

CULTURAL CODE OF EASTERN PARTNERSHIP

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PREAMBLE

The cultural policy of the Eastern Partnership countries: methodological and practical basis for a "regional" approach.

In the nowadays geopolitical situation the Eastern Partnership countries (Armenia, Azerbaijan, Belarus, Georgia, Moldova, Ukraine) start to play a specific role in the European and global politics as a region.

The specificity of the Eastern Partnership countries is that these countries had a common 70-year experience of being parts of the Soviet totalitarian state, and in the case of Moldova and western Ukraine that period lasted for 52 and 45 years respectively. These countries were also parts of the Russian Empire for three centuries, and in the case of Moldova the period lasted for 105 years.

Countries of the Eastern Partnership countries differ from each other and their culture and art are very diverse. However, they have a number of common challenges and priority needs within the cultural sector, which create the need to highlight the cultural policies of the EaP. It works as a special field that requires a specific approach.

These special needs may include, for example, the lack of development of an independent and private commercial cultural sector within the market of cultural goods and services, and the lack of development strategies and plans that are common to different areas of the cultural sector. In all of our countries there is a problem that has been inherited from the times of Russian and Soviet empires. It is related to demographic, ethnic and linguistic issues, and the lack of real reform and change; lack of awareness and openness in decision-making; differences through "capital - regions" and "urban - rural"; lack of qualified personnel in the field of conservation and revitalisation of cultural heritage.

There is still no effective professional networks in the countries of the Eastern Partnership to actively promote the development of both its members and special sub-sectors of culture and cultural products of the relevant markets.

In recent years we have seen positive trends in overcoming these problems. More often we can see the actualized interest for contemporary cultural production, in which it is attending to the planned development of the creative economy and cultural industries.

You can also note the signs of change in the understanding of "culture" in society and among professionals. There is a slow and gradual transition from the "static" concept of culture, whose main elements are the legacy of "high" classical culture based on the traditions of the elements of the ethnic (folk) culture, to the "dynamic" concept of culture, corresponding to the realities of the 21st century-oriented recognition and "promotion" of the role and potential contribution of culture and creativity in the social, economic and human development of society.

We concur that the main focus of the cultural policy of the Eastern Partnership is the changing role of culture in our societies. The new role of culture is in the "structuring" of development and transformation of countries and societies.

To realize this vision, we believe culture is essential to develop and implement an inclusive cultural policy, defining a vision of development of each country in the medium- term and long-term perspectives and creating a common framework for the transformation at the national, regional and local levels. During this transformation period, culture is an important tool for the development of society as a whole, the reconciliation and consolidation of efforts of all groups of citizens and all communities.

All the countries of the post-Soviet space have the problem of transformation of society and overcoming the post-colonial syndrome. It is by which this aspect should be considered attentively to the cultural policy of the EaP to national culture and the notion of "national". Formation of national (civic and cultural) identity is one of the major problems in terms of consolidation of the society.

A significant part of the national cultural policies of EaP countries should be the promotion of the values upon which the modern conceptions of culture and social development: human rights, freedom of expression, historical memory, intercultural dialogue, democracy, and others.

Priorities of the cultural policy for each national concepts should be prescribed on the basis of national peculiarities and problems of consolidation and transformation of the society. Goals and objectives should be spelled out specifically in the national concepts presented in this publication.

CONCEPT OF CULTURAL POLICY OF BELARUS

The framework for cultural policy in Belarus forming

The role of culture is becoming increasingly important in the today's world. In the international documents, as well as in the wide-spread practice, they began defining culture both as a tool for development (what means an actuator as well as a basement of social and economic progress), and a result of this development. In other words, the culture is a sense of our existence.

This closed cyclicity includes a range of existing interpretations of the notions "the sphere of culture": the space for self-expression being the main characteristic of the Person's development, and the tool for forming mentality of the most diverse social groups, and the super-lucrative industry forming the quality of life in society.

The significance of the role of culture in the modern world is gradually and overwhelmingly acknowledged and it becomes increasingly topical to form and define the "countries cultural policy" as an established view on the culture's development that is setting the most important directions and landmarks of development for the most broad circle of the cultural processes participants.

Development of cultural policies and strategies became an inseparable part of the post-Soviet countries transformation. This processes help to gain new reflection of the culture's condition, internal public dialogue and engagement of the broad circle of participants to solution of the issues of the country's and society's future. This helps to give clearer definition to the modern role of culture, its development and influence on the society, as well as to make self-understanding deeper and to generate the own, unique way for development of each country.

Belarus, unlike most countries of the Eastern partnership, has not launched these processes yet. That is why the suggested concept is directed at creating preconditions for the launch of such work.

While defining the main features of the culture and cultural policy of Belarus, we are focusing on:

- *The objective for development of Belarus, its uniqueness and sovereignty.* We are the Belarusians and we have our rightful and divergent place among all the other nations. And it's our culture what is making us the Belarusians. In all other things we are just like the others. It's only we who are able to preserve and develop our, Belarusian culture, and demonstrate it to the world. Building of the cultural policy should be focused on the ideas and dreams about the future of Belarus as a sovereign culture and independent society – in particular, mentally free from the external oppressing influences.
- *Regional peculiarities of the cultural development and joint solution of problems,* uniting the states having emerged after dissolution of the Soviet Union. Among these problems there are the following: the necessity for liberation from "external" influences generated by solution of political problems or realization of the interests of other cultures (post-colonialism); transition of the cultural management model from the state monopoly to the multi-subject dialogue, forming of the regional cultural market as a competitive joint space of cultural activity; rethinking and effective use of infrastructure and resources left by the Soviet time etc.
- *Today's ideas of the culture and its role in the development of the country, society and people.* These ideas are significantly widening the understanding of the sphere of culture, cultural products and cultural cycle including the categories of "cultural content", "cultural participating and practicing" etc. Development of culture is directly linked to the human rights, cultural self-expression and diversity of forms for such self-expression, as well as with solution of such problems as social disintegration, isolation, identity issues etc.
- *The principles of cultural policy are included to the UNESCO Convention and other international documents.* It's understanding and fulfillment of the international agreements

and conventions in the cultural domain that lead to the full-pledged inclusion to the broad space of the European and modern culture and cultural policy.

The objective of the country's cultural policy forming requires understanding of the current state of culture and vectors of existing approaches to management of this sphere. This understanding will give us the base and the starting point for defining priorities and directions of activity. Our analysis is based on systemic researches in the framework of cultural development correspondence to the principles and values of the UNESCO Convention on Cultural Diversity, focused on the values of the cultural sovereignty and creating conditions for the broad cultural self-expression.

1. Conditions for development of cultural diversity and opportunities for cultural self-expression in Belarus have unfavourable features, but are now experiencing positive tendencies and steps:

- Legislation of Belarus when it comes to culture has the most of the necessary features for the cultural diversity and development of culture. Nevertheless, it is lacking those legislative base components connected with the freedom of associations and participation of citizen in the cultural process programming. If the legislation is satisfactory, the practice of its implementation is politically and ideologically biased – the imperfections and opportunities for the laws interpretation are used for the purposes not connected with the cultural process.
- Development of non-state cultural sector (public initiatives and business projects) is secured neither by legislation, nor by the practice for stimulation and additional preferences and opportunities. This sector attempts to develop notwithstanding the complicated conditions of its activity.
- The domain of culture is totally subordinated to the state management and is governed by solution of the topical issues, often not connected with the culture (political, ideological, administrative ones). This is creating conditions of non-transparency and situational nature of the “game rules”, excludes long-term planning and raising programs for the non-governmental subjects' activity.
- Belarusian culture that is directly connected with the Belarusian language and serves a base for the national identity, is marginalized, because it is largely concentrated in the non-governmental sector and might be defined unsafe and oppositional.
- The state of Belarusian society (conscience, mentality, everyday practices) establishes positive foundation for development of cultural diversity. However, there are noted also the cases of non-acceptance of the new cultural flows and separate social groups what is demonstrating imperfection in the cultural policy and forming of media environment and education in Belarus.

