critical issues for creative industries. All creative industries report an acute war-related shortage of human capital; this problem is generally painful for Ukraine in both the public and private sectors.

The loss and flight of human capital is characterized by the following manifestations:

- outflow of specialists abroad, while they maintain their professional presence in the creative industries markets in Ukraine (often using the legal form of an individual entrepreneur (FOP) under the simplified tax system in Ukraine);
- underutilization of the potential of creative industry specialists in public diplomacy abroad;
- mobilization of industry professionals to the Defense Forces of Ukraine, difficulty or impossibility of reserving rare key industry specialists from mobilization, criteria for identifying such specialists in the private sector, especially among the self-employed (FOPs), underuse of the professional potential of creative industry specialists in the Defense Forces of Ukraine;
- difficulty in finding and hiring people, especially with specific competencies;
- depressed psychological state, burnout, and depression among specialists in the sector;
- difficulty of reintegration into the profession after demobilization.

During policy labs in November 2024 and January 2025, participants developed the following prioritization of the root causes of the loss and flight of human capital in creative industries:

1. **Mobilization** – a significant number (mainly) of creative industry professionals with competences necessary for the Defense Forces (in particular IT) were mobilized. Often, such professionals cannot be replaced, especially if they used to perform a key function for businesses.
2. **Migration** – a significant number (mainly) of women who are creative industry professionals migrated (mostly) to EU countries. This is especially noticeable among the professions of project and cultural management, publishing, design, etc. and is aggravated by the uncertainty of tax residency status. A class of nomadic sole proprietors (mainly female professionals) has come into existence - they live in two countries, Ukraine and an EU country (this is especially popular with Poland and Germany).
3. **Income level** – not all creative industries offer a level of remuneration or income opportunities comparable to other industries and spheres. Given the impact of martial law on the labor market, creative industry professionals are more likely to choose other industries and fields of activity (human capital outflow). Anecdotal evidence suggests that higher pay and stability in humanitarian aid and donor-funded projects have attracted a significant number of women who are creative industry professionals.
4. **Reduction and suspension of markets** – for certain industries (in particular audiovisual), markets have significantly shrunk due to the consequences of martial law and the prioritizing of other needs by customers. In particular, the reduction of the visual advertising market has significantly affected creative agencies. This has led to a flight of human capital from those industries to related ones, in particular IT (which, although considered a creative industry, is not viewed as such within the framework of this study).
5. **Depression and burnout** – due to psychological problems, specialists are leaving the labor market and even the profession in general. For many, volunteer work has replaced professional work.
6. **Precariousness of industries** – creative industries are mainly represented by project employment, micro- and small businesses, and small organizations, which hinders the sustainability of organizations and the continuity of professional development. The relative ease of entering the profession for designers, project and communication managers, etc. leads to a high level of competition in the labor market and project orders, especially for specialists without proven experience.

Policy ideas

The following strategic approaches can be applied to address the significant issue of human capital loss and flight:

Policy 1 Human capital retaining

The maximum focus on methods and tools for preserving and retaining human capital in the creative industries, preventing attrition and outflow to other industries and sectors.

Policy 2 Human capital engagement

Expanding the offer for talents, managers, and specialists in creative industries; accelerating entry into professions and markets; retraining from other industries and sectors; working with veterans and IDPs.

Policy 3 Increasing the efficiency of markets

More effectively identifying the demand for specialists, accelerating the search for new projects and jobs in creative industries. Maximizing the efficiency of available human capital use.

Based on these approaches, three possible policies were formulated and analyzed - see the table below.

Policy 1. Human capital retaining.	Policy 2. Human capital engagement.	Policy 3. Increasing the efficiency of markets.
Policy components <ol style="list-style-type: none"> 1. Reservation of critical specialists from mobilization. 2. Work in the specialty in the Defense Forces of Ukraine (designers, communication, producers, etc.). 3. Enabling Ukrainian women-specialists to work abroad as individual entrepreneurs with tax residence in Ukraine. 4. Formation and strengthening of the Network of Ukrainian Creative Industry Professionals (UPCI) abroad. 	Policy components <ol style="list-style-type: none"> 1. Network of career consultants at youth centers and youth-oriented public institutions (conducting trainings and developing materials for consultants, public list of career consultants). 2. Voucher program for hiring beginners and their mentoring for professions with a particular shortage of personnel - projects of international donors. 3. Retraining and employment programs (training, mentoring, workplace integration) within the 	Policy components <ol style="list-style-type: none"> 1. Formation of platforms for searching for contractors by state grantees - UCF, Derzhkino, UBI, UI. 2. Creation and promotion of collections of information resources for searching for contractors for project work (channels, communities, websites, etc.). Educational information to improve the quality of developing technical tasks by customers. 3. Creation of a service-aggregator

Policy 1. Human capital retaining.	Policy 2. Human capital engagement.	Policy 3. Increasing the efficiency of markets.
<p>5. Programs for professional involvement of Ukrainian specialists abroad to work in Ukrainian creative industry operators (mentoring programs, retraining, internships, etc.), in particular with the support of EU programs (Erasmus+) and national programs.</p>	<p>framework of EU4Business, EU4Skills projects and programs (EU programs, in particular for vocational technical education). Priority for veterans, their family members, and IDPs.</p> <p>3. Information and awareness-raising campaigns - joint projects of market participants and the MCSC to encourage entry into professions where employers face a shortage of specialists.</p>	<p>of project work in creative industries.</p> <p>4. Observatory of demand for specialists in creative industries - annual survey of creative industry operators and report of the UCCS (signal function). Adaptation of programs (state and donor) in accordance with the recommendations of the observatory.</p>
<p>Advantages</p> <ul style="list-style-type: none"> Will help to make Ukrainians return and attract Ukrainians abroad, maintain a connection with the Ukrainian market. Preservation of human capital potential for post-war reconstruction (work in the specialty in the Defense Forces of Ukraine). 	<p>Advantages</p> <ul style="list-style-type: none"> New people for deficit jobs are here and now. Strengthening the system of education - an incentive for reform and support of reform (vocational education). Life-affirming motivation - human-centered policy, focus on vulnerable groups (veterans, IDPs). 	<p>Advantages</p> <ul style="list-style-type: none"> Institutional continuity - solutions will remain for a long time (market infrastructure). Stimulating private sector involvement – higher level of trust and interaction with the state. Market deshadowing (posting announcements about project work, registration of performers as individual entrepreneurs). Will stimulate creative market operators to develop sets of competences, standardize job descriptions, tasks, and projects.
<p>Disadvantages</p> <ul style="list-style-type: none"> Low potential impact on the economy of Ukraine. Difficulty of implementation (reservation, working in the specialty in the Defense Forces, etc.). Political complexity regarding permission to work with the EU as an individual entrepreneur in Ukraine (EU countries will probably not agree). Lack of consolidated environments of the representatives of creative industries abroad - there 	<p>Disadvantages</p> <ul style="list-style-type: none"> Lack of leaders (especially recruitment managers, HR managers) from creative industries (due to the molecular nature of the industries, there are almost no such positions). Lack of intermediary organizations with capabilities in both career guidance and creative industries (there are few potentially capable program and project implementers). Lack of business interest (there is 	<p>Disadvantages</p> <ul style="list-style-type: none"> Requires time for implementation (in particular, platforms for government grantees). A significant number of stakeholders from different sectors - coordination is difficult. Possible conflicts due to excessive competition - if competing platforms arise. Conflicts due to lack of synchronization of databases of different institutions or institutions of the same type (for example, each government agency is doing something of its own).

Policy 1. Human capital retaining.	Policy 2. Human capital engagement.	Policy 3. Increasing the efficiency of markets.
<p>are no prerequisites for the development of a Network.</p> <ul style="list-style-type: none"> Integration of Ukrainian specialists into the professional environment in the EU can have positive consequences (new commercial relations) - it is not necessary to keep them in the Ukrainian market. 	<p>no time to do this - workload does not allow mentoring).</p> <ul style="list-style-type: none"> Risk of not having institutional sustainability. Competition with other professional areas - lack of personnel in all industries and spheres. Significant transaction costs for implementation (high cost of one new specialist who has stayed in the profession). 	<ul style="list-style-type: none"> It may be more convenient for industries to use familiar methods - announcements on social media through personal accounts.

Key components of the policies that need to be explained:

- (Policy 1)** To enable Ukrainian professionals to work abroad as individual entrepreneurs in Ukraine: with the beginning of the large-scale invasion, a significant number of Ukrainian women who are professionals in creative industries migrated (mainly) to EU countries. After staying in an EU country for more than 180 days, a resident of this country must become a tax resident of the relevant country, which complicates the possibility of using the Ukrainian FOP status for such professionals (double taxation, the need to report to both Ukrainian tax authorities and the tax authorities of the host country). For many, this becomes a reason to drop out of Ukrainian creative industries markets and register self-employment in the host country. [The proposed policy involves working at the state level to enable the preservation of tax residency status in Ukraine without double taxation - negotiations with EU countries.](#)
- (Policy 2)** Voucher program for hiring beginners and their mentoring for professions with a particular shortage of personnel. Vouchers are the right to reimbursement of expenses related to mentoring and on-the-job training of beginners by creative industry operators (in fact, a fee for the service of adaptation of a new specialist). [Vouchers are issued directly to representatives of creative industries based on the results of a competitive selection](#), - requests from employers increase the likelihood of hiring new specialists (response to the demand from employers / market).
- (Policy 3)** Creation of a service-aggregator of project work in creative industries - formation of a common database of announcements for the search for con-

tractors to perform project work by various labor market operators (for example, robota.ua, Happy Monday, Cresume, etc. - most of these operators currently place announcements mainly for full-time work). Creative industry operators can place their announcements on any resource connected to the aggregator service, and it will automatically be published on all resources. The payment is received by the resource through which the operator finds a suitable supplier (success payment) – that is the principle laid down in the [architecture of the Prozorro platform](#).

According to the policy selection criteria we apply, the human capital retention policy has disadvantages due to the complexity (duration) of implementation and the need to involve authorities (in particular, the Ministry of Foreign Affairs and the Ministry of Economy to resolve the issue of tax residency), which may not be interested or do not view this as a priority. In addition, this policy requires the involvement of the Ministry of Defense, which is not expedient in wartime. In general, this policy focuses on regulatory instruments, which will require appropriate capacity from the MCSC departments.

The problem in the policy of attracting new human capital is the lack of intermediary organizations - potential partners of international donors for the implementation of such programs (lack of creative hubs) and the need to integrate this policy with educational policy, where the issues of creative industries will be dissolved among other industries (will be some of them, but not key), which will complicate the traceability of results and impact in creative industries. The policy depends heavily on donor policies in Ukraine, which may compete with other needs.

A weakness of the market efficiency policy is the number of stakeholders that the policy has to coordinate, many of whom do not consider creative industries as their focus. There is a high risk of absence of synchronization and added value (if key players, both public and private, do not use the aggregator service, but form competing project work search services, users will not see the point of using them – absence of any impact on the essential policy issue).

Recommended policy

Based on the criteria of speed of implementation, involvement of primarily private market players and economic impact, the recommended policy is to increase the efficiency of markets – to do more with less. A key component of the recommended policy is **the creation of a service-aggregator of project work in creative industries** – the formation of a common database of announcements about the search for contractors to perform project work by various labor market operators.

