

APPROVED

Decision of the National Council of
Television and Radio Broadcasting
of Ukraine

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**ACTION STRATEGY
OF THE NATIONAL CONCIL OF TELEVISION AND RADIO
BROADCASTING OF UKRAINE**

2024-2026

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INTRODUCTION

The National Council of Television and Radio Broadcasting of Ukraine (hereinafter – the National Council, regulatory authority, regulator, media regulator) is an independent permanent collegial state body exercising state regulation, supervision and control in the field of media.

The regulatory authority performs duties assigned to it in accordance with the Constitution of Ukraine, the Law of Ukraine “On Media”, other laws of Ukraine and regulatory legal acts.

The Action Strategy of the National Council for 2024–2026 (hereinafter – the Strategy) is a fundamental medium-term document approved in accordance with the requirements of the Law of Ukraine “On Media”, which defines the goals and directions of the National Council.

The goal of the Strategy is to define the main directions of activity of the National Council provided by the Law of Ukraine “On Media”, as well as international agreements and state programs in the field of information policy, media, culture and arts, electronic communications, and other areas of public life that have an impact on media, taking into account the needs of the dynamically changing Ukrainian society.

The Strategy should define necessary steps to ensure pluralism of opinions, to satisfy and to provide citizens with information rights, to render a variety of the media services, to create a favourable business media environment, to develop civil society, to protect the rights of users of the media services (information, entertainment, education, etc.), both a whole Ukrainian society and certain ethnic and social groups.

The goals and priorities outlined in the Strategy are aimed at implementing European integration process and realising the Law of Ukraine “On Media”, which was elaborated in compliance with the Council of Europe standards. The EU Audiovisual Media Services Directive has been implemented into Ukrainian legislation.

Elaboration of the Strategy is based on the following principles:

- ❖ focus on the medium-term goals of the media regulator under the national interests of the Ukrainian state;
- ❖ multi-vector nature of activities substantiated by the dynamism of the national and external media environment.

While preparing the Strategy, the publicly available research data was taken into account (a list of researches with relevant references is provided in Annex 1 to this Strategy).

Main stakeholders involved in the preparation of the Strategy are government authorities, whose responsibilities fully or partially include the areas defined in the Strategy, as well as public organizations, whose activities include media and related areas (a list of stakeholders is provided in Annex 2 to this Strategy). The materials of strategic sessions with the participation of representatives of media entities and media NGOs were also used; the aim of such sessions was to study problems and challenges faced by the media industry, as well as their vision of the prospects for media development.

The media regulator is aware of the need for fundamental changes in approaches to regulating media space and takes into account changes in legislation to expand a range of regulatory entities, security situation in the country, changes in the use of information, and has clear intentions to get actively integrated into European processes.

I. VISION, MISSION, VALUES OF THE MEDIA REGULATOR



VISION

Ensuring freedom of speech through responsible media in a diverse and competitive media market as a key to a democratic society.



MISSION

Promoting freedom of speech and protecting national media space of Ukraine, capable of counteracting threats to the information security of the state. Creating favourable conditions for a competitive media environment through professional, effective and impartial media regulation, safeguarding pluralism of opinions and space for the development of media innovations. Promoting a change of paradigm of freedom of speech through increasing cooperation with media regulators and their associations, as well as international organisations.



VALUES

❖ **Free and responsible media**

Media have the right to freedom of speech, expression of views and beliefs; freely determine the content of the information they disseminate; have freedom of economic activity and a transparent ownership structure; and are free from interference by State authorities in editorial policy.

The National Council encourages media to be socially responsible to society, to realize the role and importance of their influence on socio-political, cultural and educational processes, and to stand guard over of human rights protection.

❖ **Independent and competent media regulator**

The National Council exercises its powers independently, regardless of other state authorities, local self-government bodies, as well as their officials and employees. Interference of any state authorities, local self-government bodies, officials and employees, citizens and their associations in resolving issues that refer to the powers of the National Council and its members is not allowed, except in cases provided by the legislation of Ukraine.

The regulator's independence is reinforced by financial independence guaranteed by the State within provisions of the Law of Ukraine “On Media”.

In order to effectively regulate media and fulfill its powers, the media regulator actively cooperates with government bodies that are directly or indirectly in charge of media field and regulation of media-related areas.

The National Council everyway supports the desire of media entities to be independent of any influence from the authorities or corporate interests of their owners.

❖ **Competitive environment and media diversity**

The regulator provides maximum assistance to media in the development of a competitive media environment. Regulation is carried out proportionally in view of the characteristics of each type of media and in no way discriminating against all media entities.

The National Council promotes the diversity of media space that will reflect a maximum range of interests of both the whole society and its individual groups. Diversity should be accompanied by reliability of the information disseminated. It is important to release the information space from misleading and fake news, pseudo-scientific materials.