2. The cultural sector has little influence on the economic, social and humanitarian development of society what is connected with a range of problems:

- The sphere of culture remains unprofitable and not attractive for investing, and thus it fails to become a factor for the economic and social development. However, there are some positive examples of economically promising and successful projects.
- The job in culture is neither prestigious nor profitable and this is “blowing up” the strong players. This sphere is unable to upgrade someone's social status.
- The opportunity for influencing on the social development is retained by presence of two flows, different in their content, resources and development conditions: state and independent players. They offer to the Belarusian society different, often contradicting, development perspectives.
- The big strong “state flow” does not assist forming the special cultural identity and strengthening the nation, as it was highly influenced by the Soviet heritage and contemporary Russian culture.

3. *The internal resources and development potential of the culture is based on the factors of individual contributions and use of the heritage, while perspective development encounters a range of problems:*

- An important resource of the cultural domain is a good infrastructure of the cultural institutions and employees training tradition. And their use in this context is rarely connected with new investments, innovational ideas, up-to-date methodology and technologies. What is taking place as a result is gradual oblivion and lack of development.
- Underfinancing of culture at the state party is not compensated by attraction of additional resources and development of various forms of stimulation. These conditions are unfavourable for such activity.
- The growth of the sector's potential is connected with development of a wide circle of non-governmental and informal initiatives promoting new content and contemporary methods. However, the opportunities for their activity are complicated by general conditions of the non-governmental sector existence.
- Formation of 'qualified consumer' and participant of the cultural process is completely excluded from the state priorities for the educational and media programs. They are increasingly often distributing the tasteless and low-quality cultural product. Low cultural content in the non-professional training is forming vicious circle of demand for the cultural product of low quality.

4. *The contacts, interaction and communication between the cultures both inside the Belarusian society and with external cultures are characterized by gradual expansion, but have no strong intensification factors.*

- The import in the cultural domain is significantly exceeding the export in all the spheres. This is not forming favourable conditions for the Belarusian culture representation in the full-pledged cultural dialogue. At the same time, inside the country the Belarusian culture is also often lost in the broad flows of external influence.
- Belarus has no specific programs for systemic promotion of the modern Belarusian culture abroad, what hinders its effective communication and the dialogue.
- The most significant progress in the cultural interaction is observed in expansion of contacts on the individual level, as well as in the activity of separate institutions and authors. An important factor is becoming the growth of touristic sphere what might be explained by the illusion of commercialization of the cultural content in it.
- The intercultural communication inside the country bears a calm and most invisible character. If there are no conflicting tendencies, then there are no signs of active communication noted as well: different cultural groups remain "invisible" in the broad Belarusian context. However, separate conflict cases are related to complications in perception of the new cultural groups different in their lifestyle.

5. *Interaction of different subjects on the country's cultural policy agreement remains on the initial level:*

- Instead of the defined and the agreed "cultural policy" we have rather resource management for solution of the topical issues in the sphere. And the only responsible subject of such management is defined to be a state. The other subjects are still serving as regular players on the cultural field.
- The existing tools for agreement of the interests of different players on the strategic level – public advice – fail to perform the function of political agreement. The existing practice of interaction between the state cultures and other players is limited to "obtaining licenses", "agreeing" and is limited to the local level.
- The positive shifts in the development of partner relations and activation of equal interaction are related to the initiative and relations of specific participants, they have no systemic base.

- Unfortunately, the non-governmental subjects are not ready to serious promotion of their positions to participation in the cultural policy. They are still lacking the relevant self-determination, and are not sufficiently informed on the cultural system, organizational potential etc.

Challenges in development of the culture of Belarus:

1. Lack of sphere development strategy and cultural policy.
2. Preservation of approach where the state is a subject of monopoly for the decisions in the cultural sphere.
3. Ideological and political control, division of the entire cultural sphere into the “loyal” and the “independent” officially approved in the system of executive power.
4. Marginal status of Belarusian national culture, strong external cultural influence.
5. Lack of new ideas, approaches and methods in development of cultural sector on the national level, and, as a result, far more extensive “tightness” in the decision-taking on the local administrative level.
6. Lack of mechanisms for agreement of interests of different subjects.
7. Considerable restrictions of conditions for the intense and free development of different initiatives, forms and promotion of ideas (freedom of associations, preferences for business etc.)
8. Absence or lack of the necessary systemic data on the sphere of culture for adequate formation of strategies and development concepts.

So, the main direction for development of the culture of Belarus is formation of the agreed cultural policy – not subjected to the “external” objectives (political, economic, ideological ones), but focused on strengthening of the culture as a means for development of the Belarusian society.

VISION of the culture of Belarus

Development of the culture of Belarus should be built on the basis of the following principles:

UNANIMITY. One half of us speak Belarusian, and the other half speak Russian. One half support the official policy, and the other half criticize it. One half cooperate with governmental structures, the other half work in non-governmental sector. But there is no way how all of these could affect the content of our thoughts as they all are directed at unanimity, based on our deep love to our Motherland – Belarus, our thoughts are saturated with focus on its tomorrow. We will not object to whatever cultural movement or direction in its opportunity to make a part in unanimity of Belarusian culture.

NATION FORMATION. We realize that the highest objective of the modern cultural policy is formation of the Belarusian nation in the conditions of the global world. The Belarusian nation should complete the process of its formation in the face of globalization – in order to become its participant, not victim. This task is within the powers only of the people with integral culture.

CULTURAL DIALOGUE. Transformation and strengthening of the Belarusian culture are possible via the dialogue, communication and interest to each other. The conflict atmosphere, having ruled in the spheres of language, culture and nation-formation for the long decades, has led to decrease of the total level of the actual culture. It “got sick” with provinciality and secondariness when the cultural centres and sources in the characters consciousness are located not in Belarus, but

somewhere abroad: in Russia or in the West. The Belarusian culture is a European culture equal to others.

DEVELOPMENT. The culture is increasingly becoming the main development tool in the most diverse aspects of life of the country and the person. The cultural production and consumption are an important and acknowledged factor of economic development. Participation in the cultural process allows increasing the quality of life, and creates opportunity for solving social problems and diseases of society – from intolerance to overcoming of the access barrier for the groups with reduced capabilities.

We define a range of the basic issues in the sphere of culture, solution of which should become the a value landmark on the given stage of the cultural development.

INHERITANCE. Everything left to us by our forefathers is our inheritance, and our obligation is to preserve it for the future generations of the Belarusians and for the mankind in general. We should reassess values, but we should also leave the space for reassessment for those who will come after us. Our cultural heritage is material works of the high and the household culture, as well as immaterial heritage: traditions, folklore, cultural identity. We will consider Belarusian cultural heritage all those things left on the territory that belongs to us irrespective of the fact of which race, nation, faith, and political views were the creators of these works, and their previous owners. The heritage are also those things located beyond the boundaries of our state, the process of creation of which included the ethnical Belarusians or representatives of other ethnic groups, coming from our country, and the things belonging to them. The heritage is not only the subject of the formally accepted custody, but also the cultural content that should be written into the today's life of Belarus. That is why the approaches and methods of the heritage protection should be focused on solution of this task.

POLITICS and MANAGEMENT in the culture cannot be solely the business of the state. Definition of the landmarks for the cultural development, and consequently for the development of society should be undertaken by all the interested subjects: public initiatives and organizations, independent experts, business. It is important that on the level of defining policy the dialogue included not only those who are directly related to the sphere of culture, but also the subjects operating in other spheres. For this sake there will be provided and created the mechanisms ensuring exchange of experience and positions and, first of all, taking decisions on all levels: from definition of general objectives and perspectives to agreement of actions on the local level. The politics and management are performed on the basis of the adequate, genuine and open data reflecting the state of culture. It is only understanding of the actual situation that will help define perspectives, and further – to assess results and effects of policy implementation.

CREATIVITY and SELF-EXPRESSION. The freedom of creativity and self-expression is the most important component of the cultural sustainability as it is through the Person and his/her right for self-expression in the thoughts, ideas, images that our culture is formed as a joint sensual space. The freedom of thought, openness in judgments and absence of the informational barriers – these are the conditions for existence of free creativity and self-expression in the country. The creativity should not be restricted by the censorship, ideological bias as well as the established taste of the customers, sponsors, and patrons. The criticism, assessment should be performed in the open social space. Moreover, the culture's stability is reflected not only in the freedom of creativity, but also in the freedom to transfer the traditional forms of the cultural self-expression, and have access to them.

