



# 2022

GRANT PROJECTS  
ANNUAL REPORT\*

## INTRODUCTION

Suspilne Ukraine had ambitious plans for 2022, including the transformation of the company, but the full-scale russian offensive forced it to adjust them. The changes were faster, more radical, and, unfortunately, in the difficult conditions of war. Rocket attacks were launched on TV towers in Kyiv and Kharkiv, branches in Kharkiv, Mykolaiv, Sievierodonetsk were damaged by shelling, and the Kherson branch was occupied. Given the circumstances, we had to diversify security risks so that Ukrainians could receive information 24/7. Thus, a backup broadcasting center was launched in Lviv.

We had to create safe working conditions for our employees – we learned how to broadcast live from bunkers. We had to ensure uninterrupted broadcasting. Power generators become fuses during power outages. We had to provide verified information to people 24/7, our journalists have been working in the war zone since the first days of the offensive. Bulletproof vests, helmets, safety and medical training are the minimum they should have.



Our professional values, including providing only verified information, resonated with Ukrainians:

- 87% of UA: PBC audience trusts our news, this figure has remained unchanged for six months of sociological research (Gradus Research Company, 2022).
- 6 million subscriptions in social media – a 2.5-fold increase. This is the result of prompt and verified news, which is especially needed by people in critical situations.
- Thanks to the widest network of correspondents, we provide useful information to people in every region. Even during the occupation of Kherson, the team continued to transmit information at great risk. Our regional Telegram channels have 1340000 subscribers, which makes them leaders in most regions.
- Ukrainian Radio is the undisputed leader in terms of trust and news consumption among radio stations (data of Gradus Research Company, 2022). It was thanks to Ukrainian Radio that people learned about evacuation corridors in the occupied territories.
- According to independent monitoring, Suspilne News is traditionally among the leaders in terms of compliance with professional standards.
- Suspilne journalists receive professional awards: the Gunnar Høydahl Award, special prizes at the Honor of the Profession competition, victory at the Heart of Europe festival, and others.

Our success was made possible by the systematic support of our partners, who have been strengthening the reform for 6 years and stood by us from the first days of the full-scale invasion. Thanks to this, Suspilne continues to develop and change. We are introducing a new operating model of the company, strengthening regional teams, and diversifying security risks.

In this report, we would like to provide information about the projects supported by donors in 2022 and hope that the information provided can help achieve synergies between projects and joint coordination of efforts.

***Mykola Chernotytskyi***  
***Head of the Managing Board***

# OVERVIEW

Thanks to the support that Suspilne received from its partners in 2022, it was possible to respond promptly to the challenges of the war, ensuring flexibility and rapid response in any situation.

In 2022, a total of 28 projects were implemented. In particular, in 2022, 15 new projects were launched (Suspilne is the implementer of 12 projects), several charitable donations were received, and new activities were implemented within three ongoing projects (projects without a specified total budget) for a total amount of about **\$12.9 million** (budgets are indicated for the entire duration of the projects based on signed agreements).

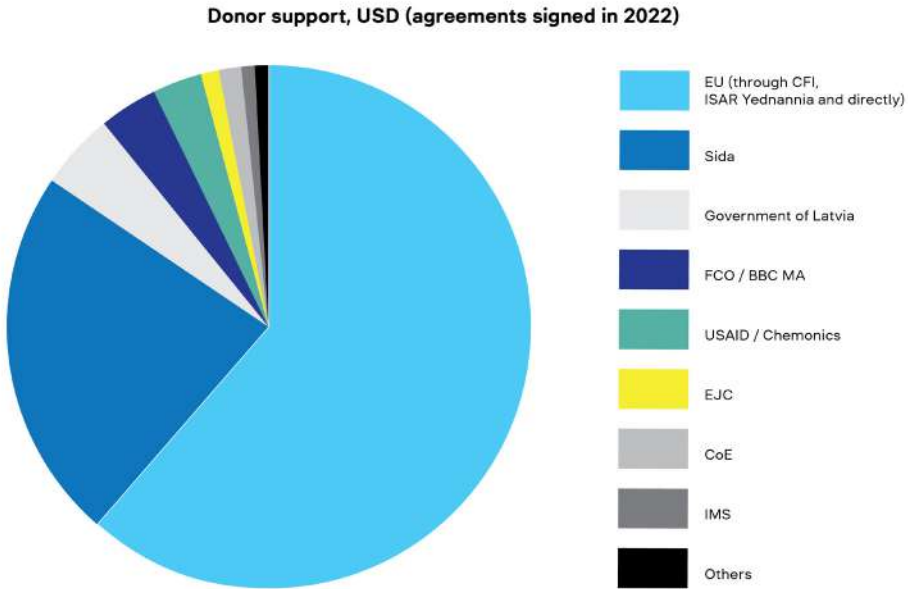
The portfolio of projects of Suspilne during 2017–2022 is about USD 38.4 million. (Suspilne is the implementer (budget manager) of projects totalling about USD 14.7 million).

Some projects supported war-related expenses, including providing the team with PPE, launching backup broadcast centers, relocating the team to an alternative broadcasting center, relocating studios, conducting safety and first aid trainings, etc.

With the support of partners, the activities aimed at reforming Suspilne continued, in particular, the switch to HD was carried out, the design system was updated, the reform of central and regional offices was launched, an organizational design was developed and a new organizational structure was approved, a hyperlocal correspondent network was developed in Sumy, Kharkiv, Chernihiv, par-

tial technical upgrades were carried out, the development of the digital ecosystem continued, preparations for the capitalization of audiovisual archives began, and research for the needs of the company was obtained.

Detailed information on all project activities that took place in 2022 is provided below.