❖ **Constant international guidelines**

Ukraine is firmly advancing towards the European Union membership. Ukraine's European integration processes are irreversible. For the media industry, this is laid down in the Laws of Ukraine “On Media” and “On Advertising”.

The media regulator is implementing global democratic standards and at the same time offers its own ways to solve the issues arising in the media space.

The experience that Ukraine gained in confronting russian imperial policy is a valuable civilizational asset that should become a part of a new understanding of the sustainability of democracy.

❖ **Openness and progressiveness of civil society**

The National Council, within its powers, will promote the development of civil society, which carefully and critically analyses information.

❖ **National identity politics, pluralism**

Overcoming the consequences of long-standing and centuries-old imperial policy of russia, developing of the Ukrainian nation and strengthening of its European values and national characteristics should be the main tasks for both media organizations and the whole society, and in this regard, media should play a decisive role. The aim of this policy was at depriving the Ukrainian people of their inherent usual basic European values, key national characteristics, and the way of functioning of public institutions. Identification of these impacts and eradication of their effects is the key of the free development of the Ukrainian nation.

Promoting the state language and stimulating the production of the national product are among the main objectives of the state policy in the field of media. The

Ukrainian language is a crucial factor and the main feature of the identity of the Ukrainian nation, a tool for uniting Ukrainian society, a means of strengthening the state unity and territorial integrity of Ukraine, its independence and national security.

The National Council promotes the development of media in the languages of indigenous peoples of Ukraine and national minorities (communities) of Ukraine.

The National Council will also make efforts for the transition of Ukrainian media into the principle of pluralism of opinions, when it is possible to heard different points of view in each media.

❖ **Legality and impartiality**

All decisions and activities of the regulator are based solely on the law. No circumstances can serve as an excuse for biased or illegal attitude of media entities by the regulator.

❖ **Efficiency and commitment to development**

The National Council's activities aim at obtaining positive results with minimal cost of resources. Such efficiency is provided through the involvement of professionals to the regulator's team, maximum implementation of positive international practices in the processes, continuous training and professional development of employees, knowledge exchange and synergy between all structural units of the regulator.

The media regulator supports the nation-wide course of digitalization in order to develop the industry, simplify regulatory procedures and avoid bureaucratic pressure on media entities.

❖ **Partnerships**

The National Council builds strong internal and external relations with government authorities and institutions, public organizations, expert community, international partners and media entities. These ties are based on trust, mutual respect and awareness of the importance of realizing a common goal.

❖ **Transparency and openness**

Interaction between the regulator and the public should be based on the principles of transparency and openness.

❖ **Inclusiveness and equality**

Ensuring access to the media space for all groups of society is an important value for equality

II. CURRENT STATE OF MEDIA REGULATION AND MAIN CHALLENGES FOR MEDIA

The unambiguous and unalterable movement of the country towards the European Union gave an impulse to the implementation of these obvious changes, in particular in the field of media. The adopted Law of Ukraine “On Media” implements media reform and lays the foundation for development a competitive and diverse media environment, aims to ensure the exercise of the right to freedom of expression, the right to receive comprehensive, reliable and timely information, to ensure pluralism of opinions and free dissemination of information, to protect the national interests of Ukraine and the rights of users of media services, to regulate media activities in accordance with the principles of transparency, fairness and impartiality, equality and independence of the media and enables the National Council to be a high-quality and effective media regulator.

The National Council has become a convergent regulator that actively cooperates and communicates with following media entities:

- ❖ entities in the field of audiovisual and audio media;
- ❖ entities in the field of print and online media;
- ❖ providers of audiovisual services;
- ❖ providers of video sharing platforms;
- ❖ providers of electronic communication services for broadcasting needs using the radio frequency spectrum.

In addition, the National Council registers foreign linear media.

At the same time, the influence of the media regulator is limited on platforms of shared access to information such as YouTube, Facebook, Instagram, Twitter (X), Netflix, Telegram (the so-called social networks), which make up a significant share of media consumption but are out of the jurisdiction of Ukraine. But the potential risks and impacts of these resources cannot be ignored in the future. For example, the use of Telegram channels requires careful study and adoption of certain decisions in the future regarding the reliability of their use.

The Law of Ukraine “On Media”, by proposing a new regulatory model, has enabled the National Council to work openly and inclusively, move towards European integration changes. The Law provides for many tools that should introduce civilized modern regulation, equality and democratic rules of the game. One of these tools is the creation of co-regulatory joint regulatory bodies.

The introduction and dissemination of European standards in the regulation of the media industry in Ukraine is an important step towards creating a space for free and responsible media.

In general, despite the fact that that armed aggression, security measures and air-rapid sirens have made corrections to the formats of contacts with international partners, the media regulator has stepped up its efforts and found opportunities to inform the world about the consequences of russian aggression against Ukraine, to expose war crimes taking place on the temporarily occupied territories, and report on the terrorist acts of the aggressor state.