- The project work aggregator service should be **specialized in creative industries**, unlike similar services that have similar functionality but are not associated with creative industries (for example kabanchik.ua which is perceived as a service for solving everyday tasks);
- **Private players** in related markets (associations of industry participants, media portals with a focus on creative industries, personnel search services) can create a consortium to create such an aggregator service.
- State institutions and organizations (UCF, State Film Agency of Ukraine, UBI, UI, etc.) can **recommend** this aggregator service for **project implementers** or for searching for potential contractors. These institutions can be involved at the planning, piloting, and launch stages of the service as advisors, members of advisory boards, etc. The aggregator service can include the option of mentioning previous clients, for example, experience of working in UCF projects (tagging) - this will speed up the search by experience. In the future, the aggregator service can be integrated at the level of data exchange with systems of state organizations, for example, the UCF project management system.
- The aggregator service can become **a source of data for the observatory** of the UCCS regarding the demand for specialists in creative industries or publish its own research on the status of the project work market, as well-known personnel search services do.
- The participants of the consortium for the development and implementation of the project work aggregator service can make collective decisions on which **functionality** will be **available at the aggregator level** to all consortium participants, and which functionality will determine the competition between different platforms – **the principle of competition of platforms** working with the Prozorro platform.
- The aggregator service can simplify the search for orders by Ukrainian specialists who work from EU countries but retain the status of individual entrepreneurs in Ukraine and are interested in continuing to work with Ukrainian customers. Thus, the policy partially works on the retention of human capital

The mechanics of implementation and assessment of the required resources

Creating a project work aggregator service in creative industries is impossible without involving key players who are already working on issues of employment, project work, and providing information for creative professionals. Most likely, at the initial stage, the

project should be based on the work of a consortium (public association) of organizations of the following type:

1. Employment platforms and services, especially those that focus on professions in creative industries, are interested in the relevant project work market;
2. Media and information resources interested in providing related services to their own audience;
3. Potential project work customers (UCF, House of Europe) interested in improving the quality and speed of project implementation;
4. Educational operators, especially with a focus on creative industries, interested in providing related services to their audience;
5. Communities, associations, and professional associations - to solve an essential issue for their members;
6. Creative industries development organizations professionally interested in providing services to clients, audiences, or partners.

The search for a model of collaboration will allow for a joint project that can be submitted for funding to donors or (potentially, subject to a business model) investors.

The experience of developing the Prozorro system included the development of a minimum viable product based on a [grant of \\$ 35 thousand](#). After demonstrating the effect, the system received support from many grant programs, including the multi-donor program TAPAS (Transparency and Accountability in Public Administration and Services), which lasted from 2016 to 2024 and had a [budget of \\$ 19 million](#) (the development, implementation and promotion of Prozorro were an important component, but not the only one).

| Outcomes and impact

The key indicator of the effectiveness of the project work aggregator service will be the number of closed vacancies for project work. To assess this indicator, it is necessary to determine the possible market - the potential number of customers and the potential number of specialists.

Potential number of customers:

- As of 2019, there were 82 creative design agencies and 34 advertising and

marketing agencies operating on the international Clutch platform (not including software development companies and technical consultants) – [116 agencies](#).

- According to the data of the Ukrainian Center for [Cultural Studies](#), in 2022, **12,972** legal entities operated in Ukraine in such creative industries as advertising, marketing and PR, audiovisual industry, architecture, publishing, performative industries, visual and audio industries (on the general and simplified system) - this does not include individual entrepreneurs and does not include industries such as IT, jewelry and musical instruments, libraries and museums.
- As of 2025, the [CASES](#) platform includes 2,400 companies registered on the website.
- In 2024, the Ukrainian Cultural Fund supported 91 projects under the programs where projects are most likely to require contractors (Culture without Barriers, Cultural Heritage, Culture.Regions) – excluding scholarship and individual projects.
- As of 2025, the House of Europe program funded by the European Union supported **11,735 projects** from all over Ukraine. These projects were selected through 283 open calls for proposals over the [six years of the program's existence](#). This was, on average, **1,955 projects** per year.

If we assume that **25 % of the legal entities (3,250 companies)** actively work in the markets and will need at least 5 specialists for project work each year, then the total market for the aggregator service is **16,215 project vacancies per year**. This estimate is conservative, considering that it does not take into account customers who are sole proprietors and customers-NGOs, which are a significant share of organizations implementing projects in creative industries.

Assuming that at least **a third (35%)** of such project vacancies cannot currently be closed in the usual way ([the lack of qualified specialists is the most important significant policy issue consistently voiced by representatives of all creative industries](#)) and that the volume of one project order is on average **UAH 100 thousand**, then the potential result of the aggregator service for the Ukrainian economy will be **UAH 568 million (5,675 additional project vacancies closed) and UAH 28 million of additional tax revenues** (a 5% single tax).

For the reliability of these assumptions, it is also important to check the number of potential specialists seeking project work. Given the number of registered users of well-

known platforms in creative industries (Cresume - over 46,000 subscribers in Telegram, Navzayem chat in Telegram - almost 7,000 users, CASES - 136,000 users), the estimate of 16,000 project vacancies per year is not impossible to achieve. If we evaluate the official data on registered individual entrepreneurs in creative industries (in industries similar to the calculation of legal entities above), their number will be more than 80,000 individual entrepreneurs in 2022.

The introduction of a project work aggregator service in creative industries will also have another impact:

- Acceleration of project implementation due to, presumably, faster search for contractors;
- Increasing transparency of prices and pricing in the market - it will be possible to track average prices for a certain type of work, have a price range for different types of work and work of different quality and complexity levels;
- Increasing the culture of customers, especially through the possibility of using standard technical terms of references, focusing on other similar project descriptions, etc. Increasing the level of legality among creative industry specialists (working through a registered sole proprietorship);
- Formation (in an organic market way) of quality levels for performing typical tasks (a typical problem in many creative industries, for example, prices for video content design or logo design can differ significantly);
- Signalling market demand and accelerating the purification of markets with an excessive performer supply, respectively, accelerating the retraining of performers in more popular specializations, which will stimulate a more effective supply in the educational services market. Overall, this will lead to increased labor market efficiency in creative industries;
- Retention of Ukrainian EU professionals within the Ukrainian tax jurisdiction.

1.2 Limited international professional presence

- **Sectors:** all CI sectors
- **Is it related to the war:** Partially

Description of the range of problems

The situation with the support of Ukrainian creative industries at the international level is characterized by a number of systemic problems that hinder development and reduce competitiveness. One of the main obstacles is limited financial and logistical capabilities. The war exacerbated these challenges, creating additional difficulties for participation in key international events (festivals, forums, showcases, exhibitions). Insufficient state funding and the lack of long-term planning complicate the preparation of Ukrainian stands, the logistics of materials delivery, as well as the travel of artists and specialists. This is especially true for men liable for call-up, for whom the process of obtaining travel permits is complex and unstable.

The key problem remains the passive attitude of the state to developing the export potential of creative industries. The lack of insurance mechanisms for foreign partners, who are afraid to cooperate with Ukrainian manufacturers due to the war, significantly complicates the integration of Ukrainian goods and services into international markets. Even basic requirements, such as issuing certificates of origin (e.g. EUR.1), are often too complicated or inaccessible, which becomes a barrier to export to Europe. In addition, currency control and restrictions on the use of funds abroad exacerbate the problem: Ukrainian companies are forced to find workarounds for transactions, which negatively affects their reputation and trust from partners.

At the same time, the lack of systematic support of modern Ukrainian culture weakens its visibility on the international stage. The state often directs funding only to patriotic (around-the-war) narratives, ignoring a wider range of cultural projects that could present Ukraine as a progressive and innovative country.

These problems are compounded by the lack of an effective infrastructure for promoting Ukrainian cultural industries abroad. Information about the state, achievements, and proposals of the sector is often not available in English, which complicates communication with international partners. The lack of a database, self-presentation platforms, or agencies to advocate for the interests of specific sectors exacerbates the industry fragmentation. Insufficient marketing expertise, low level of foreign language

skills, and a shortage of specialists capable of negotiating at the international level create additional difficulties.

The presence of the Ukrainian voice on international platforms also has an important political dimension, as representatives of Russian culture participate in many events and actively promote their product in other countries of the world. In this situation, the lack of a coherent cultural narrative and the absence of a clear position on how to represent Ukraine abroad create additional barriers to effective communication and counterbalancing Russian culture.

These problems complicate the process of Ukraine's integration into the global cultural space, limiting its ability to initiate new partnerships, attract investments, and effectively present itself as a modern and competitive country.

Policy ideas

- **Based on the results of the policy laboratory's work on November 20-21, 2024**
- **Facilitator: Anastasiya Verlinska**

Policy proposals

Policy 1 Promotion of international visits

The policy of promoting international cooperation and supporting exports consists in creating conditions and providing strategic support in the promotion of competitive Ukrainian cultural projects, artists, and companies to international markets by coordinating state efforts, communicating with interested actors in creative industries (CIs) and providing support through international cooperation instruments. It should result in transparent selection mechanisms for competitive projects with international potential to receive state support and forming a single vision of the strategy for promoting modern Ukrainian cultural products.

The MSCS, the Ministry of Foreign Affairs, their relevant institutions, and professional communities should jointly identify the most strategically important events where Ukrainian culture and creative industries should be represented in the best possible way. The participation of Ukrainian delegations in these priority events should take place with the financial and logistical assistance of the state.

Support for Ukrainian cultural sectors can also be strengthened by cooperation with the

[Export Credit Agency](#) and the [Office for Entrepreneurship and Export Promotion](#) in the development and financing of industry catalogs and the organization of national stands at key international fairs and forums.

An important element also is the regular updating and systematization of information about creative industries on state resources and their promotion through the Ministry of Foreign Affairs and international networks such as the [European Creative Hubs Network](#) and [Creatives Unite](#). For example, this could be improving the Insight UA resource. In a situation where there is a lack of human resources to fill such databases, it could be effective to provide artists with the opportunity to update their profiles independently.

Special attention should be paid to supporting Ukrainian producers on international platforms, such as [Etsy](#) та [Amazon](#), helping to overcome barriers to access to these resources and resolve the issue of restrictions on payments from abroad.

For individual artists and companies, it is worth preparing educational programs and trainings on the development of export competences that help adapt their product to international requirements and participation in fairs and exhibitions, and teach them to effectively use various channels for promoting and selling their products.

In the conditions of martial law, the issue of improving the mechanisms for obtaining permits for the departure and return of military personnel whose presence at events abroad is justified and important remains acute. Here, the development of a system of return guarantees (cash deposits, temporary documents, responsibility of organizations or companies for representatives of the sector they sent on a business trip) and the introduction of reporting after returning from events, which would allow assessing the effectiveness of participation according to clear criteria (number of new partnerships, contracts, and overall representation of cultural products), may be useful.

In general, the policy of promoting international visits involves a systematic approach that combines the efforts of the state, diplomatic missions, public organizations, and the private sector in creating conditions in which Ukrainian cultural and creative projects become recognizable, competitive, and successful in the global market.

Policy components:

- Engaging potential partners through diplomatic institutions, such as embassies and chambers of commerce and industry, and Ukrainian representations abroad.

- Introducing competitions with a transparent evaluation procedure and creating a pool of specialists to select competitive projects with international potential
- Identifying priority countries for promoting Ukrainian culture in the international arena and organizing the participation of Ukrainian delegations in key events.
- Creating a clear procedure for approving travel abroad for people liable to call-up, with a mechanism for controlling their return.
- Systematizing the offer of Ukrainian creative industries by creating databases of artists, companies, communities, cultural projects and products (with tools for filling profiles independently) on the websites of the Ministry of Foreign Affairs and state institutions (UI, UBI, Derzhkino).
- Presentation of CI sectors through state economic structures, such as PrJSC “EKA” (“Export Credit Agency”) and State Enterprise “Entrepreneurship and Export Promotion Office”.
- Promotion of the distribution of Ukrainian products on international platforms (Etsy, Amazon) to expand access to the global market.
- Supporting and further developing the Ukrainian Institute’s study visit program.
- Creating a database / map of Ukrainian associations and organizations abroad, encouraging networking, an accreditation system for organizations to officially represent Ukraine and attract cooperation.
- Creating instructions, materials and trainings on security for foreign guests and those who host them.
- Implementing financial risk insurance mechanisms for organizers of foreign events in case of cancellation of participation of Ukrainian delegates for war-related reasons (failure to obtain travel permits, mobilization, loss of physical possibility).
- Creating guarantee programs to compensate Ukrainian organizers and delegates for losses due to canceled events (costs for ticket booking, accommodation, etc.).