AUTHOR'S RIGHT and PROPERTY. For the culture's development we should reach a compromise between the author and the consumers, between accessibility of the cultural products and interests of these products creators, between responsibility of creators and uncontrolled use of their works. We should ensure respect of the intellectual property rights being an important condition for the cultural capacity to be an actuator of the public and economic progress. However,

the protection of author's rights should not impede free distribution of information, knowledge and cultural content.

INTERACTION WITH OTHER CULTURES. The authenticity, i.e. acceptance of uniqueness of their content makes the cultures interesting for each other. But we can see our uniqueness and establish in it only in the context, in interaction with others. Neither of cultures, both inside the country and outside it, can be excluded from the dialogue. And the Belarusian national culture should not be exception. Supporting the cultural dialogue and intensifying the diversity, we are able to preserve our existence despite the tendency to standardization and differences erasing, and in fact to destruction of the unique cultures.

Priorities of the Belarusian cultural policy in the nearest future are the following.

1. Focusing of the cultural policy on Belarus and formation of Belarusian identity

- Prioritization of the Belarusian cultural code and content.
- Reflection of external cultural influences, criticism of the existing standards and samples.
- Internal diversity dialogue development for the sake of the cultural dominants formation, as well as joint definition of the Belarusian culture boundaries.

2. De-monopolization of the cultural sphere in two directions:

Expansion in the number and importance of different players in the sphere of culture

- Simplification of the activity conditions and increase of the economic and creative attractiveness to the business and public unities.
- Promotion and use of the positive examples, samples of work and interaction between different players of cultural sphere.
- Strengthening of different players in the sphere through the organizational development, mastering of the up-to-date knowledge and technologies, development of strategic thinking etc.

Development of the mechanisms for joint formation of the cultural policy

- Promotion of the positive practice of strategy agreement as well as programs for local development of the cities and regions.
- Creation of the system for monitoring and public discussion of the cultural sphere development.

3. Promotion of modern ideas on the culture and cultural policy:

- Revision and formation of the new educational programs for the professionals and for the population based on the today's approaches to understanding of the culture.
- Promotion of the innovational methods of cultural activity for all the players, especially those who are creating perspectives for the economic and social effects of the cultural activity.
- Revision of the existing infrastructure use, as well as the resources for solution of the new tasks, upbuilding of the new functions and ensuring connection with satisfaction of topical needs and solution of problems of local communities.

4. Viewing the culture as a means for forming the life environment, the inherent criterion of the life quality.

- Forming conditions for the "dialogue" of a human and a place, and namely intellectual and creative interpretation of the municipal and village environment, local material and immaterial

cultural legacy, and demonstration of the results of this work in the local public spaces (physical and virtual ones);

- Use of the local and national cultural codes for formation and/or intensification of the local identity through connection with the historical and cultural heritage and today's features of the environment, work with the culture of memory, reflection of the actual values of local communities.

ROAD MAP

Period: 2016-2020

To ensure conditions for the public dialogue on the issues of development of culture in the country, taking into account the priorities defined above, we consider it necessary to include few basic subjects into the processes of discussion and implementation of the cultural policy:

- governmental bodies of cultural management on the national and local levels;
- professional community in the cultural sector;
- civil society;
- business sector;
- representatives of the informal and business education;
- mass media, informational communities and opinion leaders;
- European structures, professional communities and institutions working in the cultural sector and namely in the sphere of cultural policy.

All of these groups irrespective of the degree to which they are engaged (or feel themselves engaged) into the processes of the socio-cultural sphere in its classical understanding for the Soviet mentality – and namely, of the artistic, educational, ideological activity – have to accept ***responsibility for the way out from the situation occurred***. The professional community bearing the burden of functional obligations and external, public, expectations to the quality of Belarusian culture, with its obviously low resource provision, is for the present day incapable to independently overcome the “residual principle” in the ***attitude towards*** the culture in the country.

We suggest to **the Belarusian state represented by the profile Ministry, local authorities, and state bodies:**

1. To differentiate between the notions of “culture” and “ideology” as the ideology for the present time presupposes no values, and informative base, but it has a tool for censorship of the society's cultural activity. This has considerably increased the distance between the authorities and the civil society with the mutual shifting of responsibility for the quality of cultural life on the places. This decision is to be fixed in the management practice by reorganizing the structure of the corresponding bodies of executive power.
2. To take active part in the communication on the content of the present vision of culture for the representatives of the Ministry of Culture, Education, Information, and local governments with colleagues and experts from other countries, participants of the European programs and study placements.
3. To include the vision of culture contained in the European Cultural Convention, General Declaration of Cultural Diversity, UNESCO Convention, to the educational programs and courses of the employees training and retraining systems (including informal education) to the public documents. To begin transfer of these visions from the level of declarations to the level of

the law and legislation, program and project documents and indicators of the state bodies. To ensure promotion and discussion of these visions in the state mass media.

4. To ensure accessibility, openness of the available data and materials in the cultural sector to the independent researches.
5. To prepare the report (review) in the framework of implementation of the UNESCO Convention in Belarus and arrange the public hearings based on it.
6. To participate (represented by the officials and employees of the corresponding profile) in the public hearings, other public discussions of the reports on researches and monitoring, organized by the civil society; to ensure publicity of the own materials and attract the representatives of the civil society, independent experts and specialists to participation in it.

The civil society, including **the professional society of cultural workers** (state or subordinate sector, private representatives of the cultural industries, professional associations of cultural workers) as well as the academic community, independent researchers, non-governmental organizations and initiatives, can and should take the central place in the transformation process.

We see **the role and objectives of the civil society** in:

1. Initiation and resource provision of the processes of agreement and dialogue between the cultural workers themselves, and the civil society as to the content and the dominants of the Belarusian culture, on the issues of the modern Belarusian identity.
2. Initiation and arrangement of the own researches in the sphere of culture, and namely, regular monitoring of implementation by the Republic of Belarus of the “UNESCO Convention on Protection and Promotion of Cultural Diversity”; problematizing and improvement of the approaches and methodology of collection and analysis of the data in Belarus and other countries of Eastern partnership.
3. Arrangement of the expert and public discussions of the results of such researches and monitoring of the UNESCO Convention implementation in Belarus. Suggesting the developed tool kit for critics, refinement and joint use by the representatives of civil society and state bodies in the countries of the Eastern Partnership.
4. Arrangement of a series of open public discussion (on the local and national levels) on general cultural development directions in the country.
5. Ensuring of reflection and promotion of the best practices in the sphere of cultural management, promotion of the today’s ideas of culture, and on the basis of them – creation of educational programs, innovational in their content.
6. Initiation and implementation of the projects and the programs directed at acquaintance of the employees of the cultural domain with the content of the today’s Belarusian culture and all the wealth of the cultural and historical heritage of the peoples of Belarus.
7. Active usage and promotion of the mechanisms of structural dialogue in the framework of the 4th Platform of Eastern Partnership “The Contacts Between the People”, the program “Culture and Creativity”, in the research programs, other opportunities of the regional process and the platforms in the framework of the European programs.

The representatives of business, informal and business education, media and other channels of distribution may be engaged through the following actions:

1. Realization of the specialized media and other programs of promotion and distribution of the best samples of the Belarusian culture, as well as the best practices of management and public involvement.
2. Organization of educational activity and consultancy services, study of experience of the neighbouring countries and forming partnerships that assist to enhancement and development of both creative industries and public initiatives in the cultural domain. Engagement of business and organizations of informal education into the processes of preparation and increase of the qualification of employees in the cultural sphere.
3. Lobbying and promotion of the today's ideas of culture and cultural policy among all the stakeholders and on the level of the society in general; calculation and promotion of the economic effect of the suggested de-monopolization of this sphere.

The European structures, country and regional programs and the civil society of the European countries may provide significant assistance and support to these processes through:

1. Assistance to the close cooperation between the countries of the Eastern Partnership on the issues of the conceptual and analytical assurance of the cultural policy.
2. Provision and expansion of the opportunity for participation of the Belarusian cultural workers, managers, researchers of culture and civil society in the European programs on support of the development of culture, researches and media (“Creative Europe”, “Culture and Creativity” etc.).
3. Attachment of the priority importance to the projects in the sphere of culture, as well as country and regional programs of development, available to Belarus.