## The projects that started in 2022

Name	Donor	Implementer	Timeframe	Budget
Strengthening the resilience and capacity of Public Broadcaster in times of war	The European Union, represented by the European Commission	JSC "UA: PBC"	01.10.2022 – 01.12.2025	EUR 5 000 000 (USD 5 308 900*)
Capitalisation of JSC "UA: PBC" audiovisual archives for civic engagement in Ukraine	The European Union, represented by the European Commission	JSC "UA: PBC"	17.01.2022 – 17.04.2025	EUR 2 000 000 (USD 2 123 560*)
Support with the equipment to ensure energy independence	Government of Latvia (Partners: The Public Service Media Council of Latvia, EBU)			EUR 558 900 (USD 593 428*)
Support to production of audio-visual content	CFI with the EU support	JSC "UA: PBC"	01.09.2022 – 30.06.2023	EUR 414 600 (USD 440 214*)
Supporting Ukraine's Public Broadcaster (UA: PBC) with technical equipment	USAID	«Chemonics International»	21.09.2022 – 15.03.2023	USD 323 943
Ukraine News Programme	European Journalism Centre	JSC "UA: PBC"	15.04.2022 – 30.10.2022	EUR 150 000 (USD 159 267*)
Action for safety of journalists and access of media to information in Ukraine	Council of Europe	JSC "UA: PBC"	02.05.2022 – 31.07.2022	EUR 65 760 (USD 69 822*)
Transforming gender perceptions in Ukraine	BBC MA with the NDI support	JSC "UA: PBC"	01.08.2022 – 31.12.2022	USD 40 279
Strengthening the institutional capacity of UA: PBC to operate in war conditions	German Marshall Fund of the United States	JSC "UA: PBC"	15.06.2022 – 15.10.2022	USD 24 104
War stories	Content Fund	JSC "UA: PBC"		EUR 20 000 (USD 21 235*)
Strengthening the capabilities of UA: PBC in providing continuous information to the people of Ukraine and foreign audiences during the war	Isar Yednannya with the EU support	JSC "UA: PBC"	22.03.2022 – 30.06.2022	UAH 341 771,77 (USD 9 227,84*)
Russian colonialism and a threat of global hunger	NGO Zaborona Media Europe MTU with the NED support for Volya Hub initiative	JSC "UA: PBC"	07.12.2022 – 31.01.2023	USD 3 000
Participation in HEAT session for Suspilne journalists	Reporters without borders	JSC "UA: PBC"	10.11.2022 – 10.01.2023	EUR 1575 (USD 1 672*)
Support to Safety of Journalists, Media, and of Access to Information, including communication strategy for General Prosecutor's Office in Ukraine (SJM-SCOM)	Council of Europe	Council of Europe Office in Ukraine	01.07.2022 – 31.12.2022	
Support to UA: PBC for enabling operation during war time in Ukraine	Council of Europe	JSC "UA: PBC"	01.07.2022 - 01.11.2022	62 643,52 EUR
Provision of equipment and PPE to Suspilne and support for training of staff in first aid and work in a hostile environment etc.	DWA, Frontline Club, IREX, Naumann Foundation, CFI, EBU, ARD, ZDF, BBC, NHK International, LTR, Internews Network, UNESCO, TVP, Axel Springer SE, EED, The Fix Media, 24.02 Foundation, Institute of Mass Information, Reporters Without Borders, etc.			

\* at the rate of the NBU as of 30.12.2022

## Ongoing projects that were in 2022

Name	Donor	Implementer	Timeframe	Budget
Support for the regionalization of public service broadcasting in Ukraine	Sida	«Swedish Radio Media Development Office» (SR MDO)	5.12.2017 - 31.12.2023	SEK 77 345 864 (USD 7 371 487,72*)
Capacity Development of Public Service Broadcaster of Ukraine	JICA	NHK Int.	26.12.2016 - 28.02.2023	JPY 301 000 000 (USD 2 586 577,3*)
Support of independent media in Eastern Partnership countries	FCO	BBC Media Action	01.11.2019 - 31.10.2022	
	FCO/ BBC Media Action	JSC "UA: PBC"	21.03.2022-08.04.22; 10.06.2022-31.10.2022	GBP 214 088 (USD 259 004)
EU and Council of Europe working together to support freedom of media in Ukraine	EU, Council of Europe	Council of Europe Office in Ukraine	01.09.2019-09.04.2022	
Complex technical upgrade of Ukrainian Public Broadcasting Company	U.S. Department of State	JSC "UA: PBC"	28.09.2020 - 28.09.2022	USD 2 271 250
Economic and Social Development Programme	Government of Japan		18.04.2019 - 22.06.2022	JPY 230 000 000 (USD 2 115 000*)
Comprehensive organizational transformation of the company	Sida	JSC "UA: PBC"	01.02.2020 - 31.05.2023	SEK 9 000 000 (USD 943 200*)
Production of thematic documentary films and mini-series	U.S. Department of State	JSC "UA: PBC"	29.09.2020 - 29.09.2023	USD 400 000
Increasing public participation in local decision-making processes	U.S. Department of State	JSC "UA: PBC"	01.12.2020 - 21.03.2022	USD 324 562
Hyperlocal correspondent network - building a network of more informed society	Kingdom of the Netherlands	JSC "UA: PBC"	01.06.2021 - 01.10.2022	UAH 3 400 000 (USD 125 138*)
Media program in Ukraine	Internews Network with USAID support	JSC "UA: PBC"	15.11.2021 - 15.04.2022	USD 72 964,18
Social and political talk show The Crimean Question	U.S. Department of State	JSC "UA: PBC"	20.09.2021 - 01.11.2022	USD 49 163
Strengthening the skills of creating radio documentaries	British Council	JSC "UA: PBC"	14.12.2021 - 31.01.2023	GBP 12 412 (USD 16 579)
		BBC Media Action		GBP 6 665 (USD 8 902)
Culture of the critical thinking	International Renaissance Foundation within EU4USociety: Civil Society Partnership Project funded by the EU	JSC "UA: PBC"	24.11.2021 - 03.08.2022	UAH 488 080,38 (USD 17 892,69*)

\* at the rate of the NBU as of 30.12.2022



**The projects  
that started in  
2022**



Фото: Єлизавета Серватиківна/Суспільне

# Strengthening the resilience and capacity of Public Broadcaster in times of war

**Donor:** The European Union, represented by the European Commission

**Implementer:** JSC "UA: PBC"

**Timeframe:** 01.10.2022–01.12.2025

**Budget:** EUR 5 000 000

## ***The project plans to:***

- ensure continuity of broadcasting and audience access to information through prompt response and reorganization of Suspilne activities in accordance with the challenges of war and current urgent needs of society ;
- continue transformation of regional broadcasting, creation of one new regional hub;
- increase brand awareness of Suspilne through promotional activities;
- develop and presentation of new content that meets the current needs of society and democratic values for different Suspilne platforms and different audiences;
- broadcast purchased relevant content on various Suspilne platforms and adaptation of existing content.