In the context of international cooperation, collaboration with the European Union, the Council of Europe, other international and regional organizations on media regulation was deepened, and the regulator's involvement was increased in the events of other international platforms on relevant issues.

The supervisory activity of the National Council covers a wider range of media entities, as part of the implementation of the Law of Ukraine “On Media”. It should be mentioned about the active cooperation with the industry in order to create joint regulatory bodies. The main focus of such cooperation is to elaborate codes (rules) for dissemination of information in the relevant areas of joint regulation.

The National Council is also actively working at digitalization of licensing/registration of entities in the field of media. For this purpose, the “Electronic Cabinet of Media Entity” (hereinafter – the Electronic Cabinet) is being created, which will be integrated with the Register of media entities (hereinafter – the Register) and will comply with legal requirements on protection of data (including personal data) from unauthorized access. This work is aimed at preventing leakage, interception, loss, destruction, modification and blocking of information and complies with a set of organizational, engineering and technical measures with verified compliance to the information security requirements.

The regulator has developed bylaws provided by the Law of Ukraine “On Media” giving start to the regulator's actions to perform its statutory functions. In particular, the regulator prepared and adopted regulations on licensing/registration of media entities (including during martial law or state of emergency); the Methodology for calculating the license fee; the Procedure for the functioning of the Register; Forms of information on the ownership structure; the Procedure for official monitoring and inspections of entities in the media sphere; the Procedure for issuing and revoking temporary broadcasting permits in territories with a special broadcasting regime, etc.

For the second consecutive year, the advantage of social networks and the Internet over traditional media has been recorded in such an important parameter for understanding the structure of the media space as news consumption (list of researches demonstrating this distribution is provided in Annex 1 to this Strategy)

Sources of information used by respondents to follow the news in the past two months, %

Multiple answers allowed

	2022	2023
Social media (Viber, Telegram, YouTube, TikTok, Facebook, Twitter, Instagram)	76.6	77.9
Television	66.7	62.5
Internet resources other than social media	61.2	57.7

(Viber, Telegram, YouTube, TikTok, Facebook, Twitter, Instagram etc.)		
Radio	28.4	33.7
Print media	15.7	17.8

Ukrainian advertising market grew between 2017 – 2022 due to the growth of television, radio and Out Of Home Media (outdoor advertising, etc.). But the main contribution to this growth was made by digital media, which increased its advertising revenues by almost six times. The impact of the COVID-19 pandemic on the media market in 2020 was disproportionate: cinema, Out Of Home Media and press advertising revenues decreased, while TV advertising and digital advertising grew. The radio advertising market remained unchanged during the COVID-19 pandemic.

In 2021, all media resumed growth, but after the full-scale invasion, the advertising media market fell sharply. A significant decline occurred in television, cinemas, print, and Out Of Home Media. Compared to other media, the decline in digital media in 2022 was not as significant, and its share in shaping the media advertising market is still the highest one.



Data from the All-Ukrainian Advertising Coalition¹

The All-Ukrainian Advertising Coalition gives only a preliminary assessment that the Ukrainian advertising market will grow by one third in 2023 compared to 2022.

Recovery of the market as a whole is expected no earlier than 2025, provided that security risks are essentially decrease.

¹ <https://vrk.org.ua/research.html>

The media sphere is going through difficult times and faces a number of problems and challenges, against the backdrop of constant danger to people, destruction of infrastructure and economic potential of the state.

The main challenges faced by media:

❖ Challenge № 1 – lack of professional staff

Most of the media industry acknowledges the problems with staffing. This problem has several elements:

- relocation of personnel from their places of permanent residence to safer regions, including leaving the country. The risk of employees not returning to their previous place of work or to the country as a whole is related to this problem;
- lack of specialists due to mobilization, complexity of employee reservation procedure for media companies;
- lack of a professional training system for media professionals in the country, taking into account modern technologies and approaches, and the low level of training for specialties available in the education system.

Media organizations also point to the lack of insurance programs for journalists and outdated labour legislation, including the classifier of professions.

❖ Challenge № 2 – lack of finances

In addition to a significant drop in revenues from both advertising and cooperation with local authorities, media report a fundamental change in their revenue structure. Many media companies, especially local media, are not developing and are on or off the brink of survival. Media support from the state is practically absent.

The current practice of grant support is focused on funding individual projects. At the same time, the wartime economy requires institutional support for media as such.

Specific problems of print media include distribution, in particular, by subscription, through postal services, especially to remote, not densely populated regions; closure of print media distribution points; the lack of interest of advertisers in placing advertisement in print media due to lack of a culture of mass consumption of print media and widespread use of digital services in the country.