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)
- [Ministry of Foreign Affairs of Ukraine](#)

- [Ministry of Economy of Ukraine](#)
- [EU Program “Creative Europe”](#)
- [Export Credit Agency](#)
- [Entrepreneurship and Export Development Office](#)
- [Ukrainian Institute](#)
- [Ukrainian Book Institute](#)
- [Chamber of Commerce and Industry of Ukraine](#)
- [Ukrainian Cultural Fund](#)
- [European Creative Hubs Network](#)
- Professional associations

Implementation time and impact horizon:

The components of this policy have different implementation timelines. Some are fast-track and could be implemented by 2026, some take longer but can be rolled out gradually.

The policy will have a long impact horizon, so the resources needed to develop tools and technical solutions are well justified.

Risks:

- Changes in government policy priorities, which may lead to the curtailment of support programs.
- Conflicts between government structures in the distribution of resources and responsibility.
- Restrictions on the departure of artists due to martial law.
- Logistical difficulties in organizing events abroad (providing stands, materials).
- Non-transparent selection of participants for international representation.
- Ineffective evaluation of events and their impact.
- Lack of stable funding and dependence on donor funds.
- Emigration of CI specialists abroad and absence of motivation to return.

Advantages:

- Increasing the competitiveness of Ukrainian culture and creative industries at the international level.
- Increasing the visibility of Ukrainian brands, artists, and products.
- Increasing the volume of exports of cultural and creative products.
- Attracting foreign investment and creating new jobs in the CI sector.
- Updating databases and launching new support mechanisms for Ukrainian artists.
- Creating conditions for concluding long-term partnerships and contracts.

Disadvantages:

- Lack of funds for systematic updating of databases, catalogs, and support of delegations at international events.
- Inability to cover all key events due to budget constraints.
- Slow bureaucratic processes that can delay the implementation of programs and the launch of new mechanisms.
- Lack of coordination between various state structures and institutions under their subordination (Ministry of Foreign Affairs - MCSC – Ministry of Economy)
- Difficulty in creating a pool of independent professional and objective experts.
- Risk of subjective or non-transparent selection of event participants.
- Lack of effective mechanisms for guaranteeing the return of participants (mortgage, reporting, control).
- Difficulty in organizing delegations due to restrictions on traveling abroad related to martial law.
- Difficulty in long-term planning due to instability of state policy priorities and lack of strategic vision.

Policy 2 Instruments for support and promotion

Aimed at improving conditions and minimizing risks that hinder the development of international cooperation by creating state guarantees and reinforcing security. The policy provides for the phased implementation of measures in close coordination between state institutions, diplomatic missions, and cultural institutions and consists in developing and implementing mechanisms for providing foreign partners with insurance guarantees that would compensate for losses in the event of disruption of cooperation due to factors related to martial law. Another element of this policy is the creation of universal security instructions for foreign guests visiting Ukraine, developed with due account of international experience and adapted to the current reality. The application of such instructions is reinforced through exercising and training that prepare the host parties for high-quality and as safe as possible accompaniment of international delegations.

Additionally, mechanisms are being created to respond to the presence of representatives of Russian culture and business at international events, as well as general recommendations and advice for Ukrainian delegations abroad, developed on the basis of the exchange of experience of representatives of diplomatic institutions and individual industry representatives.

Policy components:

- Implementation of financial risk insurance mechanisms for foreign organizers in cases arrival of Ukrainian participants is cancelled.
- Creation of state guarantee programs for compensation of costs for logistical and organizational losses, which would reduce the risks of cooperation with Ukrainian manufacturers.
- Support and further development of the Ukrainian Institute's study visit program.
- Creation of special security instructions and training for foreign guests.
- Creation of mechanisms for responding to the presence of Russian delegations at international events.

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)
- [Ministry of Foreign Affairs of Ukraine](#)

- [Ukrainian Institute](#)
- [Ukrainian Book Institute](#)
- [Ukrainian Cultural Fund](#)
- [State Agency of Ukraine for Arts and Art Education](#)
- [State Agency of Ukraine for Tourism Development](#)
- International cultural organizations ([British Council](#), [Goethe-Institut](#), [Institut Français](#), and others)
- Diplomatic representative offices of other countries in Ukraine
- Non-governmental and professional organizations
- Business sector and insurance companies

Implementation time and impact horizon:

The implementation of a policy of state guarantees and creation of a safe environment for international cooperation by 2027 is quite realistic, but it depends on the factors outlined below. The policy will contribute to the improvement of Ukraine's image as a reliable partner and ensure stable cooperation at the international level, attracting new partners and developing Ukrainian cultural projects in the global market.

Risks:

- Insufficient budget funding for insurance guarantees and organization of study visit programs.
- Difficulty and duration of policy implementation coordination at the state level.
- Fears of foreign partners regarding the reliability of guarantees and stability of the situation in Ukraine.
- Obstacles created by states that are allies of Russia and limit cooperation with Ukraine in the cultural and economic spheres.
- Potential corruption or misuse of state guarantees.
- Failure to accept recommendations and mechanisms for responding to the presence of representatives of Russian culture and business at international events by some industry representatives.

Advantages:

- State guarantees and insurance will increase the confidence of foreign investors and partners in cooperation with Ukrainian manufacturers.
- Creation of universal security instructions will help reduce risks for foreign guests and reinforce Ukraine's reputation as a reliable partner.
- Enhanced support for cultural delegations and high-quality organization of visits will improve the perception of Ukraine at the international level.
- Clear recommendations for Ukrainian delegations will help ensure effective and coherent representation of the country's interests abroad.
- Study visit programs will promote cultural exchange, integration of Ukrainian culture into global processes, and attraction of foreign resources.
- Institutionalization of programs will simplify the process of engaging new partners and ensure sustainable cooperation.

Disadvantages:

- Implementation of insurance programs and training will require significant financial costs, which will not be prioritized by the state.
- Implementation will require the creation of additional institutions or units.
- At the initial stages, the policy will be able to cover only some countries and industry sectors.
- Constant changes in the security situation may require regular updating of instructions and procedures.
- Global political and economic changes may affect the implementation of programs and cooperation with foreign partners.

Policy 3 Dialog between the community and the state

The policy presupposes strategic involvement of Ukrainian specialists, associations and organizations abroad in promoting the products of creative industries and shaping a positive international image of Ukraine. The general focus of the policy instruments is directed at creating an infrastructure for coordinating the resources of the Ukrainian diaspora, establishing systematic cooperation, developing Ukrainian studies and language support, as well as building strategic communication to promote Ukraine abroad.

At the initial stage, a single state database of Ukrainian associations, communities, and professional organizations of the diaspora that are already operating or intend to start operating abroad is created. This includes the possibility of self-registration of such centers on state digital resources (for example, through “[Diia](#)”, which will allow formalizing their cooperation with the state and gaining access to certain benefits and resources. In parallel, the state launches mechanisms to stimulate networking, in particular, accreditation of diaspora organizations for further participation in creative industries development programs. At the same time, a communication strategy is developed that forms a holistic image of Ukraine for both the diaspora and the foreign audience through communication materials, involving the experience of other countries and strengthening existing professional communities operating abroad. An important element is the strengthening of Ukrainian studies and language support, through the creation of departments and divisions in foreign educational institutions and translator networking programs, as well as the implementation of specific cultural exchange projects, for example, in the music industry, which already demonstrates positive examples of cooperation. An important role in these processes should be played by the Ukrainian Institute’s representative offices abroad as intermediaries for Ukrainian organizations in meeting foreign partners.

This policy is a synergy of infrastructure for the diaspora, communication strategies, education development and cooperation with foreign partners through cultural exchanges and professional programs. The key actors in this process are state institutions, foreign missions, and diaspora organizations themselves, which are gradually integrated into a single mechanism of cultural and economic diplomacy.

Policy components:

- Creating a network of Ukrainian creative industry professionals abroad.
- Creating a state database/map of Ukrainian associations and organizations abroad.
- Stimulating networking.
- Creating a holistic and strategically thought-out communication system that will shape a positive international image of Ukraine.
- Self-registration of centers on a state platform created for this purpose.
- Developing Ukrainian studies and language education.
- Cooperation and exchange programs via the Ukrainian Institute.

- Regular horizontal discussions of the public position and possible response strategies regarding the presence of Russians at international events in professional communities.
- Forming a common vision of the representation of modern Ukrainian cultural product through a dialogue between the state and the key actors in the creative industries sector.

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)
- [Ministry of Foreign Affairs](#)
- [Ministry of Digital Transformation](#)
- [Ministry of Education and Science of Ukraine](#)
- [Ukrainian Institute](#)
- Ukrainian communities and organizations abroad
- Non-governmental organizations (NGOs) dealing with the advocacy of Ukrainian culture and creative industries at the international level
- Educational institutions and universities
- International organizations and cultural institutions
- Professional communities of creative industries
- Local governments and municipal administrations of the countries of stay

Implementation time and impact horizon:

The implementation of this policy by 2027 is quite realistic, provided that proper coordination between state bodies, international partners, and Ukrainian diaspora communities is ensured. Since the policy involves long-term networking, creating infrastructure to support cultural products, and attracting international partners, its horizon of impact could be the period until 2030.

Risks:

- Slow government processes and complex administrative procedures can slow down policy implementation and affect the effectiveness of its implementation.

- Geopolitical changes, economic crises, or instability in certain regions can affect cooperation opportunities and international ties.
- Without proper motivation and engagement of the diaspora, policies may not achieve the desirable outcomes.
- Insufficient budget funding or inefficient allocation of resources can lead to delays in the implementation of initiatives.

Advantages:

- Increasing Ukraine's visibility in international cultural and economic markets through active networking and cooperation with international organizations.
- Increasing the effectiveness of reaching new foreign audiences for Ukrainian artists and creative businesses.
- Increasing the participation of the Ukrainian diaspora in cultural and economic initiatives and contributing to the strengthening of national identity and ties with the outer world.
- Creating strong and lasting ties and partnerships.

Disadvantages:

- The policy is long-term by nature and may therefore take a long time to achieve noticeable results, in particular due to the complex mechanisms of interaction between different institutions.
- Creation of infrastructure, training programs, databases, and support for networking will require significant financial and human resources.
- Without clear and measurable success criteria, it may be difficult to assess the effectiveness of the policy at the initial stages of its implementation.

Conclusions

Since this essential issue that requires quick decisions, and the international reality is changing dynamically in the context of war, the best option is to choose those instruments that are easier, less resource-intensive, faster, and more realistic to implement out of all proposed policies. In particular, the first policy can be supplemented with instruments from the second policy, which provide security and trust for international partners, as well as use the diaspora resources from the third policy to expand networking

opportunities. This will allow not only to establish international contacts for cultural export, but also create a safe and stable environment for using them, via effective methods of communication and cooperation with Ukrainian communities abroad. Such a comprehensive approach will allow Ukraine to effectively realize its ambitions at the international level, strengthening cultural influence and ensuring stable development of creative industries in the medium and long term.

Recommended policy

- Systematization of the offer of Ukrainian creative industries by creating databases of artists, companies, cultural projects, and products on the websites of the Ministry of Foreign Affairs and state institutions (UI, UBI, State Film Agency) (with tools for filling profiles independently).
- Creation of a database / map of Ukrainian associations and organizations abroad, encouragement of networking, a system of self-registration of centers on the state platform created for this purpose, and accreditation of organizations for the official representation of Ukraine and involvement in cooperation.
- Support and further development of the Ukrainian Institute's study visit program.
- Presentation of creative industries sectors via state economic structures, trade and economic representations at embassies, [international platform Nazovni](#) and SE Entrepreneurship and Export Promotion Office.
- Creation of special security instructions and training for foreign guests.
- Regular horizontal discussions in professional communities of the public position and possible response strategies regarding the presence of Russians at international events.

1.3 Competence and professional scarcity

Description of the range of problems

- **Sectors to which this is related:** all CI sectors
- **Is it related to the war:** Partially

The essential issue of competence and professional scarcity was a cross-cutting issue in RES-POL research, and is particularly relevant in the creative industries, arts, and cultural heritage sectors. This is why the policy lab brought together representatives from various sectors of the creative industries and culture, education for culture and creative industries, and standards-setting institutions.