## ***Activities in 2022:***

- support for the relocation of some employees to Lviv to ensure the production of the United News #UARazom marathon (accommodation);
- purchase of equipment, materials and services necessary to ensure uninterrupted broadcasting;
- planning of other activities envisaged by the project has begun.





# Capitalisation of JSC “UA: PBC” audiovisual archives for civic engagement in Ukraine

**Donor:** The European Union, represented by the European Commission

**Implementer:** JSC “UA: PBC”

**Timeframe:** 17.01.2022–17.04.2025

**Budget:** EUR 2 000 000 (USD 2 123 560)

Project goal is capitalization of audiovisual archives of Suspilne in order to ensure access to the use of audiovisual products of Suspilne for commercial and non-commercial organizations.



#### **Development of the media library:**

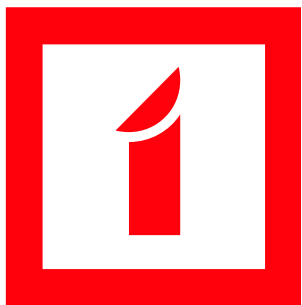
- a technical solution was developed, and the necessary equipment was purchased for digitization and restoration of archival audio and audiovisual materials, development of a VOD platform for preservation and provision of access to view digitized archival materials (equipment delivery is expected in 2023);
- a commission was established to analyse Suspilne's intellectual property;
- work was started on creating a thematic concept of the VOD platform.

#### **Establishment of the Public Media Academy hub in Lviv:**

- initial preparatory work for the component was carried out, premises for the hub development were selected;
- preparing for the repair work.

#### **Institutional support:**

- emergency initial staffing of "Lviv Regional Directorate" and "Zakarpattia Regional Directorate" branches was carried out to create an alternative and backup broadcasting center and a center for broadcasting the telethon United News #UArazom, completion of studios and necessary technical equipment was performed;
- accommodation for employees relocated to Lviv and Uzhhorod who support the work of the broadcasting centers was provided;
- server, hardware, and other technical rooms were equipped, critical repairs were carried out, and office space was prepared for employees as part of the relocation of the main broadcasting center from the damaged Pencil TV center building to the premises on Khreshchatyk street;
- the studios were staffed, and the employees' workplaces were provided in the shelters, and the studio control room, was equipped in the shelter;
- necessary TV and audio equipment was purchased.



EBU

# Support with the equipment to ensure energy independence

**Donor:** Government of Latvia

**Partners:** The Public Service Media Council of Latvia, EBU

**Budget:** EUR 558 900

The Latvian government has allocated funds from the state budget for the equipment to ensure energy independence of Suspilne. This was made possible thanks to colleagues from Latvian television who raised this issue and involved the Latvian government. The support will help stabilize the work of local Suspilne TV channels in the face of blackout.

Suspilne has signed a trilateral memorandum with the Public Service Media Council of Latvia and the EBU, which will receive the funds, purchase equipment and transfer it to Ukraine. The equipment is expected to be delivered in 2023.



# Support to production of audio-visual content

**Donor:** CFI with the EU support  
**Implementer:** JSC "UA: PBC"  
**Timeframe:** 01.09.2022–30.06.2023  
**Budget:** EUR 414 600



This project aims to create regional content that will be broadcast on regional and national channels of the Public Broadcaster and will involve audiences from different regions of Ukraine: both at the level of production and the level of the target audience of the product. Some of the content will be produced in regions and will show the life of different cities and regions.

In 2022, Art Competitions were held and production of a documentary project with the working title *I Am the Rear* started.

The project is funded by the European Union.





# Supporting Ukraine's Public Broadcaster (UA: PBC) with technical equipment

**Donor:** USAID

**Implementer:** Chemonics International

**Timeframe:** 21.09.2022-15.03.2023

**Budget:** USD 323 943

The project supports the technical equipment of Suspilne so that regional broadcasting centers can regularly produce high-quality multimedia news and thus disseminate narratives that strengthen the unity of Ukrainians and democracy in Ukraine.



# Ukraine News Programme

**Donor:** European Journalism Centre

**Implementer:** JSC "UA: PBC"

**Timeframe:** 15.04.2022–30.10.2022

**Budget:** EUR 150 000

Thanks to the project, Chernivtsi, Chernihiv, Kharkiv, and Khmelnytskyi regional directorates were able to meet the needs of journalists, cameramen, and other staff for the necessary filming equipment and cars that allow them to work at a higher quality level.

In the first months of the war, such equipment, especially cars, was critical for the staff of the directorates in the regions where the military frontline ran through, as it allowed them to move quickly across the territories, ensure the protection and efficiency of correspondents, and transmit information about the state of events very quickly.

In general, such support contributed to the development of digital visual journalism in the regions and improved public awareness of the ongoing events.



# Action for safety of journalists and access of media to information in Ukraine

**Donor:** Council of Europe

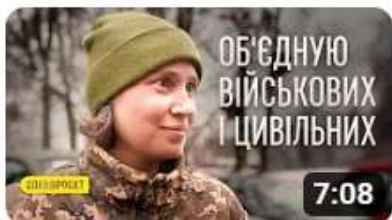
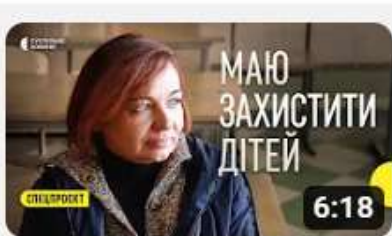
**Implementer:** JSC "UA: PBC"

**Timeframe:** 02.05.2022–31.07.2022

**Budget:** EUR 65 760

The project was aimed at covering the company's immediate needs related to the war, namely the accommodation expenses of employees who moved from the head office in Kyiv and other cities affected by the war to Lviv.

Thanks to the work of the team that moved to Lviv, Suspilne managed to launch a backup office in Lviv, set up and maintain its operation. It also helped to launch 2 marathons on Suspilne TV, namely *the National Marathon United News #UARazom* and *the Information Interregional Telethon Suspilne. Sprotyv (Suspilne. Resistance)*.



# Transforming gender perceptions in Ukraine

**Donor:** BBC MA with the NDI support

**Implementer:** JSC "UA: PBC"

**Timeframe:** 01.08.2022–31.12.2022

**Budget:** USD 40 279

The project produced five short documentaries of the special project [Tak, ya zhinka \(Yes, I Am a Woman\)](#) for the digital platform, edited 1 documentary for television, and received mentoring support from the project coordinator from BBC MA during the project, which strengthened the capacity of Suspilne team.