❖ Challenge № 3 – lack of relevant content

The problems are follows:

- at the national level – irrelevance and impossibility of using content created before the full-scale invasion by genres, subjects, and members of creative groups, as well as the difficulty of creating actual content from the territories of warfare due to the introduction of the martial law regime;
- at the local level – a changing needs of the audience, whose structure has changed dramatically as a result of the relocation of a large number of citizens from the East and South of the country to the West and North.

Creating a national product and being able to enter the global market with it is an important challenge. Cooperation (co-production) between Ukrainian and European production should play a significant role in this process.

The difficulty of providing media with content can be compensated by creating content sharing platforms. They can be used by media that have problems producing new products, especially during wartime.

Another important aspect for many media, in particular, audiovisual linear and non-linear media, audiovisual service providers, and online media, is to ensure the protection of content from unauthorized use and fight against piracy.

❖ **Challenge № 4 – difficulties in restoring technology and infrastructure**

Due to the damaged/destroyed infrastructure and equipment, many media companies were forced to stop broadcasting or relocate to safer territories. Another challenge for media was to ensure stable operation during the power blackout.

The rise in prices of equipment that needed to be for restoring the production process and difficulties with payments outside Ukraine and the further import of it became urgent.

A particular problem arises with regard to the establishment of work in the de-occupied territories, taking into account the complexity of rebuilding infrastructure, lack of human resources and financial capacity, long occupation, and the population being under the authority and influence of occupiers.

Media during the war and in the immediate post-war period will need:

- financial support from the state and/or international donors;
- organizational assistance to preserve staff potential;
- reform of media education.

III. STRATEGIC GOALS FOR 2024-2026

❖ NATIONAL COUNCIL AND STATE

Strategic goal 1. Protection of the information space from the influence of the aggressor state.

Information space security is one of the main components of the national security of the country. Its effective provision will contribute to the consolidation of society.

The information security of the country depends on the responsible attitude of the media to fulfil their functions as stipulated by the legislation.

The regulator`s activities aim at identifying and counteracting information threats; protecting media space from the destructive influence of the aggressor state.

To achieve this goal, the National Council will:

- monitor displays of narratives of the aggressor state on the air of Ukrainian media and media distributed on the territory of Ukraine but belonging to other jurisdictions;
- take measures, within its power, to terminate activities of media that disseminate the content of the aggressor state;
- ensure, within its power, the implementation of the state sanctions policy by implementing restrictive measures against legal entities and individuals;
- cooperate with state institutions, law enforcement agencies, public organizations, legal entities and individuals in order to effectively counteract information influences of the aggressor state;

Strategic goal 2. Synchronization of legislative processes of Ukraine and Europe in view of features of the national media landscape.

The course towards European integration provides fast synchronization of national legislation with the norms of the European Union. The dynamic development of the media environment determines the need for prompt response to changes in the media landscape and creation of legislative tools to protect society from possible risks of harmful influence.

The National Council will participate in the implementation in Ukraine the norms of the European regulation of digital services (DSA) and digital markets (DMA), which will provide tools for a secure digital space in which the fundamental rights of all users of digital services are protected and equal conditions for business are ensured.

The national media regulator should also monitor changes in the national media space and promptly propose the creation or updating of relevant legislative instruments dictated by local specifics.

To achieve this goal, the National Council will:

- analyse the effectiveness of media legislation, cooperate with the entities of legislative initiative on its improving and will initiate proposals for legislative changes;
- ensure the holding of public events (debates, consultations, discussions, etc.) with the involvement of the public and expert community on the development of the media industry and the need to make changes in the legislation in the media field;
- develop and approve regulations within its power, involve other interested bodies in their development in order to harmonize positions;
- ensure the fulfilment of tasks defined by state program documents in the field of information policy, media, culture and arts, electronic communications, and other areas of public life that have an impact in the media field;
- cooperate with stakeholders to release radio frequency bands of I and II digital dividends from radio electronic facilities of TV broadcasting in order to ensure the needs of radio technologies “International Mobile Telecommunications IMT (LTE and further releases)” and “International Mobile Telecommunications IMT-2020 (5G NR and further releases)”, taking into account the requirements of Commission Decision (EU) of 06.05.2010 No. 2010/267, Decision of the European Parliament and of the Council (EU) of 14.03.2012 No. 243/2012/EU and of 17.05.2017 No. 2017/899, Commission Implementing Decision (EU) of 28.04.2016 No. 2016/687;
- monitor new initiatives on media regulation in Europe and the world, analyse gaps in current media legislation and policies to prepare legal and policy solutions to resolve them.

Strategic goal 3. Proper financing of the media reform process

The Law provides the ability of the media regulator to accumulate funds on the account of the special fund of the National Council, which comes from rent for the use of the radio frequency spectrum, international technical assistance and other sources not prohibited by the legislation.

Effective development of the media space in the current conditions of digitalization, study of media development trends, monitoring of new media types for the regulator and effective implementation of reforms require financing that is overwhelming for the state in the current conditions.