The problem of competence and professional scarcity in creative industries predated the full-scale invasion, primarily due to the systemic lack of formal and informal training and development programs that meet market demands. Factors contributing to this shortage include:

- Formal higher education does not keep up with the pace of labor market development, not only in creative industries and culture sector, but also in general; often the leadership of educational institutions is inert to changes and innovations.
- Representatives of the creative industries market do not develop cooperation with higher education due to the complexity of the process and the closed nature of HEIs. HEIs also lack the motivation to attract practitioners, and they are not able to offer decent financial remuneration for such work. As a result, the realities and demands of the market are not reflected in the curricula, and representatives of creative industries are not involved in teaching as practitioners.
- Absence of updated educational standards, in the development of which the market would be involved, leads to the fact that HEIs teach what they can, and not what future employers need.
- The 2015 reform reduced the number of specialties that Ukrainian universities train students in from 150 to 109. Accordingly, the quality of curricula for some specialties has deteriorated (for example, book publishing).
- A similar situation with lagging behind market demands is observed at the level of vocational education for creative industries, while data on the state of vocational education specifically for creative industries is extremely scarce.

- Market actors who need new personnel or seek systematic changes have often resorted to and still resort to opening their own schools or courses without interaction with the system of formal higher and vocational education (KAMA, Projector, Creative Practice (Kreatyvna Praktyka) (Cases), Film UA, etc.). However, without partnerships, support, and scaling, the impact of such programs is limited and less sustainable. It is worth noting that in the last few years, the first steps of systematic interaction between the state and independent educational initiatives have been observed.

The lack of competence and professional skills in creative industries is exacerbated by the lack of career guidance programs for teenagers at the secondary school level. Working in the creative industries is not considered prestigious (except for IT, which, although considered a field of CIs, is not viewed as such in this study). Parents and society more often support the choice of “more understandable” professions, with which it is easier to predict the future.

Another challenge is the command of English (at least at an intermediate level) by representatives of CIs and culture. According to estimates provided by some participants of the meeting, the situation with English proficiency in CIs is better than in the cultural sector, but still not good enough. For this reason, a significant number of foreign support and exchange programs available to Ukrainians (especially highly specialized ones) still have few applicants from Ukraine. English is the language of most professional courses and sources of information. Knowledge of English, as well as the mental isolation of CIs in the Ukrainian economy affect the export potential of Ukrainian CIs.

Other important factors related to the full-scale invasion that affect the current level of competence and professionalism in the CI sector include the following:

- a significant number of CI specialists are leaving abroad. Some of them are getting jobs in new countries, while others continue to work for Ukrainian customers and employers.
- in conditions of a full-scale invasion, the difference in contexts, working conditions, and training in frontline areas and in the rear of the country is becoming increasingly noticeable. This gap particularly concerns the conditions of training for students. If training is conducted online, the level of competence of graduates of those specialties where practical offline work and interaction are important is significantly lower than that of those who have the opportunity for full-fledged training.

- some creative businesses keep working in frontline areas, hiring and training new employees. However, training in frontline conditions is difficult to organize, primarily due to the lack of qualified specialists ready to train others in the workplace.

In general, the participants of the meeting noted that quick practical informal online education for the CI sector in Ukraine is developing rapidly. At the sector strategy level, it is necessary to determine what balance of formal and informal education should be, because universities and HEIs cannot (and should not) cover all educational needs. The task of higher education is to form worldview foundations. For some professions, university education may remain only a format for training industry leaders, and for the rest, other educational options may be good - vocational education, certification programs, online schools, etc.

However, at present, neither CIs nor educational institutions in Ukraine are institutionally accustomed to constant inter-sectoral communication, which is especially needed in creative industries; they exist as separate, hermetic worlds.

Current policy instruments on competence and professional scarcity

Policies

The frame of the system of higher education in Ukraine, including regarding CIs, is described in the analytical report [“Entrepreneurial Education in Creative Industries in Ukraine”](#) dated 2022.

[The Ministry of Education and Science of Ukraine](#) publishes annual data on the expenditure of the state budget in their distribution between state-owned higher educational institutions, that are subordinated to the Ministry of Education and Science. In 2024, the funding of higher education institutions (excluding social costs) amounted to UAH 19.2 billion (for 134 HEIs). The amount of allocated state funds for each university is determined with due account of the 5 main criteria that the educational institution must meet. The main distribution criterion is the contingent of applicants who study at the expense of the state. Also, it is:

- scientific practice / activity – the amount of funds that the HEI earned from providing scientific and technical, consulting services or received in the form of grants for scientific developments;
- internationalization – place in international rankings and/or participation in European Erasmus+ projects;

- employment – percentage of employed graduates (data from the Pension Fund);
- regional factor – to support the most vulnerable educational institutions from the frontline regions.

As of May 2024, the Ministry of Education and Science was developing methodological recommendations for the use of the reserve, the amount of which was UAH 504 million. It is envisaged that part of this reserve would be directed at solving problems related to the functioning of relocated educational institutions.

There is still no separate platform for creating policies to support CIs through education in Ukraine. In 2018-2022, the British Council initiated the Creative Spark program for this purpose. In particular, [Ukraine Creative Spark Policy Forum](#) was conducted twice within the program. Its goal was to ensure convergence between CI sectors and higher education as well as to launch a strategic talk about their overlapping at the policy level (the notes of the forum in [2020](#) and [2021](#)). The forum also launched an informal working group on “Higher Education and Creative Industries” to further develop policies. After the end of the Creative Spark program in 2022, the working group ceased active interaction.

Initiatives

In 2022, Projector Institute established the [Projector Creative & Tech Foundation](#), which provided training in creative specialties (including IT) to 5 thousand Ukrainian women - partners of military personnel and forcibly displaced due to the war within Ukraine or abroad. The program is supported by the [Ministry of Digital Transformation of Ukraine](#) and the national entrepreneurship and export development project [Diia.Business](#).

Future Perfect is a [language program](#) to popularize English as a language of international communication in Ukraine, created at the initiative of the President of Ukraine. The implementation of the program is coordinated by the Ministry of Digital Transformation in cooperation with the Ministry of Education and Science and the MCSC. The language program is implemented according to the principle of lifelong learning - education throughout life, and is available to all Ukrainians.

The social medium and EdTech platform for creative industries [Cases](#) has launched a [Creative Practice \(Kreatyvna Praktyka\)](#) platform which is a learning platform that offers thematic courses, mentoring, and employment support for both IT professions and CIs, for example, design and creative entrepreneurship. Currently, the number of course participants on the platform is 97 thousand people. The platform with online training

programs, including for CIs, is offered by [Projector](#), offline and online programs for different sectors are also implemented by [Kyiv School of Media Arts](#).

[CASES joined the Future Perfect program](#) and in 2024 launched a free-of-charge acceleration program for creative industries – [Creativity Beyond Borders](#). The aim of the program is to help creative industries representatives present their services in English to enter international markets, gain knowledge about international PR, marketing, and AI for business.

Despite the lack of financial opportunities, some universities find it possible to attract practitioners as systematic guest speakers, within dual education programs or within new formats, for example, [Indie Lab](#) (film production laboratory for young artists of the Karpenko-Kary Kyiv National University of Theater, Cinema and Television).

What is of interest at the project level

In 2024, the British Council launched the [Creative Economy Development Grants](#) program, focusing on the institutional support of sectoral associations in CIs and creative hubs.

[The Projector Foundation and the Ministry of Education and Science launched a joint project](#) which involves the implementation of online Projector Institute courses for vocational education students and principals of vocational education institutions, conducting trainings and piloting updated educational content in vocational institutions in communities affected by the war (Mykolaiv, Kharkiv, Kherson, Chernihiv, Dnipropetrovsk, Zaporizhzhia, Sumy, Kyiv regions). The project does not focus on CIs, but can be an example of interaction at the level of vocational education.

Policy ideas

- Based on the results of the policy development laboratory on November 27-28, 2024
- Facilitator: Anna Karnaukh

Policy 1 Convergence between CIs and education

It is the convergence of the CI sector and higher education that can create conditions for taking into account market interests in the educational process, involving practitioners in teaching, and for the joint development of an updated professional and educational framework for CIs by both sides.

- Support of the development of professional associations (industry associations) of various sectors of culture and CI as units for strengthening the interaction of the market and the education sector, especially higher education.
- Support program for practitioners who develop curricula and teach in the formal education and vocational education systems.
- Program to stimulate cooperation between the education, culture, and CI sectors for joint revision of educational programs, elaboration of new initiatives, and drastic acceleration of the development of professional standards.
- Launch of a regular forum for providers of educational services for culture and CIs, with feedback on the quality of the services offered from CI representatives.
- Support of the creation and operation of dual education training centers in universities and vocational education institutions as a format for collaboration with the market and foreign partners.
- Creation of an observatory of competence and professional scarcity in the CI and sectorally - data collection, mapping of needs regarding the availability/lack of specialists in various specialties, the level of their competencies, and priority requests. Regular study of needs with a regional focus.

Policy instruments:

- Grant program to strengthen sectoral associations in CIs and establish their interaction with the educational sector. Grants are issued to sectoral associations for one of three activities or a combination thereof:
 - development and updating of professional standards for one of the CI sectors;
 - development and implementation together with HEIs or vocational education institutions of educational programs that meet modern market demands;
 - creation of dual education centers, strengthening the work of existing dual education centers in HEIs or vocational education institutions with a focus on CIs, as well as implementation of cross-sectoral programs that develop dual education for CIs.
- The grant program is implemented in parallel with a training program on the development of sectoral associations and strengthening cooperation with the educational sector for grantees, which includes the following topics:

- Intermediary organizations in CIs and their strategic role;
- Strategic development of intermediary organizations in CIs;
- Dual education and other opportunities for cooperation with the educational sector;
- International presence and integration into European networks;
- Communication strategy and promotion of the intermediary organization;
- Review of cases of existing intermediary organizations in Ukraine/abroad and their models.

The training is designed to provide sectoral associations with practical knowledge for grant implementation, as well as to expand the understanding of the role and models of intermediary organizations, and to offer practical tools to strengthen the organization's work, including through interaction with the educational sector and international partners.

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)
- [Ukrainian Cultural Fund](#)
- [Ukrainian Center for Cultural Studies](#)
- [Entrepreneurship and Export Promotion Office](#)
- [State Agency of Ukraine for Arts and Art Education](#)
- [Ministry of Education and Science of Ukraine](#)
- [Ministry of Economy](#)
- [National Qualifications Agency](#)
- International donors and programs

Implementation time and impact horizon:

Development in 2025, implementation in 2026 and 2027.

Implementation:

The potential implementer of the grant program is the UCF, with the support of international partners and donors. The educational program is implemented by the UCF in cooperation with professional organization(s) engaged in capacity development of the CI sector. It is also possible that the operator of the grant program does not deal with the implementation of the training program, and specific organizations responsible for the implementation of the two policy components are synchronized with each other in their activities, based on a memorandum or partnership agreement.

Grant recipients of the program can be organizations (in form - public organizations, associations, or unions) that already actually perform the role of a sectoral association in one of the CI sectors through the following functions: ensuring strategic dialog on the development of the sector, holding professional events, interaction with regulators and policymakers, promotion abroad, collecting statistical information about the sector, and conducting professional research, doing advocacy and ensuring promotion.

Important criteria for selecting grantees:

- A portfolio of projects with demonstrated impact, indicating the role of a sectoral association;
- Representation of a broad spectrum of sector organizations, including key actors;
- Availability of a capable team.

Parallel implementation of the training program will not only help strengthen grantees for the implementation of this grant project but also contribute to their further development as important actors in the CI ecosystem.

In parallel with the implementation of the grant program, it is recommended launching a permanent cross-sectoral working group on the convergence of CI and educational sector. It should include grantees of the above-described program for sectoral associations, other active sectoral unions with CIs, representatives of key HEIs engaged in education for CIs, representatives of key stakeholders and leading companies from the sector interested in the development of the educational component. Thanks to the systemic dialog, such a platform will be able to offer the mechanics of implementing the remaining policy components described above, as well as develop other necessary initiatives.