The project aimed to draw attention to the role of women in Ukrainian society and show how it is changing. The team managed to show how the war accelerated the pace of transformation of the role of women: women become leaders and unite other people around them, regardless of gender. The boundaries between "women's" and "non-women's" work are blurred. Women stop asking for permission and looking back at others and do what their hearts call for.

The use of English subtitles helped to attract foreign English-speaking audiences to watch the programme.

The videos were created by the film company «Dobranichfilm», commissioned by Suspilne working in partnership with BBC Media Action. This initiative is part of a project implemented by the National Democratic Institute with the financial support of Global Affairs Canada.





# Strengthening the institutional capacity of UA: PBC to operate in war conditions

**Donor:** German Marshall Fund of the United States

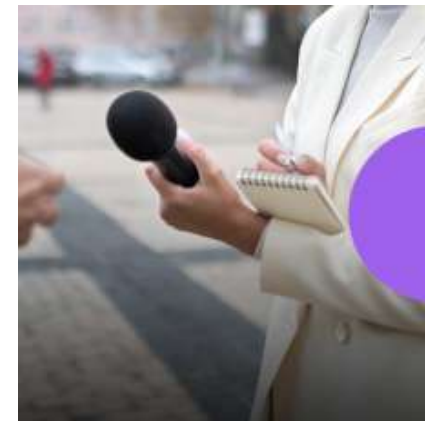
**Implementer:** JSC "UA: PBC"

**Timeframe:** 15.06.2022–15.10.2022

**Budget:** USD 24 104

**Platform:** Radio Kultura

Thanks to the project, the Radio Kultura team acquired the necessary equipment to strengthen the creation of high-quality audio content in the context of hostilities, remote work, and optimize the production process. This helped to ensure the sustainability of content production, the continuity of Ukrainian broadcasting, and informing the population and foreign audiences abroad about the situation in Ukraine.





# War stories

**Donor:** Content Fund  
**Implementer:** JSC "UA: PBC"  
**Budget:** EUR 20 000  
**Platform:** radio

In the frame of the project the following programmes were produced:

- [\*Psykhohihiia zlochynu \(Psychology of Crime\)\*](#) (Season 2) - exposes the crimes of russians in the temporarily occupied territories.
- [\*Homin OUT \(Shout OUT\)\*](#). An original stand-up show (a comedy and military counter-anxiety timeless show).
- Radio documentary series [\*Shcho ye svoboda \(What is Freedom\)\*](#) ([part 1](#) and [part 2](#)) with Serhii Zhadan and Ada Rogovtseva.





# Strengthening the capabilities of UA: PBC in providing continuous information to the people of Ukraine and foreign audiences during the war

**Donor:** Isar Yednannya with the EU support

**Implementer:** JSC "UA: PBC"

**Timeframe:** 22.03.2022–30.06.2022

**Budget:** UAH 341 771,77 (USD 9 227,84)

The project supported the recruitment of 27 new specialists in various fields to the Suspilne team, in particular in Lviv branch, where the company's headquarters moved. This helped to ensure the continuity of broadcasting and inform the population and foreign audiences abroad about the course of the war in Ukraine.

The activities were carried out within the framework of the EU Urgent Support for Civil Society project, implemented by ISAR Yednannya with the financial support of the European Union.



# Russian colonialism and a threat of global hunger

**Donor:** NGO Zaborona Media Europe MTU with the NED support for Volya Hub initiative

**Implementer:** JSC "UA: PBC"

**Timeframe:** 07.12.2022–31.01.2023

**Budget:** USD 3 000



The project aimed to create materials about russian colonialism in the context of the threat of global hunger. The created content contextualized the colonial russian practice of blackmailing with hunger.

Since one of the countries that depend on regular supplies of Ukrainian grain is Lebanon, the project was implemented through the trip of Suspilne journalists to Beirut and their meetings with residents affected by the consequences of russian actions, namely owners of bakeries, doctors and businessmen, who described the crisis and problems they faced.

[The material](#) was distributed on 3 platforms: digital, television and radio.



# Participation in HEAT session for Suspilne journalists

**Donor:** Reporters without borders  
**Implementer:** JSC "UA: PBC"  
**Timeframe:** 10.11.2022-10.01.2023  
**Budget:** EUR 1 575

As part of the project, Suspilne journalists took part in a hostile environment awareness training, which strengthened their ability to work in a war zone. The project included reimbursement of travel and accommodation expenses.



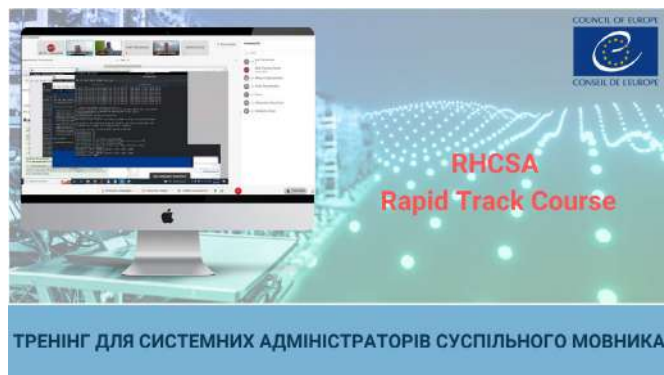


# Support to Safety of Journalists, Media, and of Access to Information, including communication strategy for General Prosecutor's Office in Ukraine (SJM-SCOM)

**Donor:** Council of Europe

**Implementer:** JSC "UA: PBC"

**Timeframe:** 01.07.2022–31.12.2022



The project aims to support the Ukrainian media community in covering the current needs and consequences of Russian aggression and the war in Ukraine. It is implemented within the framework of the Adjusted Council of Europe Action Plan for Ukraine 2018–2022.

- An intensive 40-hour online training for system administrators of Suspilne was supported. The skills gained are important for building an effective IT infrastructure, which is an extremely important task during the war.
- Office furniture, supplies, and equipment to support the company's office were received.



# Support to UA: PBC for enabling operation during war time in Ukraine

**Donor:** Council of Europe

**Implementer:** JSC "UA: PBC"

**Timeframe:** 01.07.2022-01.11.2022

**Budget:** 62 643,52 EUR

The following measures were implemented within the framework of the given grant:

## **Creation of a documentary series titled Shot Cars**

- The project includes 15 recorded stories, namely the testimonies of war crimes committed by the Russian military in Ukraine, for which no one has yet been brought to justice.
- All content produced by Suspilne during this project was broadcasted on Suspilne digital platforms, national and regional TV channels and adapted to radio format for spreading on Ukrainian Radio stations.