CONCEPT OF CULTURAL POLICY OF MOLDOVA

1. General Provisions

The *Concept of cultural policy* is a document setting the basic directions for the state cultural policy (SCP) not as a declaration of intent, but as a specific collection of principles and norms the state should be governed by in its activity on preservation, development and distribution of culture based on the person's cultural rights, enjoyment of which the state is obliged to guarantee.

Culture is a basic value of the self-identification of the personality and population, defining the image and the quality of life, forming models of behaviour of people, in the material and immaterial spheres of activity, being the main indicator of the level of the civil society development. "The culture should be viewed as a collection of distinctive spiritual and material features, characterizing the society or a social group. It encompasses not only literature and art, but also models of life, systems of values, traditions and beliefs."¹ The culture might become one of the key factors of development of Moldova as a competitive state in the current conditions.

Cultural policy is an important part of the country's strategic management, securing its integrity and perspectives of the social and economic development, and is defined by a range of governmental documents, interconnected in a rational way and defining, basing on the public consent, the place and the role of culture in the life of society, the principles and norms the society is governed by in the sphere of culture.

Cultural product is a result of the cultural and/or creative activity with its material and/or immaterial value within the specific social and cultural space.

Cultural sector is an important tool for implementation of the cultural policy, formed by a network of divergent subjects, of state and non-state property, as well as specific personalities, regulating and performing different types of cultural activity, creating material and immaterial goods, satisfying certain material and immaterial, personal or public needs of a person.

2. Current Situation Analysis

Having gained its independence over 25 years ago, the Republic of Moldova faced multiple problems related to the new state becoming. The main priority in the activity of all governments of that period was and remains the development of economy. The factors of economic development of each country are accumulation of capital, qualification of working force and level of their productive capacity (introduction of new technologies, effective management). The most attention from the company's party was given to the first sector. It's owing to the high rate of the capital increase (8.2% on average) the country had an economic growth. Though it is lower, but the GDP growth was also stipulated by the growth in the working capacity (4.7% per annum). On the contrary, the working force dynamics had a negative impact on the economic growth indicators. The migration tendencies formed within this period, defined the decrease in the index of activity in the national economy from 60 to 44%. The effective working force has for the last decade decreased in average by 2.8% per annum.²

¹ Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee and the Committee of the Regions on a European agenda for culture in a globalizing world (<http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex:52007DC0242>)

² Concept of the Strategic Development of the Republic of Moldova "Moldova 2020".

The culture was always viewed as a sphere of consumption, having low value for the country's economic development. "Such spheres as health, culture, social protection, environmental protection have defining value for the country's sustainable development", but "the main attention of the National Development Strategy is focused on increase of the budget coverage for promotion of the adequate policies in these industries as a result of the accelerated economic development"³ As we can see in the strategic aspect as well, the culture is not considered to be a factor of the social and economic growth, it is viewed only in the context of sustainable development.

Having found that the inhibiting factor in the country's development is a low level of the working force productive capacity, related to migration and qualification, the strategy authors do not view the culture as a sphere that could be effectively plugged in the solution of these issues. However, the culture is the sphere forming the "collection of the models of thinking, feeling and acting in the material and spiritual spheres of the social life"⁴.

The ongoing important problem in the country's life is dissociation according to the different features: national (Trans-Dniester and Gagauz regions), religious (Moscow and Bessarabia Patriarchy), social (low percent of middle class, which should make the base of the society), ideological (lack of the dialogue and tolerance). The role of the culture in solution of this task and formation of state-establishing civil nation is underlying. None other state instrument is capable of influencing more effectively than the culture. The cultural integration on the country-wide cultural platform is becoming an important factor of the state establishment. Self-identification is still a problem for Moldova, as a result of which the state existence itself is placed in question. Particularly important becomes forming of the national and cultural self-consciousness without which contemporary state upbuilding is impossible, as well as transformation of the former empire provinces and provincial Soviet republics into the modern European states.

The government's measures on fighting corruption remain fruitless. It is blooming on all the levels of authorities, in the court system, law-enforcement agencies, impedes the country's economic development and threatens to the state security. Corruption is the most important problem of Moldova – this is how the country is treated by the foreign development partners, and namely the US State Department, the European Union, and others.⁵ The main reasons why corruption in Moldova is so widespread now are the underdevelopment of the civil society and change of the moral and spiritual values on the level of personality, having taken place within the last two decades. Elimination of these reasons belongs to the domain of culture as well.

For the independence period in Moldova there were few documents on the cultural policy elaborated.⁶ But the tasks and objectives set by each of these documents were not achieved and transferred from one document to another. The main reason of the tasks non-performance is a traditional attitude of the authorities to the culture's role in the social and economic development of the country, state material and financial support according to the residual principle.

In 2013 the "Culture 2020" Cultural Development Strategy was approved. Its purpose was "to ensure the viable cultural environment by establishment of the relevant framework for the state policy, formation of the functional system for preserving and multiplying the cultural legacy,

³ Concept of the Strategic Development of the Republic of Moldova "Moldova 2020".

⁴ The Law on the Culture of the Republic of Moldova No. 413 of 27.05.1999.

⁵ Annual Report of the US State Department on Observance of Human Rights in Different Countries of the World for the Year 2014.

⁶ State Program for 1993-2000 'Development of Culture and Social Protection of Cultural Workers' (1993), 'Development and Protection of Culture and Art in the Republic of Moldova' (1997)

assistance to creativity, development of creative industry, increase of efficiency of management in the cultural sphere for improvement of the life quality, tolerance and social cohesion”⁷.

The mission and the vision of the cultural policy were first formulated in this document. So, the mission is seen “in the provision of the cultural sector with the agreed efficient and pragmatic policy, based on the priorities”⁸.

The vision presupposes creation by 2020 of the consolidated cultural sector, “independent and creative, with the protected cultural heritage integrated into the national and regional policies, including the heritage in the sphere of sustainable development: educational, social and economic, touristic and ecological”.

For the sake of execution of the Strategy’s tasks, the Ministry of Culture has developed the programs for implementation and two public policies: “Increase of the Efficiency of the Theatre and Concert Institutions Based on the Productivity Figures” and “Modernization and Increase of Museum Activity Efficiency”. However, after two years of the Strategy implementation we see the same tendency in the achievement of goals as in the previous documents – the problems are not solved. The Ministry of Culture notes that the level of actions on performance of the Plan of Solution of Tasks provided by the Strategy for the year 2014 is extremely low. The percent of the tasks solution looks in the following way: “preservation of the cultural heritage in all its diversity – 62%; assurance of the virtual and real mobility of the cultural product – 16%; increase in the economic share of the cultural and creative sectors – 10%; increase of the cultural sector contribution to the social cohesion development – 12%”⁹. During 2015 these indicators proceeded to get worse, while the budget of culture for the year 2015 was increased almost by 50% when compared to 2014.

The analysis of the current cultural policy and consequences of its implementation help to find the most important drawbacks:

- the state cultural policy (SCP) is not focused on solution of important problems of society, but on the regulation of internal issues and development of cultural sector;
- the SCP goals are divorced from the real capabilities of the state as to their procurement with the financial, material and human resources;
- the SCP is lacking the problems prioritization what makes all the tasks unachievable within the established terms;
- the SCP is not focused on active engagement of the interested parties (civil society, other state structures, local administration) to the programs implementation.

3. Basic Principles of the State Cultural Policy of Moldova at the Today’s Stage

Due to the fact that Moldova is currently going through the process of transformation, it requires efficient state cultural policy (SCP) as it still has no system for regulation of the cultural activity on the business party and other public institutions. The reference condition for realization of the cultural policy is achievement of consent between the official, professional and public interested parties as to the priority of the cultural heritage objectives.

To correspond to the challenges of the time, development and implementation of the SCP in Moldova should be based on the following principles:

⁷ “Culture 2020” Cultural Development Strategy, page 41

⁸ “Culture 2020” Cultural Development Strategy, page 16

⁹ “Culture 2020” Report on Implementation of Action Plan on Strategy Fulfillment per Year 2014.