The representation of the National Council at European media regulatory platforms and cooperation with national and international institutions makes possible to attract charitable, sponsorship, grant or donor assistance to financially support the media reform.

- ❖ To achieve this goal, the National Council will conduct information campaigns in the country and abroad in order to attract grant support for the implementation of media reform.

NATIONAL COUNCIL AND SOCIETY

Strategic goal 4. Raising public awareness of the media regulator`s activities, developing the brand of the National Council.

Today the National Council, as the constitutional state body, should become well-known to the general public both in its primary activity and in many areas of interaction with various state, public and media institutions. Media play a key role in shaping public opinion, and thus in many fundamental processes of state activity. The voice of the media regulator can and should be noticeable in society.

To achieve this goal, the National Council will:

- develop a communication strategy for the media regulator;
- hold public events with representatives of government bodies, the public and media to discuss key issues of society;
- ensure effective cooperation with media to raise awareness of the activities of the media regulator through speeches, interviews and publications;
- ensure the use of social networks and the website to attract more people and make the regulator's work more accessible and understandable;
- cooperate with the Public Council under the National Council, which represents the interests of the public and ensures public control over the work of the media regulator, and representatives of civil society.

Strategic goal 5. Improving the inclusiveness of the media space.

The main task of the media field is to provide the audience with reliable, diverse and relevant information without restrictions on access.

The National Council, as a media regulator, should become a centre of concentration of knowledge on the whole range of issues related to overcoming barriers in the media space, focus its efforts on ensuring accessibility of media services for the population of Ukraine.

Ensuring inclusivity of people with disabilities is a particularly sensitive issue for the media sector. The full-scale war unleashed by Russia against Ukraine has led to a significant increase in the number of people with disabilities, both among the civilian population and the military. The state should create conditions for the support and active participation of persons with disabilities in public life, and the media regulator should focus media attention on tolerant attitudes towards persons with disabilities when creating and distributing media products.

To achieve this goal, the National Council will:

- develop and approve an action plan to ensure accessibility of services for people with disabilities in cooperation with co-regulatory bodies;

- take measures to increase the share of broadcasting programs for persons with disabilities;
- cooperate with media entities to highlight the topic of accessibility and inclusivity in media.

Strategic goal 6. Strengthening measures to protect children's rights.

Modern information and communication space of Ukraine has achieved significant development and is rapidly progressing. The development of digital technologies has increased an array of opportunities for accessing and exchanging information, online communication, expressing views and opinions, establishing connections, participating in educational and training processes, etc.

Modern Ukrainian children, using advanced technical devices, have the opportunity not only to consume media products but also to be direct participants in their creation.

Researches show that the preferences of children's audiences regarding information consumption technologies are different from other age groups.

It is necessary to create conditions that, on the one hand, will provide the information and cultural needs of the child, and, on the other hand, will protect from information that spreads in media and harms to physical, mental or moral development.

To achieve this goal, the National Council will:

- study the experience of European regulators in the issues of ensuring the protection of children from possible harmful effects of the media;
- develop and approve requirements for the protection of children's rights in the media together with co-regulatory bodies;
- take measures to ensure protection of children's rights in the creation and dissemination of media products, including personal data and other confidential information about them.

Strategic goal 7. Reducing discrimination in media.

Inadmissibility of discrimination on any grounds is a requirement of Ukrainian legislation, so the media regulator takes effective measures to reduce discrimination in media.

To achieve this goal, the National Council will:

- supervise and control of compliance with the requirements of the legislation by media entities, conducting official monitoring of media in order to identify facts of dissemination of information that discriminates against certain groups of people;

- take preventive measures to prevent the dissemination of discriminatory materials in media (development of regulatory acts, recommendations, explanations, analytical and informational materials);
- process remarks, complaints and suggestions from individuals and legal entities;
- hold negotiations with authorized representatives of providers of information sharing platforms and audiovisual media services on-demand, which do not fall under the jurisdiction of Ukraine, to prevent the dissemination of discriminatory information.

Strategic goal 8. Gender balance in media.

Gender balance in the Ukrainian media is an important prerequisite for socio-economic development and the efficient use of human capital.

Gender balance is also a prerequisite for preventing gender-based discrimination.

To achieve this goal, the National Council will:

- analyse the current level of gender balance in media;
- conduct analytical, information and explanatory work with the aim to increase media awareness on gender equality.

Strategic goal 9. Media literacy of society through the media literacy of media companies.

Ukrainian society should be protected from the destructive influence of disinformation and manipulative information, and the media environment should be socially responsible and stable.

In a general sense, media literacy aims at obtaining the necessary skills and abilities for media users to analyse information and to counteract various manipulative influences, as well as to increase the level of critical thinking. It is media that should play an important role in this process, as they are information carriers consumed by end users.

The National Council, as an effective communicator with media, conducts educational and explanatory work among media to comply with media legislation and the formation of national information policy.