## **Support of Suspilne technical capacity**

- Purchase of **private cloud services** for 3 months to support the stable work of inner digital systems, as well as Pershyi and UR-1 (radio) web-player.
- Purchase of **TV digitization and signal delivery 4-month services** for TV-broadcasting stable work, especially in terms of regional broadcasting.
- **LiveU Goplan subscription** for reliable services of mobile signal delivery to on-air broadcasting.

*The implementation took place within the framework of the project «Support to Safety of Journalists, Media, and of Access to Information, including communication strategy for General Prosecutor's Office in Ukraine (SJM-SCOM)».*



# Provision of equipment and PPE to Suspilne and support for training of staff in first aid and work in a hostile environment

Since the beginning of the full-scale war, Suspilne has received various types of support from many donors and partners, including broadcasters (DWA, Frontline Club, IREX, Naumann Foundation, CFI, EBU, ARD, ZDF, BBC, NHK International, LTR, Internews Network, UNESCO, TVP, Axel Springer SE, EED, The Fix Media, 24.02 Foundation, Institute of Mass Information etc.). Below is a part of the aid received:

- satellite phones with prepaid SIM cards from Chemonics International with support from USAID (USD 54,000)
- helmets and protective vests to protect employees during the war in Ukraine from Chemonics International with support from USAID (USD 21,517.92)
- equipment for emergency broadcasting from International Media Support (IMS) (USD 109,182.31). The equipment is donated by IMS with funds raised by “Sammen for Ukraine” from the Danish general public
- equipment from Lviv Media Forum (USD 8,595.50)
- first aid kits from the Charitable Foundation «Freedom and Humanity» (USD 405) and Reporters Without Borders (5 194 USD).







**Ongoing  
projects that  
were in 2022  
and are being  
implemented  
by UA: PBC**



# Complex technical upgrade of Ukrainian Public Broadcasting Company

**Donor:** U.S. Department of State

**Implementer:** JSC "UA: PBC"

**Timeframe:** 28.09.2020–28.09.2022

**Budget:** USD 2 271 250

**Location:** Kyiv – Central Directorate and branches in Odesa, Mykolaiv, Kherson, Dnipro, and Sumy

The project aimed to make Suspilne a competitive, stable, independent and trustworthy source of information for Ukrainians. It included:

- Infrastructure and equipment modernization for UA: PBC's Suspilne Studio, including archiving and engineering sets. The equipment that was purchased and installed supported the studio's function and **allowed the upgrade to HD format.**
- Equipment upgrades for five regional branches in eastern and southern regions of Ukraine (Odesa, Mykolaiv, Kherson, Dnipro, and Sumy) to contribute to their sustainability and ability to develop high-quality content in these regions.

Thanks to the technical upgrade, the Suspilne Studio team and five branches produced news items (filming and mini stories), news and information programmes, and special projects.

Due to the full-scale war, part of the project budget was redirected to meet the company's immediate needs, including the purchase of technical equipment in the first days of the war. As a result, the Public Broadcaster was able to continue its activities producing news from the Lviv Regional Directorate, where the staff was relocated.



# Comprehensive organizational transformation of the company

**Donor:** Sida

**Implementer:** JSC "UA: PBC"

**Timeframe:** 01.02.2020–31.05.2023

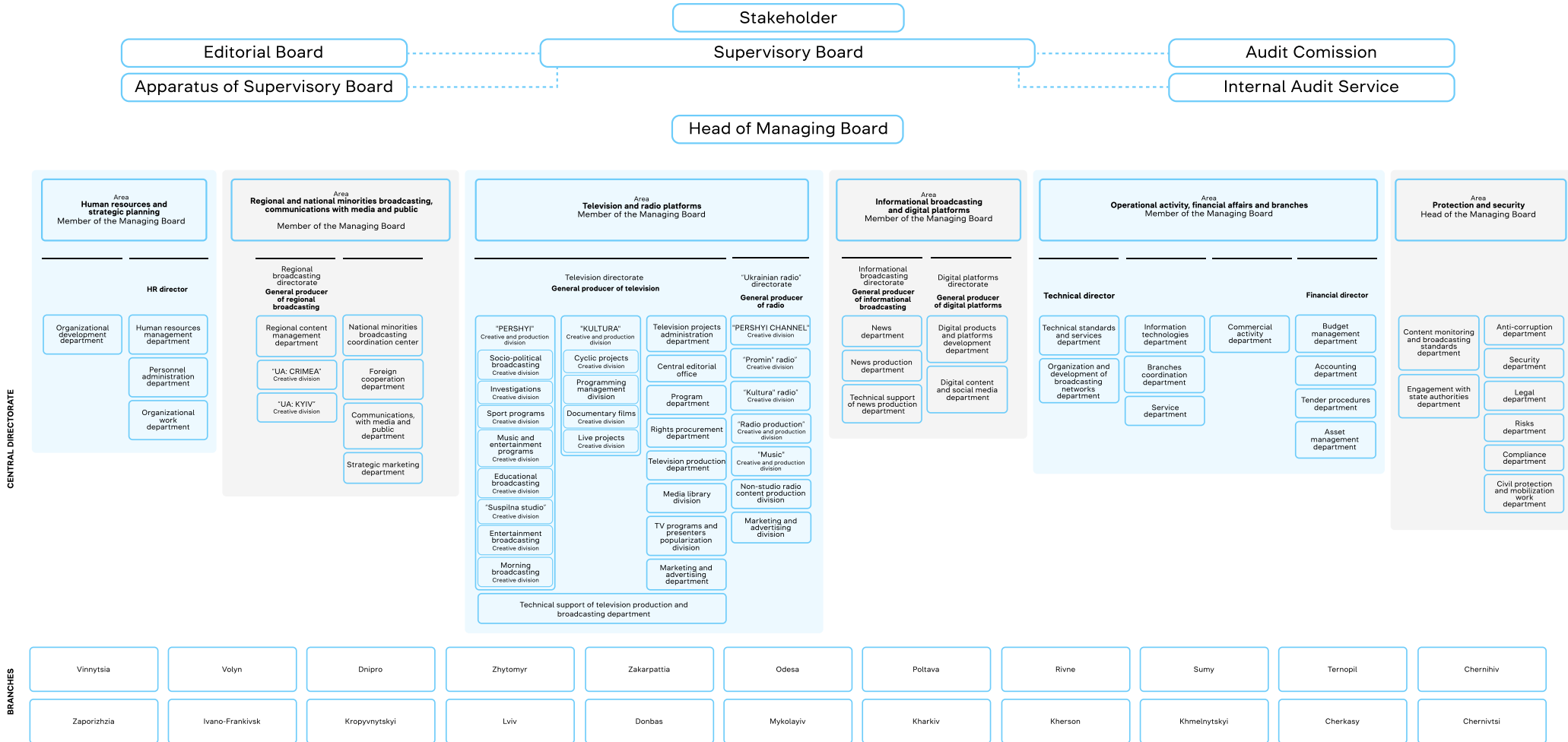
**Budget:** SEK 9 000 000 (USD 943 200)