1. Priority of development and preservation of the country's cultural heritage, defining the uniqueness and identity of Moldova;
2. Promotion of culture along with education as an important factor of the social and economic development of the country, and not as a political tool;
3. Approximation with other state structures for solution of the important social and economic problems of society;
4. Support of the freedom of creative self-expression of the personality and groups, cultural diversity solution;
5. Assurance of the balanced correlation between the strategic objectives and all kinds of financial, material and human resources;
6. Focusing on solution of the priority tasks of the cultural development;
7. Assurance of the unified, dynamic, competitive cultural environment based on the modern up-to-date technologies;
8. Mobilization and active involvement of the civil society as a full-pledged partner, and other interested parties to the process of the cultural sector modernization.

These principles make basis for forming the new SCP based on the universal human values, humanism, honesty, mutual respect, patriotism for entering the new quality level, ensuring competitiveness in the modern world.

Therefore, the SCP should ensure:

- Accessibility of the cultural and artistic values, as well as national cultural legacy, and their preservation;
- Support of the cultural diversification, multiculturalism;
- Acquisition of education in the sphere of culture and support of the young;
- Support of the non-governmental public organizations and artistic personalities, recognized and taking part in the country image promotion;
- Partnership of the public, private and state cultural institutes.

4. Strategic objectives

The society's transition to the modern, innovational type of development requires elaboration and introduction of new approaches to the SCP that would allow integrating the state's interests, society's value landmarks and resource opportunities. Taking all this into account, we see that the most important tasks posed to the country for provision of the sustainable social and economic development, are the following:

- Provision with the modern qualified personnel, thinking and acting in a creative way, capable of using new technologies;
- Decrease of the rates of migration of the population from the regions to big cities and for permanent residence in other countries;
- Restoring of the country's integrity, solution of the problems of the Trans-Dniester and Gagauz regions;
- Creation of conditions of intolerance to all manifestations of corruption in all spheres of life;
- Assurance of support to the state programs implementation on the party of all the population, and namely on the party of its most active part – civil society.

The culture should play an important role in fulfillment of these tasks. Therefore, the culture's mission should be defined by the strategic objectives of the country, real resources of the cultural sector and the society's interest in the domain of culture.

Cultural mission is to assist the country's modernization and development through consolidation of society, stimulation and engagement of the population to the active social and cultural life, formation and promotion of the moral and spiritual values on the level of personality, based on humanism and respect of human rights.

Vision. Culture is a competitive factor of the social and economic, as well as public development of the country forming value orientations of personality and society, providing wide range of the cultural and educational services, focused on all the classes of society, using innovative creative methods in solution of the socially important problems of community, integrated into the international and European space.

State cultural policy objective is forming a dynamic, swiftly dealing with the time challenges, cultural sector, ensuring productivity of the civil and cultural activity of population in transformation of society and modernization of country.

State cultural policy tasks

1. Preservation and development of the cultural legacy as an important factor of the country's distinctiveness and public solidarity.
2. Formation of the uniform cultural space for decrease of the differences between the city and the village, between different ethnic and social groups.
3. Democratization of culture through involvement of different population classes and groups to the cultural life of society.
4. Forming of the norms and models of the public behaviour through assistance to the creative activity of population and diversification of services provided by the cultural institutions.

5. Priority directions

For fulfillment of the strategic objectives it is necessary to focus the attempts of both the state and the civil society on solution of the priority issues. Taking into account the general national interests we should be focused on the democratic levers of implementation, and not on the authoritarian and bureaucratic methods. The efficient policy might be ensured by transition of the cultural sector to new economic management conditions, stimulating the business activity, increase of the management efficiency in the work of state bodies and cultural institutions, management of the cultural services market with account of the population's demand and tasks of the state.

Strategic objectives realization presupposes formation of the corresponding programs and their implementation with the help of attraction of various resources. Due to very limited financial, material and qualified human resources it is necessary to implement strategies with low consumption of resources, especially financial ones, but with capability of quick generation of the positive results.

The most efficient strategies for the cultural sector of Moldova, on the initial stage, are the following:

- Development and implementation of the efficient culture funding system.
- Creation of the dynamic and flexible system of management of the state cultural institutions activity and support of the non-governmental organizations.
- Formation of the long-term reliable partnership with the sector of civil society and other interested agencies, institutions and organizations.

- Reformation of the educational system, assuring activation of cooperation between the school and cultural organizations, as well as creation of the system of the constant advanced training of the managers in the sphere of cultural management.

Development and implementation of the efficient system of culture financing

The system of financing is a sphere requiring organizational reformations without high financial expenses that will be followed by significant changes in the activity of cultural organizations. The great many of organizations operating in the cultural sphere belong to the state and municipal sector. The activity of these agencies is funded mainly from the state or local budgets. The budget of culture is not stable, there is no legislative base or methodology of its calculation, and it depends on the politicians will.

The existing mechanism of the cultural institutions funding does not form competition – the main factor of market economy – and does not motivate for development. The budgets – both central and local ones, are focused on the institutions maintenance and not on their cultural activity. If the main consumers of the resources of local budgets are the culture centres and libraries, then for the central budgets such consumers are theatre and concert institutions (about 30% in 2015).

The cultural centres repairs (current one – 45% of the required, capital one – 22%) performed within two last years¹⁰ and increase of expenses for the theatre and concert institutions support did not bring considerable results. The conclusion is: the funding growth does not lead to quality changes in the cultural institutions activity results both on the central level and on the local one. In order to perform the SCP tasks, the cultural institutions funding system requires change.

Directions:

- Legislative support of the cultural sector functioning stability;
- Introduction of the “arm’s length body” funding principle;
- Introduction of the multi-channel cultural institutions funding system, irrespective of the departmental subordination;
- Assurance of equal access to the state funds of all the participants of cultural process, including non-governmental organizations and physical persons;
- Change of labour payment conditions for the cultural workers to the level of the educational workers.

Results:

- Ability to predict the budget of culture for the long period ahead and stable activity of the subjects of culture irrespective of the political influence;
- Direct state funding of the cultural institutions, most important for the country;
- Distribution of other funds on the project basis, performed through the organization independent on the government – the Fund of Culture;
- Ability of the subjects of culture to obtain financing from different sources: local and/or central budget, other sources of funding;
- Attraction of private financing through creation of the state-private partnership;
- Growth of financial motivation for attraction of good specialists to the work in the cultural sector.

¹⁰ “Culture 2020” Report on Implementation of Action Plan on Strategy Fulfillment per Year 2014.

Creation of dynamic and flexible system of management of activity of the state cultural institutions

The priority is reformation of the system of theatre and concert institutions. Though during last 4 years the funding is increased every year, the activity figures, the number of served spectators and quantity of performances remain on the same level. Thus, in 2015 out of 154 million MDL due for the development of culture, the theatre and concerts institutions had over 112 million due. The growth of institutions funding by itself does not lead to increase of institutions working quality indicators. In 2014 the budget was increased by 12.8% if compared to 2013, but in a result the number of tours reduced from 537 (2013) to 468 (2014), the number of spectators reduced to 458 thousand, and the number of performances reduced from 2461 to 2396. Such situation was a result of the accumulated problems – funding of institutions and not their activity, lack of competition during grants provision, low level of the manager preparation.

Directions.

- Change of the principles of support of the institutions activity from “institution funding” to “spectator funding”;
- Creation of the mechanism ensuring competition between the institutions in their state support acquisition;
- Expansion of the municipal theatres network at the expense of creation of the professional theatres in the regions;
- Implementation of the program of the theatre and concert institutions tours around the country;
- Increase of the efficiency of the theatre and concert institutions managers activity;

Results.

- Increase of the level of competition between the cultural organizations when it comes to acquisition of the state financial support;
- Decrease of the prime cost of the services provided by the cultural institutions;
- The institutions focused on increase of the quality and quantity of the services provided, with management, based on the efficient figures;
- Increase of the level of professional cultural product accessibility to the residents of the regions.

Forming the long-term reliable partnership with the sector of civil society and other interested institutions

When it comes to the Republic of Moldova, we need not a “cultural revolution”, but a consecutive, purpose-driven cultural revival. And for the purpose of this movement it is important to correctly define the most efficient way. The Sustainable Development Goals initiated by the UN for 2015-2030, or “Global Goals” should become the basis for the Republic of Moldova. And the civil society has its own specific role in these goals.