At the first stage, the work of the group is initiated jointly by the MCSC and the Ministry

of Education and Science, and then transferred for coordination to one of the members of the working group based on their capacity. Support for the group's work may be provided by a grant in the second year of the program's implementation (tentatively in 2027).

Risks:

1. Low capacity to implement cross-sectoral policies may affect the quality of implementation;
2. Inertia of the educational sector to changes may undermine the implementation of the program;
3. Not all capable organizations that can become grantees of the program already have contacts to enter into agreements with HEIs and vocational education institutions for effective implementation of the program;
4. Low capacity to drive a process aimed at long-term systematic changes is due to general fatigue, exhaustion, and limited resources;
5. Conflict of interest among several sectoral associations from one CI sector regarding the representation of the interests of the entire sector;
6. The risk that the grant will be received by organizations that formally have the status of sectoral associations, but represent the interests of only certain groups of the sector or do not have recent projects relevant to the sector;
7. Insufficient level of expertise of the training program operator, because only an organization that understands the nature and essence of sectoral associations can ensure high-quality implementation of the program.

Advantages:

1. The policy is a point of influence on the entire CI ecosystem - strengthening sectoral associations and cooperation with the educational sector will facilitate the implementation of a number of other initiatives and positively affect the state of the CI sector as a whole.
2. Direct impact on human capital issues in Ukraine.
3. The process of convergence of CI and education is required because it is impossible to realize the full potential of the CI sector without such cooperation.

4. The policy is relatively simple to implement.
5. The policy has clear implementation indicators: the number of new educational programs, updated professional standards, created or strengthened dual education centers.

Advantages:

1. The cross-sectoral and two-stage nature of the policy requires additional resources for coordination and agreement;
2. Visible outcomes of the implementation of the program policy take time to be seen.

Policy 2. Creative mentors – supporting mentoring and leaders who develop others

Experienced practitioners who share knowledge within the educational process, in the workplace, in professional communities, as well as through special programs, can become drivers of effective and rapid improvement of specialists' competences. Mentoring, in contrast to a long education system, provides a relatively rapid transfer of practical experience and can be an effective tool for overcoming personnel and competence scarcity, as well as motivation to remain in the profession, especially for young people. For experienced practitioners, the mentoring format can be an effective way to engage in the development of the sector and human capital. In addition to the mentoring format, it is worth supporting leaders who are engaged in the development of specialists, using other formats.

- Mentoring program to improve the competences of CI specialists at the community level.
- Support for CI employers, primarily in frontline regions, who seek to quickly improve the competences of people in the workplaces.
- Recognition and motivation programs for specialists (awards, competitions, distinctions) who take on the role of mentors for CI representatives, primarily in the workplace.
- Motivation program for teachers who develop and conduct educational programs in English.
- Support for bilateral exchanges and collaborations between Ukrainian HEIs and

foreign university teachers and practitioners to come to Ukraine for the purposes of long-term teaching and mentoring (from 1 year upwards).

- Development of approaches to working with de-occupied and frontline territories using the potential and tools of culture and CIs.

Policy instruments:

- A voucher system for improving the skills of CI representatives through interaction with a mentor. Vouchers are financed from the community budget, and the program's mentor network is formed on the basis of local business support organizations, organizations that strategically work with CIs and CI education, already existing mentoring platforms (ideally with a focus on CIs), as well as on the basis of capable businesses that have specialists ready to share knowledge. Among the potential options for such organizations are the following ones:
 - Business support centers;
 - [Entrepreneur support centers Diia.Business](#);
 - Capable creative hubs;
 - [Offices "Made in Ukraine"](#);
 - Centers of dual education for CIs;
 - Already available online platforms with mentoring and educational programs: [Projector](#), [Kreatyvna Praktyka](#), etc..
 - Local business working in CIs or representing any other field, but having the knowledge and experience so important for CIs.
- The main focus of the policy is to improve the practical skills of representatives of the CI sector in the role of mentees and at the same time form a mentoring infrastructure in the sector - a network of organizations and specialists, which will further help to scale and simultaneously decentralize the approach in other communities of Ukraine as well.

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)

- [Ministry of Economy](#)
- [Ministry of Education and Science of Ukraine](#)
- [Entrepreneurship and Export Promotion Office](#)
- [Ministry of Digital Transformation of Ukraine](#)
- Territorial communities
- Creative hubs in communities
- International donors and programs
- Local business in the CI field.

Implementation time and impact horizon:

Development in 2025, preparation for launching - 2026, full-fledged launch – in 2027.

Implementation:

A network of communities ready to join the program is being formed, primarily communities that consider CIs as one of the strategic sectors for development.

Option 1 (more complex): The program is managed by an organization that administers and coordinates the team of mentors, is engaged in their training, support of the mentoring process, evaluation of results and coordination between partner organizations of the network. This approach will allow to develop expertise in organizing mentoring programs, which can then be further scaled up, and the mentors of the first wave of the program will be able to become mentors for the next generations of mentors.

Option 2 (simpler): the program operates in a more decentralized manner. The mentors are provided with a pre-agreed mentoring methodology in the form of publications and video instructions given by the program's partner organizations. The program is administered and the mentors are paid under the agreements between the community and its partner organization(s) from the network.

To expand the pool of mentors based on partner organizations, a promotional campaign is used to invite experts-practitioners to apply to become mentors. The campaign is implemented jointly by the MCSC, the UCF, the Ministry of Digital Transformation and the Ministry of Economy, and the communities participating in the program. Mentors

can cooperate with the partner organization offline or online, which will allow them to involve both local specialists and those living in other communities or even abroad.

Vouchers can be applied for through Diia, Administrative Services Provision Centers, or the websites of local councils. The decision on vouchers is passed by a commission consisting of a community representative and a representative of the program's partner organization. Additional priority is given to specialists with IDP status and veterans. A separate focus within the program may be made on frontline areas.

Vouchers can be used within five months for a series of meetings (up to three) with one mentor. Provided that the organization has a program coordinator, the mentor for each session can be changed upon request.

At the end of the term, the mentor and mentee fill out a short form to record the results and approaches that can be used for further development of the program.

Risks:

1. Effective mentoring should be based on a methodology. This complicates the program architecture with an additional element of mentor training.
2. The expertise and training of some mentors may be insufficient.
3. Insufficient capacity of organizations that are to become program partners.
4. Other priorities and projects of partner organizations.
5. Low level of interest from communities.
6. Insufficient capacity and willingness of Administrative Services Provision Centers and Diia to join the program.
7. Low level of interest from potential mentees.
8. Without a single program coordinator, there is a risk of dispersion and absence of synchronization.
9. General fatigue, exhaustion, and limited resources in the background of war.

Advantages:

1. Knowledge transfer in conditions of limited human resources and crisis of the formal education system.

2. Contribution to the formation of a culture of mentoring in society.
3. A community-level approach enables implementation outside large cities.
4. Direct impact on the quality of human capital in communities.
5. Development of new approaches and developments that can be scaled both in the sector and in other sectors.
6. Building new connections on the ground between actors of the CI ecosystem.
7. Possibility of implementation in a hybrid format.
8. The implementation model can have a different scale - from a pilot for several communities to a larger-scale approach.

Disadvantages:

1. Quite a complex implementation path.
2. The need for effective communication support and coordination at the start (for both mentors and mentees).
3. Visible results of the implementation of the program policy take time to be seen and require a quality monitoring and evaluation system.

The exchange of professional experience and approaches is important not only at the level of individuals but also at the level of institutions. This allows organizing the transfer of knowledge at the team level, helping to ensure that knowledge and institutional connections remain, even when the composition of the team changes. Such exchange can take place both within the country and with foreign partners.

- Competence residencies for teams of Ukrainian institutions and companies from CIs within Ukraine.
- Competence residencies for teams of Ukrainian institutions and companies with foreign partner organizations.
- Cooperation of teams of Ukrainian universities with foreign partner educational institutions to create creative hubs at universities and exchanges regarding the development of CI curricula.

Disadvantages:

- Grant program to support competence residencies within Ukraine for practical transfer of work experience between two teams of institutions or companies from Cis based on one of the institutions or teams.

Among the mobility offers available to Ukrainian CIs representatives, most focus on trips abroad and exchange of experience with foreign colleagues. At the same time, Ukrainian experience is extremely valuable for colleagues, as it reflects the context of war, work in conditions of multiple challenges. Exchanges within the country allow for building important connections, do not require knowledge of foreign languages. In addition, it is an effective solution in terms of costs as compared to international trips.

- The program offers several formats of competence residencies:
 - **a grant that covers the stay of one team “as a guest” of the other** and then, if necessary, a return visit. The week-long residency (up to 5 working days) is formed around specific thematic requests of both teams and is a series of meetings, practical workshops for all team members, as well as individual sessions between colleagues responsible for specific areas of work and a shadowing format (observation of the work process). Depending on the level of experience of both teams, the format of interaction can be: **partnership** - an equal exchange between two organizations, or guardianship, when one of the organizations is more experienced and, during the residency, it transfers more experience and knowledge than it receives.

Main parameters:

Number of residency participants: **up to 7 people from each team.**

Duration: **up to 1 week (5 working days).**

The grant covers: **logistics and daily fees for the team members, fee for developing the work program and training activities, and required materials.**

- **a grant that allows an institution to organize a competence residency around a specific topic** and invite representatives of other institutions or companies (according to the specialty of the residency) for practical experience transfer.

Main parameters:

Number of residency participants: **up to 15 people in total.**

Duration: **up to 1 week (5 working days).**

The grant covers: **logistics and daily allowances for participants from teams, fee for developing a work program, coordination and conducting educational activities, and required materials.**

Main tasks of the residencies of both formats:

- transfer of practical knowledge and experience at the level of teams and institutions;
- professional development of CIs representatives in the workplace;
- formation of new approaches in institutions and companies to exchange practical knowledge with colleagues in the sector;
- creation of new connections between organizations for further exchange and new collaborations;
- creation of a scalable project model.

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)
- [Ukrainian Cultural Fund](#)
- [Entrepreneurship and Export Promotion Office](#)
- [State Agency of Ukraine for Arts and Art Education](#)
- [Ministry of Economy](#)
- [Ministry for Communities and Territories Development](#)
- International donors and programs

Implementation time and impact horizon:

Development in 2025, launch in 2026, and scaling – in 2027.

Implementation:

The possible operator of such a grant program is the Ukrainian Cultural Fund. Therefore, the first step in implementation should be to validate the program as part of the fund's portfolio. At the same time, it is important to ensure the openness of the grant competition for various types of organizations in the field of CIs. These can be independent, state, and municipal institutions that focus on CI development, as well as businesses from all CI sectors. To do this, when developing the program, it is worth ensuring strategic synchronization with the Ministry of Communities and Territories Development and the Ministry of Economy in order to take into account their vision and resources for the promotional campaign. In addition, it is recommended to create a joint program budget that the Ministry of Economy, the Ministry of Communities and Territories Development, and their partners can join.

In addition to providing grant funds, the Ukrainian Cultural Fund (or another operator) should prepare information about competence residencies. This format is relatively new and requires detailed development of the residency program, taking into account the requests of specific people, the general framework of work of both organizations, etc. One possible option is to create a guide or a series of video lectures for organizers to share the tips on how to create an effective residency format. These materials can be used both for the grant program and separately - to disseminate information about possible co-operation formats for organizations from the same sector.

One of the key factors for a successful residency is well-chosen pairs of organizations that exchange experience. The grant program may offer already established partnerships with a history of cooperation to apply, or those which offer a solution to find a new partner for exchange.

The first year of the program implementation should be considered as a pilot and support a relatively small number of partnerships. The results of the projects implemented in the first year will provide an opportunity to integrate the conclusions and, if necessary, change the program in the following year. Scaling should be planned for the second year of implementation.

Risks:

1. Limited resources of teams and organizations to be involved in the project in addition to the main work.

2. Insufficient capacity of grantees to create high-quality residency content.
3. Insufficient capacity of the UCF to implement another program and the program's inconsistency with the general portfolio of UCF programs.
4. The commercial part of the CI sector does not consider the UCF as a source of opportunities for itself.
5. Overwork and fatigue of teams and organizations in CIs.