The following activities were carried out within the project during 2022:

## ***Transition from micromanagement to systems management (through goals and workflows)***

- Based on the operating model, the target organizational structure of the company aiming at achieving Suspilne mission was approved.
- A set of performance indicators for top-level business processes was developed.
- The most optimal options for changes in individual elements of the organizational structure were developed in the "should be" format.
- Hypotheses of possible risks and benefits from the implementation of the updated organizational design model were described.
- A list of functions that should be implemented or restructured in the company as a matter of priority has been developed.
- Implementation plans for optimization models of critical business processes have been developed.
- The competencies of an ideal manager are described.
- Models of critical business processes are optimized.

## CURRENT STRUCTURE OF THE JSC "UA: PBC"





### **Automated workflows:**

- An audit of the company's readiness to automate business processes was conducted.
- Business functional requirements for automation of priority business processes were developed.
- Methodologies for selecting a BPMS system were developed.
- Analysis of the current IT landscape of the company was carried out.
- A prototype of the company's target IT landscape was developed.
- A targeted BPMS integration scheme was developed.
- A scoring matrix for BPMS system selection was developed.
- A workshop was held on the formation of the Digitalization Program for Suspilne projects.

### **Corporate culture that meets the values and mission of Suspilne was transformed :**

- A series of coaching sessions was held for the Managing Board and the corporate culture transformation team.
- An internal communications plan was developed in accordance with the HR Strategy and the culture transformation plan.
- A profile of an ideal manager was developed.
- Integrated profiles of the company's key positions were described.
- Design of corporate and managerial competencies for the selected PIN code was developed and approved.
- Strategic sessions were held to update the company's strategy.



***The capacity of the audience research subdivision was improved:***

- 2 waves of the quantitative research “Screening of Ukrainian society during a full-scale war: trust in the Suspilne and the National Telethon” were conducted by means of an online survey based on the online panel of the Gradus company. Thus, the results of two studies of market conditions and public opinion were obtained.
- 4 waves of the quantitative research “News Trust Barometer” and repeated quantitative research using an online survey were conducted based on the online panel of the Gradus company. The main tasks of the project that were solved were to study media consumption, especially news during the war on various platforms (TV, radio, digital), news consumption on UA: PBC media assets and the level of trust in them, etc.

Due to the full-scale war, part of the project was redirected to meet the company’s immediate needs, in particular, to organize the launch of an alternative broadcasting center at the Lviv branch.



# Production of thematic documentary films and mini-series

**Donor:** U.S. Department of State  
**Implementer:** JSC 'UA: PBC'  
**Timeframe:** 29.09.2020 - 29.09.2023  
**Budget:** USD 400 000

Production and distribution of documentary films and mini-series focused on important historical events, as well as contemporary issues, like misinformation, fakes and the influence of propaganda. Its goal is an expanded and unified public discourse around history in a way that foregrounds common values and brings Ukrainians to a common national conversation.

The following films were produced as part of the project:

- [Na shchyti \(On the Shield\)](#) - The documentary tells the story of the creation of the Evacuation 200 mission, a humanitarian project of the Armed Forces of Ukraine to search for and evacuate fallen soldiers.
- [Plavylnyi kotel \(The Melting Pot\)](#) - The documentary tells the story of the formation of Donbas's identity as a key industrial center of Ukraine, and later as a point of russian aggression against Ukraine. The project consists of three episodes that chronologically cover the entire 20th century.
- [Shchedryk proty "ruskoho mira" \(Shchedryk Against the Russian World\)](#) - A fascinating, adventurous story of the world tour of the choir conducted by Oleksandr Koshyts in 1919-1924. As a coincidence of modern history, the plot of the film raises a number of pressing issues of our time: countering russian cultural expansion and propaganda, the issue of Ukraine's cultural diplomacy, the place of Ukrainian cultural products in the world and its struggle for itself.

Work is underway to produce the following feature-length documentaries: *Krym. Zvylnennia (Crimea. Liberation)*, *Tysiacholitnia viina (The Millennium War)*, *Izolitsiia (Isolation)*, *Vpered v Mynule. Abo yak pratsiuie rosiiska propahanda (Forward to the Past. Or How Russian Propaganda Works)*.



# Increasing public participation in local decision-making processes

**Donor:** U.S. Department of State

**Implementer:** JSC "UA: PBC"

**Timeframe:** 01.12.2020–21.03.2022

**Budget:** USD 324 562

**Location:** Ternopil, Chernihiv and Sumy regions

Through the production of debate programmes, Suspilne regional teams created and promoted a platform for dialogue between decision makers, debaters, and citizens to discuss local issues and jointly find solutions in the three regions. Discussion of 63 important regional issues in the programmes and demonstration of different points of view contributed to raising awareness of citizens about local decision-making processes and tools for influencing the regional political agenda in the regions where the project was conducted.

## *The following activities were carried out within the project:*

- Equipment, studio sets and props for debates for 3 branches were purchased and installed.
- Journalists of three branches were trained to create high-quality social and political content at the stage of project preparation and production cycle.
- Three debate programmes per week were prepared in Ternopil, Sumy and Chernihiv regions (60 programmes in total).
- Part of the Project funds were redirected to meet the needs of wartime, namely, to equip a number of branches, which allowed the Public Broadcaster to provide uninterrupted information and content from its branches to the public.