To achieve this goal, the National Council will:

- conduct researches on the level of media literacy of journalists and other media professionals;
- develop a methodology to improve the level of media literacy of media workers and disseminate it among media entities;
- conduct training activities for media companies necessary for the development

of critical thinking, perception of information received by users from various sources, identification of manipulative techniques and consolidation of fact-checking skills;

- implement media literacy projects independently or with the involvement of stakeholders.

Strategic goal 10. Determining the state of the media market and the needs of media consumers.

With the adoption of the Law of Ukraine “On Media”, the media regulator has significantly expanded its sphere of regulation and supervision, which automatically leads to the need for it to analyse the current state of the media industry and forecast further trends in its development. In fact, collecting and analysing data on the status and needs of media consumers can help the media regulator understand how to balance the interests of all parties and to ensure the effectiveness of regulation.

Studying the needs of media service users will allow the media regulator to streamline its policy and regulatory decisions taking into account the real needs of society; to identify problems and barriers faced by media service users, such as restrictions on access to information, poor quality of services, lack of content diversity, etc.; to increase public trust in their actions and decisions; to encourage competition between media organizations for the quality and diversity of content; to increase the audience and profits of media organizations through a better understanding of users and meeting their needs; to identify priority areas for regulation; and to introduce effective feedback mechanisms.

To achieve this goal, the National Council will:

- analyse the state of development of the media field, taking into account socio-political, cultural, educational, legal, and economic processes that have an impact on the media sphere;
- conduct researches on the needs of users in obtaining information and media services, as well as other researches related to media or related areas.

❖ NATIONAL COUNCIL AND MEDIA

Strategic goal 11. Promoting effective operation of co-regulatory bodies.

The main goal of co-regulation is to develop common approaches, rules and criteria for the content created and distributed by media. Co-regulation involves harmonizing the positions of the regulator and media on issues that are defined by law as a subject of such regulation and are an important part of the relationship between the state, society and media.

The National Council cooperates with joint regulation bodies to develop codes (rules) for the creation and dissemination of information, while ensuring avoid of censorship and abuse of freedom of speech.

To achieve this goal, the National Council will:

- coordinate the process of establishing co-regulatory bodies and facilitate their activities;
- together with co-regulatory bodies, develop codes (rules) for the creation and dissemination of information through the participation of media regulator representatives in working groups and approve them at meetings of the National Council;
- participate in the creation of expert panels that will review individual cases of information dissemination to determine its compliance with the requirements of the codes (rules);
- cooperate with co-regulatory bodies (expert panels) to obtain conclusions on the compliance of information disseminated by media entities to the codes (rules) in order to make balanced and reasonable decisions.

Strategic goal 12. Promoting professional dialog between media and the state, between society and media.

The National Council will take a position based on maximum compliance with the legislative and other regulatory acts in relations of media with society and the state.

To achieve this goal, the National Council will:

- develop cooperation with media entities to study the needs of the industry as a whole and any media in particular to maintain a balance of interests between the media and the state;
- analyse socio-political processes that have an impact on the media sphere;
- analyse appeals from representatives of the society and media entities;
- become a platform for discussions between society and media.

Strategic goal 13. Assistance to media in obtaining financing from the state and donors.

After the full-scale invasion of the aggressor state, media, which were previously funded by advertising and/or sales of their content, found themselves in an extremely difficult situation.

The situation in regional media, radio and the press show that incomes are very low. The biggest problem of the polled media is the lack of financing for 2022, as noted by 69.12% of respondents according to the study of Media Development Foundation.

To achieve this goal, the National Council will:

- study the issue related to assistance to media entities in obtaining adequate funding, including participation in grant programs;
- cooperate with media entities to identify their needs for support, including financial support;
- conduct information campaigns in the country and abroad to attract investment in the development and restoration of media infrastructure of Ukraine;
- continue cooperation with international organizations and their structural bodies (Council of Europe, European Union, OSCE, UNESCO, etc.) in order to obtain relevant information on participation in international projects aimed at media activities and act as a mediate between foreign institutions and national media;
- study the legislative possibilities of creating the Media Support Fund platform to ensure fair conditions of support for media entities, as well as the Centre for Media Study which aims is to research the media sphere, support and develop new media technologies and innovations in the industry, study methods of countering digital threats, etc.

Strategic goal 14. Informational reintegration of the temporarily occupied and de-occupied territories, ensuring broadcasting in the territories with a special broadcasting regime

The return to the Ukrainian information environment of citizens, who have been for a long time in the temporarily occupied territories is extremely important.

The national media regulator will promote restoration of broadcasting in the de-occupied territories, as well as the creation of conditions for the production of local media products.