Disadvantages:

1. Limited degree of potential scaling and impact.

In addition to general criteria for policy selection, participants in the policy development lab also paid attention to the following factors:

- Urgency of implementation;
- Impact on human capital strengthening;
- Cross-sectorality, cross-cutting for all environments, promotes de-pressurization and interaction;
- Optimization of budget funds;
- State involvement;
- Strengthening the global competitiveness of Ukraine;
- Strengthening the ability to work with frontline territories;
- Inclusivity and integration.

Recommended policy

Convergence of CIs and the educational sector

- Support program for practitioners who create curricula and teach in the formal education system.
- Program to stimulate cooperation between the education, culture, and CI sectors for joint revision of educational programs, formation of new relevant programs, and drastic acceleration of the development of professional standards.

- Support programs for bilateral exchanges and collaborations with foreign teachers and practitioners - support for the arrival of foreigners to Ukraine to teach for a period of 1 year (preferably longer), as an additional element - additional grants for the creation of joint products while teaching in Ukraine.
- Programs for recognizing and motivating specialists (awards, competitions, distinctions) who take on the role of mentors in the workplace.
- Support of experimental laboratories at universities as a format for collaborations with foreign partners and the market.

| Low intellectual property culture

- **Sectors:** all CI sectors
- **Is this related to the war:** NO

Low general level of literacy and awareness regarding respect for copyright is a long-standing problem in Ukrainian society, as the Ukrainian audience perceives piracy and counterfeiting to a large extent as the norm. The consumption of pirated content affects all sectors of the creative industries in different ways, but music, film and animation, book publishing and book distribution are the most affected. According to [Bloomberg](#), in 2024, Ukraine is among the six countries with the highest level of consumption of pirated video content, lagging behind countries with much larger populations (USA, India, Russia, Great Britain and Canada). In general, among the 50 most visited resources in Ukraine at the beginning of December 2024, there were as many as eight pirated ones and no legal ones.

The situation is somewhat better in book publishing, but the problem is acute. It is difficult to study the volume of counterfeiting and piracy and, accordingly, the losses from it for the book market, but according to a public opinion poll published in the [Report of the National Information Anti-Piracy Campaign in the Field of Book Publishing “ANTI-PIRACY: BOOKS” of the Ukrainian National Office for Intellectual Property and Innovations](#) for November 2024:

- most respondents are aware that books are protected by copyright and pose a threat to the development of book publishing, but **22.6%** have not thought about this problem;
- 45.2% have never bought pirated copies of books, **35.7%** have bought pirated copies several times;

- **60.7** % of respondents who buy pirated copies of books mostly do so unconsciously due to the inability to distinguish a copy from the original and due to an erroneous lack of attentiveness.

[Violation of intellectual property rights to musical works](#) is also a significant and widespread problem that causes losses to copyrighters. There is little research on the consumption of pirated music content and the sociology of consumer behavior, but [the GFK study for 2020](#) states that only 13% of users in Ukraine use exclusively legal resources to listen to music. This statistical data is also confirmed by the [respondents of in-depth interviews conducted by RES-POL](#). According to one of them, the ratio of legal and pirated content in Ukraine is 1:10 (for 1 legal listening there come 10 pirated ones).

The justification for using pirated products is often the high cost of licensed products and software; some distributors of pirated content are also convinced that they are thus promoting the products of Ukrainian authors.

Authors lack knowledge and understanding of the mechanisms of registration and protection of copyright for their creative products and inventions, so they have a low level of resistance to theft of their ideas, plagiarism, and illegal distribution or use of the products of their creative work.

A major problem that complicates the search and assessment of the adequacy of solutions is also the fact that the volume of distribution and consumption of pirated content is very difficult to measure and, accordingly, it is difficult to assess the losses from them for the market, and therefore determine the appropriate level of resources spent on countering them.

When developing policies and studying foreign experience, it is worth remembering that the [EU Directive on Copyright and Related Rights in the Digital Single Market](#) is not equally implemented in all states, allows freedom for each country and leaves room for adjustment to its needs, its market, and customary law. Since there are no universal instruments, Ukraine must develop its own model.

However, it is important that the first [Report of the European Commission as of November 8, 2023](#) states significant progress in the field of intellectual property, and a number of recommendations that Ukraine should implement on its way to full membership in the EU were also outlined in it. Among these recommendations is to launch the [IP-court \(High Intellectual Property Court\)](#) and develop effective mechanisms to combat counterfeiting and piracy. Acceleration of the process of establishing the IP

court, strengthening of anti-counterfeiting measures, and increasing of the level of protection of IP rights were also discussed during the twelfth meeting of the Ukrainian-American Trade and Investment Council, which has recently taken place.

| Legislation

Ukrainian legislation aimed at protecting the moral and property rights of authors, performers and producers of creative works generally complies with international standards. In addition to laws relating to individual creative industries (in particular, laws [on advertising](#), [architectural activity](#), [cinematography](#), [distribution of copies of audio-visual works and phonograms](#), [publishing](#), [TV and radio](#)), which protect copyrighters, there are also general laws on copyright and related rights. In addition, Ukraine is a party to the following international treaties, conventions, and bilateral agreements:

- [Berne Convention for the Protection of Literary and Artistic Works](#)
- [Universal Copyright Convention of 1952](#)
- [Rome Convention for the Protection of Performers, Producers of Phonograms and Broadcasting Organizations](#)
- [World Trade Organization Agreement on Trade-Related Aspects of Intellectual Property Rights](#)
- [World Intellectual Property Organization Copyright Treaty](#)

On January 1, 2023, the new version of the [Law of Ukraine “On Copyright and Related Rights”](#) was enacted. It introduces the most far-reaching changes to copyright law since 1993, with the aim of harmonizing it with EU law and promoting best practices. The new definitions expand the scope of works that can be protected from the legal point of view. The law addresses certain issues that were not sufficiently covered previously, such as the definition of the completeness of a work and the limitation of the scope of the transfer of rights to fair remuneration due to creative workers. It also covers new non-property rights to the title or dedication of a work, protection of works created with the help of artificial intelligence, licenses for the general public, the right to royalties from resale; and, in addition, it clearly defines the concept of copyright infringement.

Thus, over the past decades, the legislative framework of Ukraine on copyright has been constantly updated. Recent laws have clarified key definitions; in addition, the institutional structures have been significantly changed in order to improve the functioning of the system and bring it closer to international standards.

In February 2024, the Ministry of Economy, with its order as of February 01, 2024 No. 2945 approved the [Procedure for the Development and Maintenance of the National List of Websites Evoking Concern with Regards to Compliance with Intellectual Property Rights](#), and it was registered by the Ministry of Justice of Ukraine on March 11, 2024 under No. 357/41702.

[Part 1 of Art. 176 of the Criminal Code of Ukraine](#) establishes criminal liability for the illegal use of copyright objects if such actions have caused significant material damage. This article also determines that material damage is considered to be caused in a significant amount if its amount exceeds the non-taxable minimum income of citizens by twenty or more times (as of 2025, this is UAH 30,280 and more).

In addition to criminal liability, administrative liability is also envisaged for illegal copying of copyrighted works. Such liability is applied in cases of offenses that do not have a degree of public danger sufficient to recognize them as crimes. Administrative liability for violation of copyright and related rights is established by [Art. 51-2 of the Code of Ukraine on Administrative Offences](#). According to this norm, liability arises for the illegal use of an intellectual property right object or other intentional violation of the rights to an intellectual property right object protected by law. The sanction provides for the imposition of a fine with the confiscation of illegally manufactured products, equipment, and materials used for their manufacturing.

At the end of 2022, the Verkhovna Rada of Ukraine adopted [Law No. 5643](#), which increased liability for copyright infringement. The explanatory note to the draft law states: the purpose of adopting the draft Law is to strengthen administrative and criminal liability for the infringement of copyright and (or) related rights. Thus, illegal use of a work or other intentional infringement of rights to it is punishable by an administrative fine in the amount of 50 to 300 non-taxable minimum incomes of citizens - from UAH 850 to 5,100. Illegally manufactured products will be confiscated. To compare, in the previous version of the law, the fine was from 10 to 200 non-taxable minimum incomes of citizens, i.e. UAH 170 - 3,400.

The punishment in the Criminal Code has also increased: illegal reproduction, use, and distribution of works - from 300 to 1,000 non-taxable minimum incomes of citizens (UAH 5,100 - 17,000); corrective labor for a term of up to two years; imprisonment for up to two years. Before that, the fine was from 200 non-taxable minimum incomes of citizens, and imprisonment was only provided for in the case of causing serious damage to the author.

| Institutions, organizations, and current instruments of anti-piracy

Since November 2022, the [Ukrainian National Office for Intellectual Property and Innovations](#) is responsible for intellectual property issues. The institution is engaged in the registration of intellectual property rights for industrial property objects, maintenance of state registers in the field of intellectual property, provision of services and consultations in the field of intellectual property, certification of patent attorneys (their training and maintenance of the Register). The priorities of the institution include the following: a new level of cooperation with the World Intellectual Property Organization ([WIPO](#)) and professional representation of Ukraine's interests in WIPO; intensification of cooperation with the European Union Intellectual Property Office ([EUIPO](#)), European Patent Office ([EPO](#)), and US Patent and Trademark Office ([USPTO](#)), national IP offices of other countries; development of methodological recommendations on IP examination taking into account the experience of EUIPO, EPO and USPTO and the practice of their application; introduction of wide digitalization of the processes of providing public services by IP offices; maximum reduction of the terms of consideration of applications for obtaining legal protection of IP objects and improvement of the quality of IP examination; constant improvement of the skills of IP office experts in order to qualitatively perform the functions of the International Searching Authority and the International Preliminary Examination Authority ([ISA/IPEA](#)); development of tools to support innovators and business; promotion of innovative activities in the field of national security and defense in terms of legal protection of IP; promotion of the development of creative industries as a component of the IP sphere; promotion of the development in Ukraine of the use of alternative dispute resolution methods in the IP sphere; active educational activities and raising the level of IP culture;

The [Intellectual Property Rights Infringement Monitoring Center](#) is a specialized platform that brings together a wide range of stakeholders: experts, state law enforcement and customs authorities, business, public organizations. Its main areas of activity are as follows: international cooperation (exchange of experience, training of law enforcement and customs authorities); expert networking; educational activities; research activities (quantitative assessment of violations of intellectual property rights and their consequences for the economy).

The [chyste nebo \(clear sky\) initiative](#) was created in the summer of 2013 with the aim of developing a legal audiovisual product on the Internet and combating resources that distribute content violating intellectual property rights.

The [WIPO ALERT initiative](#) – Ukraine signed the [Memorandum of understanding between the World Intellectual Property Organization and the Ministry of Development of Economy, Trade and Agriculture of Ukraine regarding provision of data to the data sharing platform “WIPO ALERT”](#) and introduced the maintenance of a national list of web resources that raise concerns about the observance of intellectual property rights. In this way, Ukraine joined a number of states that will populate the WIPO ALERT platform to counter the placement of advertising on pirate websites, for which advertising revenues are an important source of livelihood. The IP Office has developed recommendations on the procedure for submitting applications, which are aimed at assisting copyright holders in protecting their rights.

[National Awareness-Raising Anti-Piracy Campaign in the Field of Book Publishing “ANTI-PIRACY: BOOKS”](#)

[National Awareness-Raising Campaign “ANTI-PIRACY: MUSIC”](#)

Policy ideas

- Based on the results of policy development laboratories on November 13 / 15, 2024
- Facilitator: Halyna Shyyan

Policy proposals

Policy 1 improving the practice of enforcement of anti-piracy legislation

One of the root problems of the low intellectual property culture is the difficulty of bringing to justice those who commit piracy acts, despite the fact that the current legislation clearly provides for this. A significant obstacle to this is the absence of a court in Ukraine that would deal with the field of intellectual property. According to the [statistical data for 2018-2024](#) regarding the results of criminal proceedings concerning infringements of intellectual property rights, the number of convictions in such proceedings is insignificant and many of them were closed for various reasons, which indicates that the state does not pay due attention to the investigation of these criminal offenses, and criminal justice in the field of intellectual property is not fully functioning.