An important task of the cultural policy in the Republic of Moldova is for the present day **connection to the civil society cultural development** – formation, legislative execution, support of the civil society in the cultural sphere. Without this resource, efficient **functioning** of the cultural institutes is impossible.

The SCP should reflect the opinion of all the participants of the cultural process; it should be the emanation of intellectual potential of all the interested parties. In the centre of the SCP should be a

person, the Cultural Rights Charter. It is possible to unite around this principle not only cultural workers, and all the cultural process participants, but all the society.

Directions

- Creation of national platform of non-governmental organizations working in the cultural sector;
- Active support of non-governmental organizations with cultural activity in the regions;
- Increase of the program funds intended for the non-governmental organizations projects;
- Engagement of the representatives of the social partners (civil society, sole proprietors etc.) on all the stages of discussion of the cultural development priorities, cultural policies elaboration and funding programs establishment;
- Revision of the legislation on culture through the prism of inclusion of the civil society to the process of the cultural activity development.

Results

- Increase in the number of non-governmental organizations working in the cultural sector, distributed throughout the territory of the country;
- Participation of the civil society representatives in formation, monitoring of the cultural policy implementation, as well as in the process of the cultural sector administration on all levels;
- Attraction of the society to the cultural sector problems solution;
- Attraction of the additional funding costs for the cultural sector development.

Reforming the system of education for activation of the cooperation between the school and the cultural organizations

Strategy 2020, while defining interrelations of culture and education, considers “*culture to be a defining factor in the sphere of education and citizen formation*”. This concept presupposes changes both in the sphere of training of the personnel for the cultural sector, and participation of culture in educational process. “Preparation of people to the culture perception becomes important equally as a preparation to labour” (S. Mundy). In terms of economics it is necessary to take into account that the EU is undergoing movement from the commercial industry to the creative industry (creation of new working places, new technologies etc.), and in social terms – the fact that the culture is a cohesion and self-identification factor, what is peculiar to the Moldavian community. Out of all the existing tools of culture promotion, the education is the least expensive, but at the same time – the most time-consuming. Education by itself presupposes both addressing cultural forms as a teaching instrument, and teaching of the cultural forms themselves.

The obligations of the Republic of Moldova for entering the European Union require reformation of the educational system according to the sample accepted by the European countries having signed the Bologna agreement. In Moldova some specialties, making the second educational cycle in Europe (the Master’s course) are taught on the first level of the higher education (the Bachelor’s course). Teaching the same specialty on two educational levels leads to materials and expenses doubling.

Analysis of condition in the culture-education sphere in the Republic of Moldova has revealed a range of problems that require priority solution in the framework of the cultural policy:

- Dispersal of the profile educational structures in various educational institutions: colleges, academies, universities. This leads to disruption of academic process, hinders profile school formation;
- Absence of the efficient system for preparation and assurance of the cultural sector with the necessary workers;
- Absence of the syllabuses “crossing” between the education and culture is school disciplines;
- Lacking system of preparation of the managers for the cultural sector.

Directions.

- Concentration of educational structures according to the profiles, having united the levels of education into the unified national institutes;
- Opening of the “Cultural Management” specialty on the second level of university education (Master’s course) in one of the educational institutions;
- Elaboration and implementation of the industry-specific program of advanced training for the cultural sector workers, where the priority belongs to the managers of culture;
- Promotion of remote education, especially on the advanced training courses;
- Creation and support of partner programs with foreign cultural institutions and creation of favourable conditions for the cultural workers mobility;
- Revision of the school syllabus and introduction of the modular teaching of different artistic forms, creation of the “crossing” syllabuses between school disciplines;
- Introduction of new teaching methods, including with application of IT-technologies on the art classes, cooperation of schools and cultural sector.

Results.

- Removal of the doubling in educational cycles in different educational institutions;
- Provision of the cultural institution with the well-prepared managers responding to the market challenges;
- On the level of school education: implementation of principles of artistic education and education-culture correlation on different levels of educational process;
- On the level of university education: implementation of the principles of professionalism, creativity and innovational approach to the educational process;
- On the level of advanced training: implementation of the principle of advanced training as a professional obligation, a condition for the professional growth of everyone.

Road Map

The Parliament of the Republic of Moldova

- Modification of the “Law on Culture” in the part of provision for the stable cultural sector funding.
- Adoption of the “Law on Cultural Fund” as a first step in the building of system of cultural financing according to the “arm’s length body” principle.
- Introduction of modifications into the legislation on culture for activation of the civil society’s activity in the cultural process.

Government of the Republic of Moldova

- Revision of the National Development Strategy and inclusion of the culture along with education as one of the activity’s priorities.

- Modification of the Unified tariff network in the direction of increase in the cultural workers payment level to the level of educational sphere.

The Ministry of Culture

- Revision of the cultural development priorities in the “Culture 2020” Strategy;
- Development and implementation of the SCP is a cyclic process. It provides for implantation of changes to the implementation program, as based on the implementation monitoring. As the implementation is for the present time falling behind the implantation program, it is possible to introduce changes to the cultural development priorities.
- Elaboration of the program for cooperation and joint actions between the Ministry of Culture and the Ministry of Education.
- Development of program for reforming the system of the cultural institutions funding and transition to the multi-channel system with the elements of funding according to the “arm’s length body” principle.
- Analysis of the document “The Offers Regarding the Policies on the Theatre and Cultural Institutions Efficiency Increase”, discussion with the interested parties and implementation of the policies under the civil society monitoring.
- Creation of the system of constant advanced training for the cultural sector workers as based on the unified training centre and international experience exchange programs.
- Development of the advanced training programs for the cultural institutions managers: the cultural management, marketing, project management.
- Attraction of the civil society representatives for participation in development, monitoring and implementation of the SCP programs, as well as creation of public counsels on different layers of the cultural administration;
- Development and introduction of the programs supporting mobility of cultural institutions inside the country with the priority inclusion of the Trans-Dniester and Gagauz regions.
- Development and funding of the programs on performance of the state orders for cultural products, promoting intolerance to corruption, as well as patriotism and general human values;

The Civil Society

- Change of relations with the state culture management bodies from the position of confrontation to cooperation.
- Creation of the group of culture in the National Cultural Committee (Consiliul Național de Participare) by the Government of the Republic of Moldova.
- Institution-making of the non-governmental organizations working in the sphere of culture.
- Attraction of international programs of funding, in accordance to the SCP priorities and partnership with the Ministry of Culture;
- Creation of the partners’ cooperation with the non-governmental organizations, institutions and population from the Trans-Dniester and Gagauz region;
- Attraction of population to the fight against corruption and other negative challenges of today’s society.

CONCEPT OF CULTURAL POLICY OF UKRAINE

Objectives, format and status of document

The concept describes the main objectives of cultural policy in the period of transformation of Ukrainian society. It is not aimed at reforming the sector of culture and cultural institutions, but rather on the interests and needs of each resident of Ukraine, regardless of age and occupation.

The document is advisory in nature. It describes the necessary conditions and some important steps of development and implementation of cultural policies in specified period, but does not provide an exhaustive list of conditions and activities to be done.

“Culture coding EaP”¹¹ aims to promote inclusive development process of intersectoral and interdisciplinary cultural policy of Ukraine with the participation of all interested stakeholders – civil society, professional community including academic and research institutions, government bodies and local government, business and individual citizens – consumers of cultural products. The project also aims to attract the broad public to discuss and to formalize a national cultural policy in the country and to strengthen other Ukrainian, regional and international initiatives to reform the cultural policy in the Eastern Partnership.

Culture, politics and cultural transformation of society

The need of new societal values, which in recent years is the most discussed topic in Ukraine, is crucial to the country's development. It becomes more and more obvious that there is a need to develop and implement an inclusive cultural policy that would determine the development of cultural sector and the country as a whole in the long-term and medium perspective. Such cultural policy would create a common framework for the transformation of society at the national, regional and local levels. During the radical transformation of society – socio-cultural, political, economic – culture is an important tool of development, reconciliation and consolidation of efforts of all social groups and all communities. Adequate to the task, cultural policy will pay a due attention to overcoming the postcolonial syndrome, proper creation of "The new country and the state of Ukraine." And in this vein – it will help understanding and defining of such a concept as "national culture". Formation of a national identity, based not only on ethnicity, is one of the major problems in terms of the society consolidation.