To achieve this goal, the National Council will:

- create conditions for media entities to continue their activities in the territories with a special broadcasting regime and in the de-occupied territories, including audiovisual linear media on the basis of temporary broadcasting permits;
- promote the restoration of public access to national and regional media in the de-occupied territories, including taking into account the problematic aspects of

the population's prolonged stay under the authorities and influence of occupiers, expanding broadcasting to the border areas, and returning the print media delivery service;

- promote, within its competence, the restoration of the telecommunications, television and radio broadcasting infrastructure, and create conditions for the proper functioning of media companies.

Strategic goal 15. Ensuring the transparency and accessibility of ownership structure information of the media entities

Ensuring transparency of media ownership is one of the key issues in the activity of the media regulator.

Transparency of media ownership should: show who owns or controls the media, and therefore who can influence to editorial policy; prevent media concentration in one hand, which in turn will promote media pluralism and democracy; promote the development of a competitive market; reduce to zero possible channels of media financing by the aggressor state and protect the information space.

The National Council, as a regulatory and supervisory body in the media field, should ensure equal opportunities for media entities, license and register them, monitor their compliance with the requirements of the legislation and/or license conditions on the principles of objectivity and impartiality.

To achieve this goal, the National Council will:

- monitor compliance by media entities with the requirements for openness of the ownership structure, including by providing public access to information on the ownership and management structure
- ensure overcoming the excessive influence of private interests in the media space of Ukraine and preventing the aggressor state (occupant state) from being a part of the ownership structure of a media entity;
- ensure to hold tenders for licenses, procedures for extending the license term and its cancelling basis on the principles of efficiency, accessibility and transparency;
- ensure registration of media entities and foreign linear media on a mandatory or voluntary basis.

Strategic goal 16. Development of broadcasting networks and multichannel networks, stimulation of a competitive media environment.

The administrative-territorial reform in Ukraine in 2015-2020 changed the administrative-territorial division and led to the consolidation of territorial units. This encourages local linear audiovisual media to develop networks within new territorial communities. In addition, the uneven signal coverage of linear media and defects in the development of content delivery technologies affect the realization of citizens' right to receive information.

Citizens living in small towns, villages and rural areas also need access to media services of both national and local or regional categories.

The National Council will promote the development of existing networks and the creation of new broadcasting channels and multichannel electronic communication networks, as well as improvement of print media delivery services.

To achieve this goal, the National Council will:

- study further needs of the industry regarding the creation of broadcasting channels and multichannel electronic communication networks involving the use of radio frequency spectrum, as well as facilitate the completion of the development of existing broadcasting networks;
- take into account the requirements of international agreements, laws of Ukraine, in particular the Law of Ukraine “On Electronic Communications” in making its decisions on the introduction and change of broadcasting standards for broadcasting channels and terrestrial multichannel electronic communication networks,
- help to increase the coverage area, improve the signal quality of channels and broadcasting networks of media entities within each territorial category;
- take measures to develop universal media service programme lists in order to ensure comprehensive access of the population to local, public, parliamentary programmes, etc;
- promote the development of the Public Broadcasting networks of Ukraine, reformation and creation of the local public audiovisual media, and creation of the audiovisual media communities.

❖ NATIONAL COUNCIL AND WORLD

Strategic goal 17. Strengthening subjectivity of Ukraine in the international arena and participation in shaping the agenda of international information processes

Global challenges and threats to information security can be effectively overcome through international cooperation mechanisms. The success of the media regulator's actions directly depends on the support of its position by a wide range of international and European institutions, national regulatory authorities of other countries, research and academic centres, non-governmental organizations, etc.

International cooperation also has a significant impact on the processes taking place within the country, in particular, in the context of improving the quality of national regulation, avoiding obstacles to innovative development through interaction with international organization, borrowing the best experience and sharing best practices.

To achieve this goal, the National Council will:

- continue cooperation with international organizations and their structural bodies (Council of Europe, European Union, European Audiovisual Observatory, OSCE, UNESCO, Secretariat of the Steering Committee on Media and Information Society (CDMSI) at Council of Europe and others), national media regulators of other countries, the European Platform of Regulatory Authorities (EPRA), the European Regulators Group for Audiovisual Media Services (ERGA), the Ministry of Foreign Affairs, including the involvement of Ukrainian embassies and foreign embassies and missions in Ukraine;
- provide European integration processes and fulfilment of obligations under international agreements in the media sphere;
- continue to study the legislation and best practices of European countries on media regulation for implementation in the practice of the media regulator;
- initiate a dialogue with international organisations to better consider the interests of Ukraine's national security in order to counter foreign deliberate information influences in the media in Europe and the world.

❖ NATIONAL COUNCIL: EXPANDING ITS FUNCTIONAL CAPACITY

Strategic goal 18. The National Council team is a group of professionals united by a common goal

The human capital of the media regulator is its main asset.

The employees of the National Council should be a team in order to achieve success in fulfilling important goals in the field of media regulation. The National Council should be an attractive place for people to realize their professional potential and embody the values of public service.