# Hyperlocal correspondent network – building a network of more informed society

**Donor:** Kingdom of the Netherlands

**Implementer:** JSC “UA: PBC”

**Timeframe:** 01.06.2021–01.10.2022

**Budget:** UAH 3 400 000 (USD 125 138)

**Location:** Chernihiv, Sumy, Kharkiv regions

The project aimed to develop independent journalism centers in remote communities (settlements) in Chernihiv, Sumy and Kharkiv regions by establishing permanent cooperation (connections, networks) between residents of the region and the regional public broadcaster.

The project included the selection of local correspondents for training, purchase of equipment for them and production of content by them.

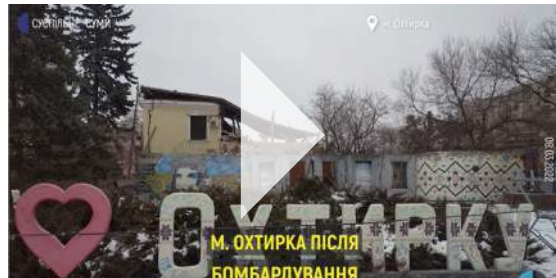
Thanks to this project, Suspilne has more trained journalists in the regions, who quickly and from the first days responded to military challenges and boldly provided access to high-quality and fast verified information about events in their region not only for locals, but also for the whole world.

The project has shown excellent results and high efficiency, and the company is committed to ensuring its sustainability and building a hyperlocal network in all regions of Ukraine. Journalists continue to work after the end of the Project.





*"Finding and publicizing the crimes of the Russian troops became a priority," Nadiya Martyshko, special correspondent of Suspilne Chernihiv.*



*"He worked both as a journalist and as a volunteer rescuer," special correspondent of Suspilne Sumy in Okhtyrka.*



*"It's like you're swimming in an ocean of human tragedies," Viktoria Sydorчук, special correspondent of Suspilne Chernihiv.*



*"Very often it's not what a person said, but how he said it that matters," Oleksandr Solomko, special correspondent of Suspilne Sumy.*



# Media program in Ukraine

**Donor:** Internews Network with USAID support

**Implementer:** JSC "UA: PBC"

**Timeframe:** 15.11.2021–15.04.2022

**Budget:** USD 72 964,18

## ***Support in the creation of The Countdown programme:***

14 weekly 120-minute episodes of [The Countdown](#) show were made and shown on the following topics: the migration crisis in Belarus, the Wagner investigation, the Holodomor and historical memory, the 2022 budget, and the culture of driving on Ukraine's roads, L/DNR independence and future war.

## ***Increasing and improving content production on reforms:***

Ukrainian Radio produced [9 radio documentaries about implementing reforms in amalgamated communities](#). Along with programme creation, UR-1 implemented Ethics Code and Gender-Sensitive Policies and reached an outstanding result in gender balance. The participants of the programmes were local experts, representatives of OTG, spokespeople of public organizations and experts of the U-Lead DOBRE programme.

With MPU support, Suspilne managed to improve the work conditions of the Supervisory Board by providing them supplies for monthly meetings.



# Social and political talk show The Crimean Question

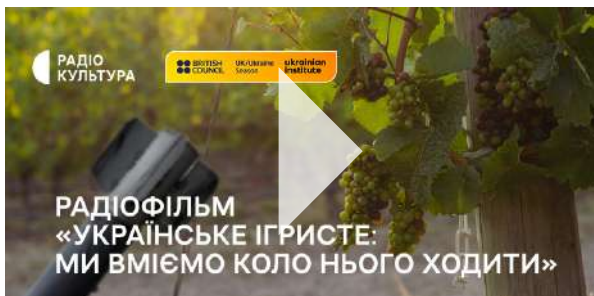
**Donor:** U.S. Department of State  
**Implementer:** JSC "UA: PBC"  
**Timeframe:** 20.09.2021-01.11.2022  
**Budget:** USD 49 163

The main task of the project was to return the topic of the Crimea to the Ukrainian information context by creating a [talk show](#) to discuss the state and prospects of deoccupation of Crimea by informing the population about life in Crimea under the conditions of occupation.

The Project has produced 15 programmes in the format of discussions.

Suspilne ensures the sustainability of the Project by continuing to produce and popularize the Crimean issue among the public.





# Strengthening the skills of creating radio documentaries

**Donor:** British Council

**Implementer:** JSC "UA: PBC", BBC MA

**Timeframe:** 14.12.2021–31.01.2023

**Budget:** GBP 19 077 (USD 25 246,53)

**Platform:** Radio

The project is aimed at strengthening professional potential and professional skills of presenters, editors and journalists of Ukrainian radio channels both in Kyiv and in the regions.

## As part of the Project:

- An online training programme with the involvement of an expert from BBC MA and Ukrainian experts was conducted
- Mentoring for teams of participants from experts was provided
- 4 [documentary radio programmes](#) were produced and broadcast on Radio Kultura, namely [Muzykanty i viina \(Musicians and War\)](#); [Odyn den iz zhyttia vchytelky \(One Day in the Life of a Teacher\)](#); [Ukrainske ihryste: my vmiiemo kolo noho hodyty \(Ukrainian Sparkling Wine: We Know How to Walk Around It\)](#); [Foto viiny istoriia z-za kadru \(Photos of War. Stories from behind the Scenes\)](#)
- Equipment for radio programme production was purchased

As a result of the project, 21 training participants will be able to continue working with radio documentaries, gaining valuable knowledge and skills.



## Culture of the critical thinking

**Donor:** International Renaissance Foundation within EU4USociety: Civil Society Partnership Project funded by the EU

**Implementer:** JSC "UA: PBC"

**Timeframe:** 24.11.2021-03.08.2022

**Budget:** UAH 488 080,38 (USD 17 892,69)

**Platform:** Radio, war related expenditures

Initially, the aim of the project was to create [radio blogs about information hygiene, the most common fakes and disinformation about the coronavirus pandemic](#). Before the start of full-scale war, the team released 11 episodes of the programme.

On February 24, the programmes were canceled. Instead, the remaining funds were used to repair the premises of the Lviv branch, which was the company's temporary headquarter during the first months of the war.