An important aspect to take into account is that the experience of other countries has proven that punishing the consumer is a wrong practice, since it does not produce the expected results, but even on the contrary - stimulates resistance. Therefore, we take as

a basis that it is necessary to, first of all, punish the producers and distributors of counterfeit and pirated products, especially when it comes to the manufacture of physical products, which are relatively easy to track and prove.

This policy requires prioritization, since without it, all other actions aimed at combating piracy will be ineffective.

Policy components:

- Legislative approval of convenient and fast mechanisms and tools for reporting copyright infringement.
- Legislative approval of tools for quick punishment of minor infringers.
- Requirement for Internet providers to provide data on the traffic of pirated products in order to track the volume of the problem.
- Analysis of the possibility of blocking pirated resources at the provider level (the caveat is that such tools only work in totalitarian states).
- Legislative approval of the requirement to confirm the licensing of products by online payment systems, marketplaces, social networks, and retail establishments (the risk is excessive regulation and uncertainty of the formats of such documents and verification methods).
- Automation of tracking copyright infringement, application of AI, study of foreign practices.
- Labeling of sellers of legal content by professional associations and unions, registration of TM for labeling of sites (need to be combined with an information campaign for buyers).
- WIPO alert – blacklisting of sites at the request of the affected party (recommendation to block the site, after which it loses advertising revenues).
- Educational activities in the field of intellectual property
- Grouping of professional communities in the fight against piracy.

Leaders and partners in the policy implementation:

- [Ministry of Economy](#)

- [Ukrainian National Office for Intellectual Property and Innovations](#)
- [Committee of the VR on Humanitarian and Information Policy](#)

Implementation time and impact horizon:

Development until 2027.

The policy will have a long impact horizon, therefore, the time required for its elaboration is well justified.

Implementation:

Although the mechanisms for implementing the policy and the stakeholders to be involved are clear, the high resistance of the system and the large number of players may be an obstacle. At the same time, different communities and sectors of creative industries may have different visions and interests, and their projects and proposals will compete with each other. Also, this issue may not be a priority for the state, although it contains a significant financial component for both the state and other beneficiaries. Difficulties with this policy may arise not so much at the development stage as at the implementation stage, but the capacity for its implementation is quite high. At the same time, the cost of implementation does not require large financial resources, as the process will mainly consist of meetings and negotiations. The implementation of the policy will have maximum support from stakeholders, but to gain support from society, it is important to combine it with a communication campaign.

Risks:

- delaying implementation processes;
- changing stakeholder representatives;
- changes in the law may not take into account the multifaceted aspects of the problem, community needs, and nuances;
- incorrect understanding of the law by judges.

Advantages:

- creating reliable conditions and a legislative foundation for combating piracy

Disadvantages:

- delayed effect;
- possibility of different interpretations of the law;
- excessive regulation, potential authoritarianism;
- lack of financial resources for the development, implementation, and support of technical solutions.

Policy 2 tracking pirate content and its consumption.

Creating clear complaint mechanisms

The main channel for the distribution of pirated products and counterfeit goods in both digital and physical formats is the Internet, in particular social networks, marketplaces, and websites, physical stores and markets make up a smaller share of it. A specific big problem still is the traffic of pirated content from Russia.

Despite the fact that social media have mechanisms for complaints about pirated products, many note the difficulty of blocking pirated content on foreign resources since social media often do not respond to appeals from Ukrainian users and copyright holders. Meanwhile, marketplaces position themselves as platforms where people exchange messages, so they are not responsible for the origin of the goods offered, accordingly, it is even more difficult to demand support from them in the fight against piracy. It is possible to achieve a result here by positioning the fight against piracy as the protection of consumer rights, since pirated products are mostly of low quality. The requirement for sellers to add product characteristics, ISBN, and other data can also help to filter out pirated products at the initial stage. It should be noted that physical stores are more conscientious in controlling that pirated goods do not get to their shelves, and there is also solidarity in the professional community in the fight against Russian products that illegally enter the Ukrainian market.

It is important to take into account that only copyrighters' complaints about copyright infringement are considered but they are often not aware of their rights, and do not understand where and how to complain.

Policy components:

- Mechanisms for assessing and studying the volume of pirated content usage.

- Mechanisms for blocking sites and online platforms with pirated content.
- Tools for an easy copyright infringement reporting system.
- Development and implementation of practices for automating tracking of copyright infringements, applying AI, studying world experience.
- Requirement for Internet providers to provide data on traffic of pirated products in order to track the volume of the problem.
- Requirement for confirmation of product licensing by online payment systems, marketplaces, social media, and retail establishments
- Labeling of sellers of legal content by professional associations and unions, registration of TM for labeling sites (need to be combined with an information campaign for buyers).
- Cooperation with search engines (Google, etc.).
- WIP alert – blacklisting of sites at the request of the affected party (recommendation to block the site after which it loses advertising revenues)

Leaders and partners in the policy implementation:

- [Ukrainian National Office for Intellectual Property and Innovations](#)
- [Cyberpolice](#)
- [Ministry of Digital Transformation of Ukraine](#)
- Search engines
- Social media
- Internet providers
- Marketplaces
- Online payment systems
- Retail
- Professional associations
- Government institutions (MCSC, UBI)
- Private initiatives, startups, NGOs

Implementation time and impact horizon:

Development until 2027, depends on the implementation of policy 1.

The policy will have a broad impact horizon, hence the time required for the elaboration is well justified.

Implementation:

Obscure mechanisms for contacting international giants (like [META](#)) may hinder policy implementation. Without the implementation of Policy 1, many obstacles will arise at the legislative level. The development of tools for blocking pirated content also depends on laws, but its tracking does not depend on it. Here it is worth studying the international practice of blocking resources for pirated live broadcasts of sports events, which should be fast, because it is relevant only at the time of the broadcast. The cost of implementing such tools is quite high, and negotiations with retailers and marketplaces can be lengthy.

Risks:

- use of implemented tools for the purposes of unfair competition

Advantages:

- protection of creators, which stimulates the development of creative industries;
- improvement of Ukraine's reputation in the international environment.

Disadvantages:

- it is difficult to assess the effectiveness of implementation costs, since the volume of copyright infringement is not measured.

Policy 3 educational activities in the field of intellectual property

Building a community in the fight against piracy

Intellectual property education has several main target audiences: authors, producers, and consumers. Each of them requires a different approach, tone, and focus. Authors need to be explained the concept of copyright and how they can protect their product. Producers need to be reminded of the illegality of their actions. Consumers need to be informed about the harmful aspects of pirated products for both themselves and

creators. It is important to cultivate a negative attitude towards piracy from a young age, as this will provide a far-reaching effect.

This policy can be effective only after the implementation of policies 1 and 2, which should provide effective tools to combat piracy.

One of the important areas of communication is also internal communication and the unification of professional communities, which should clearly outline their position and develop industry standards so that the movement of initiatives occurs from the bottom up and when interacting with the authorities, the needs of different areas (book publishing, music business, animation, advertising, design, etc.) are taken into account. Informing the community of the need for consolidation is the first step in successfully protecting its interests.

Policy components:

- Information campaigns.
- Creation of professional communities.
- Thematic meetings of professional communities.

Leaders and partners in the policy implementation:

- [Ministry of Culture and Strategic Communications](#)
- [Ukrainian National Office for Intellectual Property and Innovations](#)
- [Ukrainian Book Institute](#)
- [Ministry of Education and Science of Ukraine](#)
- Educational institutions
- Professional communities
- Media
- Communication agencies

Implementation time and impact horizon:

Can be implemented immediately, impact horizon depends on the coverage and target audiences.

Implementation:

The policy is already partially being implemented by the IP office: [National Information Anti-Piracy Campaign in Book Publishing “ANTI-PIRACY: BOOKS”](#)

[National Information Campaign “ANTI-PIRACY: MUSIC”](#)

To increase coverage, it needs to be strengthened and expanded, giving campaigns a better mass reach.

Risks:

- ineffectiveness of mechanisms and tools to prevent piracy nullifies all calls to fight against it;
- low effectiveness of public communication campaigns;
- passivity of professional communities and low motivation to unite.

Disadvantages:

The grouping of communities and environments is a process that cannot be imposed from above, therefore, there is a lack of effective mechanisms for an effective launch of this process. It is also difficult to assess the effectiveness of public communication campaigns. At the same time, the policy will be meaningless without effective tools for blocking and reporting pirated products.

Policy 4 ensuring accessibility of legal content

One of the justifications for the distribution and consumption of pirated content is the high cost or unavailability of legal content. In particular, the following specific aspects of this problem can be traced:

- Content (music, movies, books) is not available on legal platforms.
- E-books are not available in the required format (not compatible with devices like Kindle).
- Licensed software is too expensive for the average Ukrainian consumer, government institutions, and higher education institutions, and updates must be purchased constantly.
- Creative industries' copyrighted products are produced using unlicensed software, which casts doubt on their legitimacy.

Policy components:

- Grant support for licensed software.
- Institutional support of the industry from the state for licensed software.
- Lobbying for discounts on licensed software by professional associations (for different countries, this is a normal market practice, not related to war).
- Purchase of e-books for public libraries (currently there is no regulatory framework and technological solutions for this; they should be introduced).

Leaders and partners in the policy implementation:

- Donors and state institutions
- Professional communities
- HEIs
- Libraries
- [Ukrainian Book Institute](#)

Implementation time and impact horizon:

Implementation – 2026, impact horizon depends on the tools. Although grant support and discounts from manufacturers are temporary, such a step can establish a habit of using licensed software and consuming content on legal platforms.

Implementation:

Implementation of this policy requires donor and/or government funding, as well as goodwill and a supportive attitude from content producers.

Risks:

Consumers will use legal content only for the duration of grants and benefits, and then return to pirated content.

Disadvantages:

It is difficult to assess and measure the impact and guarantee a long-term effect.

Recommended policy

Taking into account the above advantages, disadvantages, risks, and horizons of impact of the proposed policies, we recommend applying a mix of policies 1, 2, and 3, taking from them those components that have the potential for quick and effective impact:

- **Legislative approval of the requirement for sellers to confirm product licensing by online payment systems, marketplaces, social networks, and retail establishments.**
- **Labeling of sellers of legal content by professional associations and unions, registration of TMs for website labeling (should be combined with an information campaign for buyers).**
- **Continuation and strengthening of information campaigns aimed at combating piracy, and explanation of easy reporting methods.**
- **Strengthening professional communities and their unity in the fight against piracy.**

1.4 Non-functioning rights management system

- **Sectors:** Music business
- **Is this related to the war:** No

The sphere of collective management of copyright and related rights in Ukraine does not perform its functions effectively. Despite the presence of basic legislation, the practical implementation of the collection, distribution, and payment of royalties is fragmented, opaque, and does not correspond to the economic potential of the market. According to CISAC, the money raised in Ukraine are 9 times lower than in Estonia and 100 times lower than in Poland. There is a lack of a clear system of collection and distribution of royalties, supervision, incentives for business, and authors/copyrighters. Collective management organizations (CMOs) have limited capacity to invest in technology, compete with each other, and they have lost trust from both authors and content users.

For the use of musical content, a user is required to obtain a license.

The main users of content in Ukraine are:

- HoReCa – according to different estimates, 26-28% of revenues
- Media (TV, radio) - 28%
- Digital market (Spotify, Apple Music, Youtube Music, TikTok, meta), etc. - 38%
- Other users

Since in this policy choices are made at each stage of implementation, the methodology for considering different policies is not applied to it, so a roadmap for implementing the recommended policy is proposed immediately.

Policy roadmap by directions

Legislative changes

STEPS:

- Delineation of copyright and related fees and deductions at the legislative level.
- Review of requirements for accreditation of CMOs and unification of them with European practice, in particular regarding transparency of reporting.

Accreditation renewal

STEPS:

- Discussion with the professional community of the [draft Law 11059 as of 04.03.2024 on amending the Law of Ukraine “On Effective Management of Property Rights of Copyrighters in the Field of Copyright and \(or\) Related Rights”](#).
- Conducting accreditation of CMOs according to updated criteria.
- Creating a single window for purchasing a license to use music content.
- Creating a working group to support ongoing dialog between the state and business on the regulation of the legal system of CMOs.