To achieve this goal, the National Council will:

- implement new approaches to improving effective management based on interaction, synergy, motivation and other modern methods of team management;
- ensure an increase in the effective and modern level of recruitment of the qualified and motivated personnel;
- conduct professional development activities for the regulator's employees;
- ensure the establishment of partnerships with scientific and educational institutions to develop specialized training and research programs in the field of media;
- exchange experience and best practices with other media regulators and bodies whose work is related to the media sector.

Strategic goal 19. Digitalization of processes to improve the efficiency of the regulator

In the era of digital boom, it is impossible to imagine a modern regulator without effective digital tools that would enhance the efficiency of its activities, simplify communication with media entities and help to properly counter violations and threats in the media field.

The introduction and sustainable functioning of the Electronic Cabinet and the Register should be a key task for the digitalization of the media licensing/registration procedure and effective interaction with the regulator.

To achieve this goal, the National Council will:

- ensure the creation, functioning and maintenance of the Register and the Electronic Cabinet;
- continue cooperation with international organizations to provide international technical support for the proper implementation of digitalization of processes.

Strategic goal 20. Focusing the regulator`s efforts on studying processes in online space, developing and implementing tools to protect society from online information threats.

Changing the model of media consumption is a significant challenge for protecting the information space. The regulator is effective in countering information threats in traditional media, but working with online media, social networks, and information access platforms is a new direction for the National Council.

The development and application of new tools for analysing and controlling the digital media space and protecting society from threats of harmful influence from both the aggressor state and the forces supporting such aggressive plans should be a priority.

To achieve this goal, the National Council will:

- study existing tools for analysing the digital media space;
 - study the experience of foreign partners in these areas;
 - propose effective models for using existing tools or initiate the creation of new tools for analysis and control;
 - constantly analyse information and algorithms used for its dissemination;
- promote new approaches to regulating Ukraine's online space among all stakeholders – government bodies and civil society institutions

IV. IMPLEMENTATION, ASSESSMENT AND REVISION OF THE STRATEGY

The goals and objectives will be accomplished in compliance with the Strategy Implementation Plan approved by the National Council annually no later than January 31 of the current year.

The status of the Strategy implementation is assessed based on the analysis of the Strategy Implementation Plan according to the indicators envisaged for each activity and which is included in the annual report of the National Council.

During the Strategy implementation assessment, administrative data, statistical information, results of sociological and other studies, public opinion polls, various types of monitoring conducted by public authorities, local governments, civil society organizations, international institutions and media organizations and their associations may take into account.

The National Council shall review this Strategy at least once every three years.

The Strategy and amendments hereto shall be elaborated, approved and published in accordance with the procedure provided for by Article 87 of the Law of Ukraine “On Media”.

**List of researches,
whose data are used in the Action Strategy of the National Council of
Television and Radio Broadcasting of Ukraine
for 2024-2026**

1. Data on the volume of the advertising market for the period 2017-2023 (source: official website of the All-Ukrainian Advertising Coalition; <https://vrk.org.ua>).
2. “The State of Local News in Ukraine: Wartime Special Edition”, 2022 (source: official website of Media Development Foundation; <https://research.mediadevelopmentfoundation.org>).
3. “A knock-out blow to television: how social media managed to remain the primary source of news for Ukrainians” (source: official website of the Civil Network OPORA, 16.08.2023; <https://www.oporaua.org>).
4. “Report on the results of an online study on topical issues of the day” (source: official website of the Ukrainian Institute for the Future, 29.08.2023; <https://news.uifuture.org>).

**List of state bodies and public organisations
involved in the preparation of the Action Strategy of the National Council of
Television and Radio Broadcasting on Ukraine
for 2024-2026**

1. Ukrainian State Film Agency
2. State Agency of Ukraine for Arts and Art Education
3. State Service for Ethnic Policy and Freedom of Conscience of Ukraine
4. State Service of Special Communications and Information Protection of Ukraine
5. State Service of Ukraine for Food Safety and Consumer Protection
6. Ministry of Internal Affairs
7. Ministry of Economy of Ukraine
8. Ministry of Foreign Affairs of Ukraine
9. Ministry of Culture and Information Policy of Ukraine
10. Ministry of Education and Science of Ukraine
11. Ministry of Reintegration of the Temporarily Occupied Territories of Ukraine
12. Ministry of Finance of Ukraine
13. Ministry of Digital Transformation of Ukraine
14. National Agency of Ukraine on Civil Service
15. National Commission for the State Regulation of Electronic Communications,
Radio Frequency Spectrum and the Provision of Postal Services
16. National Security and Defense Council of Ukraine
17. NGO “Institute of Mass Information”
18. NGO “Digital Security Laboratory”
19. NGO “Human Rights Platform”
20. NGO “Ukrainian Media and Communication Institute”
21. NGO “Center for Democracy and Rule of Law”