# Support of independent media in Eastern Partnership countries

**Donor:** FCO / BBC Media Action

**Implementer:** JSC "UA: PBC"

**Timeframe:** 21.03.2022-08.04.22; 10.06.2022-31.10.2022

**Budget:** 214 088 GBP (259 004 USD)

## **BBC MA provided 2 grants to Suspilne, which supported:**

- purchase of equipment, food, and transport costs necessary as part of the relocation to Lviv in wake of Russian invasion (43,700 GBP)
- relocation and adaptation of the existing studios of Pershyi TV Channel and Kultura TV Channel to new premises, purchase of technical equipment necessary for studio and off-studio production, preparation of office and production facilities for relocating employees and conducting training on journalist safety (HEAT) (170,387.91 GBP).

*Support of Independent Media in Eastern Partnership Countries Programme by the UK Foreign, Commonwealth and Development Office being implemented by BBC Media Action and the Thomson Reuters Foundation supports selected media partners across the Eastern Partnership countries, which aim to provide public interest journalism. The Programme supports the development of their organisational strategies, capacity building of media practitioners and enhancing content production across multiple languages and platforms as well as helping them improve their financial sustainability. The Programme's aim is to ensure that these media outlets should maximise their impact and that independent, quality journalism reaches the widest possible audience.*



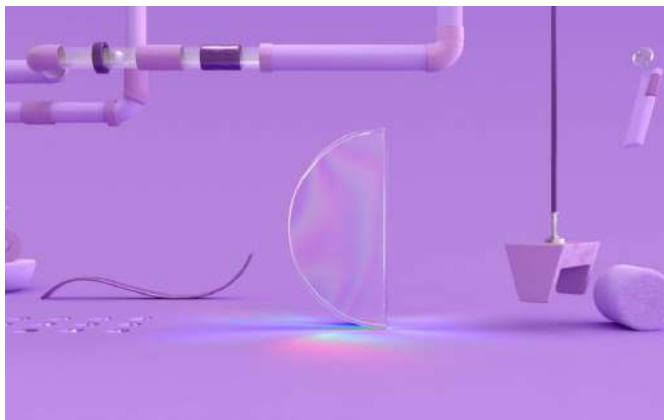
# EU and Council of Europe working together to support freedom of media in Ukraine



**Donor:** EU, Council of Europe  
**Implementer:** Council of Europe Office in Ukraine  
**Timeframe:** 01.09.2019–09.04.2022

In 2022, Suspilne was supported in the development of documents important to fulfill its mission:

- Analytical documents for the development of multiplatform brand identity for Suspilne “Identity of the TOP national brands in Ukraine” and “Map of the Ukrainian media market”;
- Draft Programme of Projects of Digitalization.







**Ongoing  
projects that  
were in 2022  
and are being  
implemented  
by Suspilne  
partners**



# Support for the regionalization of public service broadcasting in Ukraine

**Donor:** Sida

**Implementer:** Swedish Radio Media Development Office (SR MDO)

**Timeframe:** 15.12.2017–31.12.2023

**Budget:** SEK 77 345 864 (USD 7 371 487,72)

Project tracks in 2022:

## ***Implementation of Public Service Values and Indicators***

In 2022, the implementation of measurement of Public Media indicators and editorial practices to ensure their target level continued in all Suspilne branches..

## ***Development of new editorial workflow and its gradual implementation in all branches:***

- Two study visits were made to Sweden to study the experience of the editorial production process and the regional structure of Swedish public service television and radio.

## ***User-friendly platforms for digital news publishing:***

- As part of the gradual improvement of the website, a number of update packages have been delivered, namely:
  - Modernization of the Suspilne.Media architecture (together with the CMS Suspilne 2.0) for deployment in the Google Cloud infrastructure;



- update packages for the “post editor” module;
- packages of improvements for technical SEO optimization;
- packages of other improvements and bug fixes;
- cybersecurity improvements;

Another batch of equipment was transferred to the project’s branches.

### **Strengthening of management and journalistic capacity**

- 2-day training, which was attended by 8 project trainers from the pilot branches of Suspilne. During the training, training materials were developed to roll out the project to the priority branches of Suspilne.
- Teams of regional branches (Suspilne Karpaty, Suspilne Lviv, Suspilne Kharkiv, and Suspilne Rivne) and investigators were strengthened by the involved consultants.
- Support for the creation of children’s digital content, namely the second season of the animated series [TOTO](#).
- A study visit to Sweden was conducted to strengthen the capacity of the investigative team.

**Supporting UA: PBC with protective equipment (helmets and bulletproof vests).**





# Capacity Development of Public Service Broadcaster of Ukraine

**Donor:** JICA

**Implementer:** NHK Int.

**Timeframe:** 26.12.2016 - 28.02.2023

**Budget:** JPY 301 000 000 (appx. USD 2 586 577,30)



Since 2017, under the Project, Suspilne media specialists have been trained to work with new television equipment and produce programmes. In 2022, as part of the Project and under the Economic and Social Development Program, Suspilne received equipment that enhances the quality of the broadcaster's content.





# Economic and Social Development Programme

**Donor:** Government of Japan

**Timeframe:** 18.04.2019–22.06.2022

**Budget:** JPY 230 000 000 (USD 2 115 000)



Due to the Project Suspilne received modern equipment, which increases the quality and competitiveness of broadcaster content. Specialized Japanese equipment enables production of programmes in HD quality from different studios, united in a common network, that provides recording, editing and broadcasting by a special control room.

Another project related to this grant is the Project for Capacity Development of Public Service Broadcaster of Ukraine, under which the Japanese party has been training Suspilne media specialists in working with new television equipment and programme production since 2017.





# Support of independent media in Eastern Partnership countries

**Donor:** FCO

**Implementer:** BBC Media Action

**Timeframe:** 01.11.2019–31.10.2022



## ***Project tracks in 2022:***

- The project supported the successful Suspilne [re-branding](#) which aims to unite all Suspilne platforms into a single ecosystem. The corresponding upgrades the branding of the TV, radio and digital platforms
- Suspilne gained access to the results of 4 waves of quick online opinion polls, which were covered on various news platforms
- 6-month extension of content previously purchased by BBC Media Action for nil consideration
- Avid software training was run, beginning in February 2022, being paused in the wake of the invasion, and recommenced and completed in August 2022
- Session with security advisors on planning of high risk deployments and assignments
- Training course on trauma reporting



- Storytelling training provided to 28 journalists working in current affairs from the Suspilne Kyiv channel, the social-political editorial office and the editorial offices for national minorities
- Lifeline training for journalists in Sumy, Chernihiv, Kharkiv in July 2022, Suspilne central teams in August/September 2022.



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