Royalty collection

STEPS:

For HoReCa:

- Optimization of transparent tariff plans for different types of users, taking into account economic realities and the nature of work.
- Implementation of a cashback system or tax breaks for institutions using Ukrainian music content.
- Increasing fines for improper reporting of content use (for example, failure to provide or improper provision of tracklists).
- Unification of reporting for users and creation of a system for its collection (for example, together with the World Intellectual Property Organization (WIPO)).
- Educational and communication campaigns for content users.

For media (radio/TV):

- Enhancing control over the fulfilment of licensing commitments and payments.

For the digital market:

- Borrowing technical solutions for the collection and distribution of royalties from international partners (CISAC, IFPI, SCAPR, WIPO).
- Advocating for data standardization and identification of works on streaming platforms.

Royalty payment

- Introduction of a mandatory requirement for CMOs to create a user account function with detailed royalty distribution.
- Revision of CMO's audit requirements, introduction of an obligation to provide primary documents for audit.
- Revision of the CMO's reporting requirements, detailing reporting forms, including information on unpaid funds.
- Determination of the procedure for holding CMOs liable in case of violation of the rules of conduct and improper provision of information (updating the regulatory framework).

Tariffs

- Introducing the model of the [tariff tribunal following the UK sample](#).
- Determining the end point in the tariff approval procedure (even in the event of a tariff appeal in court, payment must be made at the conditional tariff and on time and then compensated if the court decision points to other tariffs).
- Involving independent experts in tariff development.

Technical and educational infrastructure

- Support of the digital transformation of CMOs (grants, concessional financing, technical assistance).
- Introduction of a public register of Ukrainian works and authors (via [IPoφic](#) or in cooperation with the [independent initiative NUAM](#)).
- Educational campaign for authors on the rights registration.

Leaders and partners:

- [Ministry of Economy](#)
- [Entrepreneurship and Export Promotion Office](#)
- [Ministry of Culture and Strategic Communications](#)
- [Ukrainian National Office for Intellectual Property and Innovations](#)

- Market representatives (CMOs, labels, associations of authors and performers)
- International partners: [CISAC](#), [WIPO](#), [IFPI](#), [SCAPR](#)

Implementation horizon:

- 2025 – launch of the working group, consultations with stakeholders, preparation of technical tasks;
- 2026 – legislative changes, piloting of digital infrastructure, first wave of updated accreditation;
- 2027 – launch of the single window for licensing, the copyrighter's office, reform of reporting and tariff mechanisms.

Expected outcomes:

- Significant increase in royalty collection over 3 years.
- Growth in the share of identified Ukrainian repertoire.
- Increased trust of authors and users in CMOs.
- Reduction in the number of litigations.
- Integration of Ukraine into international databases and systems.

Risks:

- Resistance and lobbying from existing CMOs which may lose the market.
- Lack of technical capacity at the first stage.
- Ineffective institutional regulation by the state.
- Low legal literacy of most participants in the process.
- Inability to conduct accreditation during martial law.
- Limited human resources for implementation.
- Large number of involved parties, who are not always ready for rapid changes.

Policy advantages:

- Transparency and efficiency in the collection and payment of royalties.
- Creation of equal rights and opportunities for all market participants.
- Increasing the size of the local market.
- Increasing tax deductions.
- Increasing trust in the system among users and producers of musical content.
- Increasing the competitiveness of Ukrainian music in the global market.
- Unification of Ukrainian procedures with European practice.

Conclusions

The outcome of this strategic brief is a selection of recommended policies on six essential issues that have been identified as critical for the development of different sectors of creative industries.

Namely:

Loss and flight of human capital

Recommended policy

Based on the criteria of speed of implementation, involvement of primarily private market players and economic impact, the recommended policy is to increase the efficiency of markets – to do more with less. A key component of the recommended policy is the **creation of an aggregator service of project work in creative industries** – the formation of a common database of announcements about the search for contractors to perform project work by various labor market operators.

- A project work aggregator service should specialize **specifically** in **creative industries**, unlike similar services that have similar functionality but are not associated with creative industries (for example, kabanchik.ua is perceived as a service for performing daily tasks);
- **Private actors** in the related markets (associations of industry participants, media portals with a focus on creative industries, personnel search services) can create a **consortium** to develop such an aggregator service.
- State institutions and organizations (UCF, State Film Agency, UBI, UI, etc.) can **recommend** this aggregator service **for project implementors** or for searching for potential contractors. These institutions can be involved at the service planning, piloting, and launch stage as advisors, members of advisory boards, etc. The aggregator service can include an option to indicate previous clients, for example, experience in UCF projects (tagging) - this will speed up the search by experience. In the future, the aggregator service can be integrated at the level of data exchange with systems of state organizations, for example, the UCF project management system.
- The aggregator service can become **a source of data for the UCCS's observatory** regarding the demand for specialists in creative industries or publish its own

research on the state of the project work market, as well-known personnel search services do.

- The participants of the consortium for the development and implementation of the project work aggregator service can make collective decisions regarding which functionality will be **available** at the aggregator level to all consortium participants, and which will determine the competition between different platforms – **the principle of competition** of platforms working with the Prozorro platform.
- The aggregator service can simplify the search for orders by Ukrainian specialists who work from EU countries, but retain the status of an individual entrepreneur in Ukraine and are interested in continuing to work with Ukrainian customers. Thus, the policy partially works with the issue of human capital retention.

| Limited international professional presence

Recommended policy

- Systematization of the offer of Ukrainian creative industries by creating databases of artists, companies, cultural projects, and products on the websites of the Ministry of Foreign Affairs and state institutions (UI, UBI, State Film Agency) (with tools for independent profile filling).
- Creation of a database / map of Ukrainian associations and organizations abroad, encouragement of networking, a system of self-registration of centers on a state platform created for this purpose, and accreditation of organizations for official representation of Ukraine and involvement in cooperation.
- Support and further development of the Ukrainian Institute's study visit program.
- Presentation of creative industries sectors through state economic structures, trade and economic representations at embassies, [international platform Nazovni](#) and SE Entrepreneurship and Export Promotion Office.
- Creation of special security instructions and training for foreign guests.
- Regular discussions in professional communities at the horizontal level of the public position and possible response strategies regarding the presence of Russians at international events.

Competence and professional scarcity

Recommended policy

- Support program for practitioners who develop curricula and teach in the formal education system.
- Program to stimulate cooperation between the education, culture, and CI sectors for joint revision of educational programs, formation of new relevant programs, and drastic acceleration of the development of professional standards.
- Support programs for bilateral exchanges and collaborations with foreign teachers and practitioners - support of the arrival of foreigners to Ukraine to teach for 1 year (preferably longer), as an additional element - additional grants for the creation of joint products while teaching in Ukraine.
- Programs to recognize and motivate specialists (awards, competitions, distinctions) who take on the role of mentors in the workplace.
- Support for experimental laboratories at universities as a format for collaborations with foreign partners and the market.

Low intellectual property culture

Recommended policy

- Legislative approval of the requirement for sellers to confirm product licensing via online payment systems, marketplaces, social media, and retail outlets.
- Labeling of sellers of legal content by professional associations and unions, registration of TM for labeling sites (should be combined with an information campaign for buyers).
- Continuation and strengthening of information campaigns aimed at combating piracy, and explanation of easy reporting methods.
- Strengthening professional communities and their unity in the fight against piracy.

Non-functioning rights management system

Policy roadmap by directions:

- Legislative changes

- Accreditation renewal
- Royalty collection
- Royalty payment
- Tariffs
- Technical and educational infrastructure

Insufficient effectiveness and accessibility of support and financing instruments

In this essential policy issue, RES-POL project experts have developed a specific [Strategic Brief “Access to Financing for Creative Industries”](#), which suggests dividing policies by the following three directions:

Low capacity of CIOs to attract financing

Recommended policy

Support of institutional development and partnerships of CIOs:

- Grant programs for the institutional development of CIOs, which provide for financing the services of external financial consultants, development of business strategies, marketing plans and financial management systems.
- Competitions for obtaining vouchers for payment for professional services (lawyers, accountants, financial analysts, business structuring consultants).
- Programs for the development of CIO partnerships with business associations, banks, venture funds, which provide for mentoring, joint projects and participation in networking events (competence transfers in environments).
- Launch of specialized platforms or marketplaces of services for CIOs - a database of proven consultants, financial instruments, opportunities for attracting financing, in particular based on partnerships.
- Support of the creation of financial associations or clusters of CIOs, which can act as collective borrowers or participants in joint applications for grants and investment programs.
- Monitoring and evaluating the effectiveness of supported organizations (e.g., “impact score” or dynamics of funding attracted after participation in the program).

Absence of long and big money

Recommended policy

Creation of guarantee programs and partial loan guarantee funds

Creation of a specialized partial loan guarantee fund for CIOs, which:

- covers 50-80% of the risks under loans for CIOs;
- provides “1st loan guarantees” – as in the EU (example [COSME](#)), the guarantee covers the first loan for newly created businesses with minimal barriers;
- has a digital guarantee application platform that reduces banks’ transaction costs and speeds up decision-making.
- co-investment of the state and donors in the guarantee fund to form its “initial capital”, attracting funds from private investors / banks on match funding terms.
- co-borrowing or risk sharing between the bank issuing the loan and the guarantee fund.
- providing guarantees for a group of loans (portfolio guarantee), which will stimulate banks to issue more loans to CIOs without a detailed separate assessment of each project.
- providing separate guarantees for financing investments in intangible assets (copyrights, brands, IT products) or for projects with a long payback cycle (films, video games).
- compensation of part of the interest rate via a state or donor program to provide additional incentives for banks or reducing the cost of credit for CIOs.
- ensuring access to preferential refinancing of banks that actively lend to CIOs with guarantees.

Insufficient development of the support ecosystem for CIOs

Recommended policy

Creation of a network of Creative Industries Support Centers (CISCs)

- Launch of the national brand like “Creative Hub of Ukraine” or “Creative Business Hub” following the [Diia. Business](#), [European Digital Innovation Hub](#) (EDIH),

[Technology and Innovation Support Centres \(TISC\)](#), or the [Centers for Information Support of Business](#) principles.

- Competitive selection of CISC operators (business hubs, clusters, cultural centers) based on KPIs (e.g., experience with CIOs, financial reporting, multi-financing ability) and formation of a set of standardized services (mentoring for CIOs, assistance in preparing business plans, support in applying for grants, attracting investments, IP rights services, legal and finance assistance).
- Co-financing of the state and international donors for the launch and initial functioning of the Centers.
- Use of public partnership formats (state bodies + existing NGOs/business hubs).
- Introduction of vouchers for CISC services for CIOs to ensure fair access to services.
- Creation of a national CISC network operator / coordinator – a CI support service.

Recommendations and implementation

The purpose of this strategic brief is to develop recommended policies that can be further implemented both at the state level and through grassroots initiatives by professional communities and businesses.

In the spring of 2025, RES-POL project experts joined the MCSC in the elaboration of the [Cultural Development Strategy in Ukraine until 2030 and approval of the operational action plan to implement it in 2025-2027](#).

The action plan includes items that echo those outlined in this strategic brief in the following areas:

- Implementation of the reform of the system of financing cultural services provision.
- Increasing the efficiency of state funding institutions. Creating conditions for access to financing instruments for the development of creative industries (grants, copyright protection, and monetization, etc.).
- Implementation of a project approach to the formation of competitive markets for cultural services.

- Integration of Ukrainian culture into global cultural processes as an active participant and equal partner.
- Expanding the presence and strengthening of Ukrainian creative industries operators in international markets.
- Stimulating the creation of a high-quality cultural product and creative product, forming a demand for it.
- Restoring the human resources capacity of the cultural sector.
- Raising awareness of intellectual property rights to cultural products and their exercising.
- Development of a transparent system for collecting and distributing royalties, determining the model for paying fair remuneration to authors and performers and the size (rates) of fair remuneration for the use of audiovisual works (films), audio works, and phonograms.



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