Visioning Ukraine through the "cultural lens"

We envision Ukraine:

- That embodies a rich culture that one can feel at all levels of life: social, economic, political and spiritual.
- In which Ukrainians deeply appreciate being Ukrainian: they are tolerant and respect each other. And there exists a culture that secures the well-balanced regulation of personal rights and duties, personal and common welfare.

¹¹ In the result of the project, which was implemented from July to November 2015, the basic principles and road maps of national cultural policies of three countries of the Eastern Partnership – Belarus, Moldova and Ukraine – were developed. Detailed development of national cultural policies of these countries, as well as launching a similar process in Armenia Azerbaijan and Georgia, is needed.

- In which there is an organizational culture that embodies respect for all. It propels organizations toward innovation and success while harmoniously meeting the expectations of employer and employee, possessing a strong work ethic by all involved, and being socially responsible.
- In which individual and societal values are thoughtfully nourished in families and in educational and cultural institutions.
- In which cultural organizations initiate and operate high-quality artistic projects. These projects induce people to reflect on their internal and external world and on ways to make them better. The resulting demand for cultural goods and services makes Ukrainian cultural industries dynamic and socially important.

Determination of some new cultural policy objectives

Every individual, whether they are aware of it or not, is a creator as well as a product of culture. This culture is everywhere – in our families, our places of work and leisure, and our cities and our country.

We all have **individual values** shaped by the culture into which we are born, raised, educated and employed. They shape our view of life and define it in all its dimensions. Particular attention should be paid to **the system of social values**, which are formed and transmitted in society with the assistance of competent cultural policy. Undoubtedly, universal and European values such as democracy, human rights, rule of law and so on must be considered. At the same time **the core of noncontradictory values** that are consistent with both national mentality, and with the interests and aspirations of the majority of social groups has to be identified.

Our individual lives are tightly connected to our environment. Changes in the environment impact our lives, but we also impact our environment. Changes in our environment depend on changes within us; we are the primary creators of the values and the culture in our families, our communities and our country.

No one can embed new values and new culture under force or criticism – changes in values and culture must come from within ourselves.

Ukrainian society for a long time already stresses the need to develop and implement a new national cultural policy as one of the most important factors in the development of an independent state and democracy. National cultural policy should have wide application **going far beyond the cultural sector**, as was assumed until recently. It should apply to everyone.

National cultural policy of Ukraine should **meet the interests of its citizens**. It should be comprehensive and targeted on the internal and external socio-cultural, economic and political needs and challenges of the country by taking the environmental dimension into account as well.

Cultural policy of Ukraine should provide **protection and proper development of Ukrainian culture**, while guaranteeing **free access to goods and services of other cultures**, if they do not harm the national interests of the country. It must respect cultural and individual differences of its residents – citizens of the state of Ukraine, as well as those who come for temporary residence. Such intercultural respect must be mutual and regulated by law.

The new cultural policy of the country should take into account **the urgent need to strengthen the national identity as a basis of consolidation for the state development** and confrontation to the external geopolitical security challenges. The vagueness of identity at the individual, regional and national¹² levels is caused historically but also by shortsightedness and irresponsibility of Ukrainian

¹² In this case, the term "regional" is used to mean "one that concerns different regions of the country."

politicians already at the time of independence. This is one of the main factors that made the occupation of the Crimea possible and led to the armed conflict in eastern Ukraine.

Ukrainian society **is in the need of forming and practicing the culture of open and responsible social dialogue**, which is essential for mutual trust, respect, understanding and cooperation.

Politicians and government officials of all levels should become the protagonists of a new political culture in Ukraine, which should envisage and protect such a dialogue and cooperation. They also have to initiate the process of **social rethinking and specification the concept of culture**. The latter should not be perceived as something "after the buffet table", it is important to get rid of absolutization of its entertainment, cultural and artistic aspect. This clarification of the concept of culture eliminates a number of negative phenomena in cultural and political areas such as: marginalization of culture and spirituality; residual principle of financing culture; lack of culture in the focus of key people in the state; lack of social consensus ("civil pact") in relation to what Ukrainian culture constitutes today and what place it occupies among the cultures of the world; misuse of this gap by internal and external political stakeholders for their own purposes, and in result culture becomes a victim of political games.

Qualitative **changes in the information environment** must occur. The state should take care of the cultural and ideological component of its development. The development of information sphere should be aimed at strengthening the unity of the country based on¹³ national values, objectives and ideas.

Ukraine should pay more attention to the capacities of **cultural diplomacy**. The recent decision on the establishment of the Taras Shevchenko Ukrainian Institute is an important step for this. However, to use the whole potential of cultural diplomacy the state should establish national programs that would also provide support for initiatives in the sphere of cultural diplomacy coming from NGOs and business. Cultural diplomacy should be **actively applied at the national level**, because of the undeveloped, incommensurate with average wages and inconvenient inter-regional transport residents of geographically opposite regions of the country are mostly deprived of the opportunities for their direct communication and mutual learning, what in its turn has created an advantageous ground for mutual stereotypes and manipulation of their world view and regional features.

One of the most urgent tasks of modern Ukrainian society is **establishing the rule of law and fighting corruption**, where culture can and should play an important role. Ukrainian society lacks an established culture of lawfulness.¹⁴ Its absence undermines the existing legal system. The absence of such a culture has created the preconditions for illicit activities, electoral justice and corruption in almost all spheres of life, including law enforcement agencies. Underestimating the existing cultural and behavioural codes¹⁵ in Ukrainian society, which to a certain extent tolerates bribes in exchange for services, makes the fight against corruption fragmented and ineffective. Until now, the rule of law and mechanisms to fight corruption in Ukraine have been considered primarily from the perspective of law reforms and increasing the efficiency of law enforcement and judicial structures. The new cultural policy of the country should offer a solution to these problems through the development of appropriate social culture of rejecting and fighting corruption. It should envision the creation of the convergent top-down and grassroot initiatives aimed at the establishment of the rule of law and fighting corruption.

¹³ National values, objectives and ideas specific to citizens of the state Ukraine, and not just for ethnic Ukrainians.

¹⁴ Building a Culture of Lawfulness:

http://www.strategycenter.org/wp-content/uploads/2012/03/World_Bank_Report.pdf

¹⁵ A.M. Klimentkova. Cultural codes as factors in the formation of value orientations:

http://nbuv.gov.ua/j-pdf/Npchdusoc_2012_201_189_14.pdf

An important role in shaping cultural and value changes is played by **environments (supportive social ecosystems) and communities**. One cannot say that nowadays Ukraine does not have any culture of creative and innovative environments, but they are not enough. Concepts of "viral change", "pulling" and "agents of change" should be actively applied to form the environments¹⁶.

It is impossible to *push* people into the environment, people have to *go there by themselves*. A peculiar fashion on the creative environments and communities should be established. A new emotionally positive social trend (virus) belonging to such environments has to be introduced. For example, the theme of national revival of the late 80s, the Orange Revolution and Revolution of Dignity were also a kind of social viruses that "infected" a large number of people – many people wanted to be part of those movements and those environments. People participated in them because they wanted to be associated with those environments and movements, and to be useful to society.

Cultural and value changes cannot be achieved only through the criticism of the existing situation, presentations and edification. Rather it can be done more effectively through the formation of cultural codes, a kind of *behavioural viruses* which would be emotionally attractive for imitation and would transmit on a subconscious behavioural level. The new cultural policy of Ukraine should provide conditions for **creating a culture of responsible leadership, cooperation and solidarity**.

Cultural policy of Ukraine should create conditions and encourage the development of the creative potential of people enjoyed by everyone from birth. **Creativity and innovation** is the foundation of modern economy, in which Ukraine is in need to strengthen its independence, to support its sustainable development and to ensure adequate standards of living. To achieve it there is a need to perceive leadership and non-conformism as synonyms, and thus learn that in the society there is a transition from an understanding of leadership as a demonstration of status to its perception as a sacrifice for the common welfare. Differences between those who are followers and those who lead followers disappear – it is a global trend. Large pyramidal and hierarchical structures, headed by "leaders on pedestals", are things of the past.

Today there is a need to intensify the societal change towards the archetypal image of Ukraine as a poor wench that permanently serves to rich owners – countries with a distinct expansive component of culture and statehood. This can occur, for example, through the image-based Aeneas – a fast guy, who with his fellows can quickly and successfully resolve even extremely complex current tasks. He is brave, zealous, prudent, brave, desperate and one that is able to quickly navigate the situation. Aeneas is able to lead people, he is charismatic and fair. Construction of a new semantic field would give the possibility to the post-colonial nation with the complex of a victim to become finally a subject, not an object.

In Ukraine there is a long overdue need to **review the work of cultural institutions** to improve the quality of their work and to increase the efficient use of budget funds and the available infrastructure. As the 24-year history of independent Ukraine shows, protests alone is not enough to change the political system and the formation of democracy. Cultural institutions in particular should seek to propose and implement projects that would form the new values in society – only then we can expect system changes.

Much attention should be paid to **improving organizational culture**. Value-based and regulatory framework of institutions is the key to mutual trust, respect and responsibility between their

¹⁶ Leandro Herrera in books "Viral changes" and "Homo Imitans". According to the "Homo Imitans" behaviour of people defines the societal culture and values, and not vice versa. People copy the behaviour of each other. People are doing what we do, not what we say that we would have to do. The concept of "Viral Changes" is based on the belief that cultural change can be achieved through emotionally attractive public viruses. These attractive behavioural viruses may be proposed and may spread by initiators of cultural changes by turning in a massive cultural epidemic that will lead to the desired social changes.

employees, which is indispensable for coordinated teamwork and success of institutions regardless of their ownership and types of activities.

In developing national cultural policy much attention should be paid to topics such as "**culture and crisis**", "**migration and culture**", "**cultural rights and national self-expression**", "**historical memory and vision for future**", "**intercultural dialogue**".

The main principles of development of a national cultural policy. Correlation of cultural policy and strategy

The proposed concept of national cultural policy does not exclude the need to develop detailed strategies of cultural and humanitarian development of Ukraine. It, however, offers a new perspective on the role of culture in enhancing the sustainable development of the country, which should be reflected in their specific strategies and public policies. That is why cultural policy should meet the goals and objectives of the country as a whole, and to some extent even to determine the direction of the transformation of the country.

The concept proposes also to move away from the traditional identification of cultural development with the reforms in cultural sector and its institutions only. The core of the new cultural policy of Ukraine should be **every citizen of the country with his/her interests and needs**.

"Cultural policy" is understood as one of the varieties of state (public) policies, i.e. the set of actions that are approved and implemented in a special way by government (national and/or local authorities). "Cultural strategy", "strategy of culture development" or "humanitarian development strategy" is used to be developed in reaction to a perceived problem by society and citizens, such as the need of a radical transformation of society, and in its way supports the implementation of a coherent cultural policy. Public policy in every sphere is based on certain principles and rules. The appropriate strategy and its defined goals provide authorities and public/private institutions with criteria for the development of such rules and principles that will promote the achievement of the strategy objectives.

The main principles and some of the necessary steps to develop an effective cultural policy of Ukraine of the transformation period of society can be briefly defined in such a way.

- **Transparency and inclusiveness** of cultural policy development: it is important to include interests of all, or at least most, of the stakeholders in the sphere of culture by envisaging their involvement in the process, and engaging all citizens – consumers of cultural products – as well.
- **The balance of national and local/regional:** it is important to pay special attention to local politics and cultural specificity of cultural and artistic sphere and society as a whole, taking into account the experience and the best practices of the country.
- **Taking into account the new (2015 - 2016 years) academic and applied research** of cultural practices and values of different groups of Ukrainian society: such research should precede the development of cultural policy, which would correspond to the real situation in the cultural sphere and the country in general.
- **Taking into account European and international experience in the development and implementation of cultural policy under priority focus on national specificities, situation and needs:** international experience should be considered, but the most successful models of cultural policy cannot be simply "transplanted" on Ukrainian soil.
- **Development of an up-to-date evaluation system of the effectiveness of cultural policy and the situation in culture:** the system must meet the challenge of culture as a framework for transformations of the society and the country. It should contain principles, criteria and

evaluation indicators. It should also establish a network of politically and economically independent unbiased laboratories of monitoring of the situation in the country and the culture in particular.

- After completion, or partial implementation, of the tasks of transformation of the country, **cultural policy must be revised:** according to the new situation in the country strategic objectives of culture and cultural policy will be changed in order to contribute to their achievement.

Proposal towards classification of roles and responsibilities in the development of a new national cultural policy of Ukraine

Citizens of Ukraine

- Impersonate changes.
- Be open to the new.
- Develop the ability to listen to the other and trust the other.
- Any obstacle consider as a stepping stone, not a barrier.
- Expand the planning horizon: learn to plan strategically, and this is impossible without the acquisition of subjectivity.
- Understand that the most pragmatic in the end is a moral choice.
- Learn to take responsibility for a personal life's project.

Civil society

- Create cultural environments with high innovative and creative potential. Through the environments the behaviour of civil society leaders and their active lifestyle will be inherited and copied by others. Gradually, the environment will expand and divide. New environments will appear. Coming to such environments, people subconsciously will adopt their culture and will become carriers of such culture.
- Summarize and report success stories and experience in implementing projects, designed to preserve Ukrainian identity through culture, to show the diversity of cultures of different peoples living in Ukraine, to consolidate Ukrainian political nation based on shared values, promote Ukraine in the world and to present these developments to the authorities with the aim of transferring these practices to the national level.

Cultural institutions

- Implement and support initiatives that can lead to positive cultural changes at the individual, organizational and community levels.
- Improve the quality of cultural services and goods.

Ukrainian business

- Understand that real leadership is based on responsibility, on values.
- Consider leadership as a set of responsibilities, not rights.
- Learn that everyone should be a leader.

- Learn to see the potential of everyone who is close, trust everyone and take responsibility for the trust.
- Learn to not wait and/or require gratitude from those who was helped.

The government (the legislative and executive branches of the local and national level and local government)

- Develop a strategy of introducing the concept of national cultural policies and implement appropriate public policies for its implementation.
- Develop a strategy of transforming public understanding of the culture from the complex of entertainment formats to accept it as a set of codes that determine human behaviour in society and constitute the basis for social capital. This should precede any modernization.
- Rethink operational and management system and the financing of cultural institutions to improve the quality of their work with the projection on the new concept of cultural policy.
- Diversify financing sources on the principles of entrepreneurship, competition, cooperation, transparency and effectiveness.
- Create conditions for professional development of cultural workers, particularly through reforming the work of departments of culture, cooperation with educational institutions, community organizations, and business.
- Develop a strategy of the implementation of economic principles of work in cultural institutions.
- Develop a program of modernization of culture that will stimulate the development of creative industries and in the long term perspective will oust objects, productions and spheres that are in a condition of stagnation or imitation of activities.
- Promote the intensive development of Ukrainian cultural and artistic industries through the state protectionism to national (focused on Ukraine by content) producers of cultural goods and services, to ensure their competitiveness in domestic and foreign markets
- Develop a strategy of the integration of Ukrainian culture into the European and world cultural space and the strategy of using culture to build a positive image of Ukraine in the world.
- Overcome the post-colonial status of the Ukrainian language, history and culture of Ukraine as a whole: a comprehensive study of experience of successful NGOs, whose approaches in promoting all forms of cultural heritage as a common source of national memory, social reconciliation, mutual understanding, cohesion, identity and well-established co-creation have become successful, in order to implement them within the national cultural policy. This will become a consolidating factor that in the times of military confrontation will serve as an important component of the national security of Ukraine.
- Create conditions for the development of economic culture.
- Schedule training on corporate social responsibility for commercial companies and cultural institutions (payment and working conditions, responsible attitude to the work, etc.).
- Develop and implement campaigns aimed at implementing social responsibility programs by business.
- Offer innovative and emotionally appealing way of promoting the culture of lawfulness in Ukraine to become a social trend.