



STRAATCOM UKRAINE

CENTRE
FOR STRATEGIC
COMMUNICATIONS





WWW.STRATCOMUA.ORG



Alina Frolova
CEO, StratCom
Ukraine

»» Our mission is to take government communications in Ukraine to a new level

Here at the Centre for Strategic Communications StratCom Ukraine, we have gathered a team of professionals passionate about bringing Ukrainian government communications to a new level and making communications a strategic function of public policy.

Our team is proud to lead state capacity-building and transformation projects, develop communication campaigns that change perception and make fundamental impact, improve the professional skills of civil servants and high-level officials, as well as energize government communications.

In a very short period of three years, we have lived the whole life: implemented more than 40 projects in Ukraine and abroad, collaborated with more than 30 ministries and government agencies, par-

ticipated in more than 100 conferences and industry events. Sometimes, changes are facing a lot of obstacles, but looking back we see that we have managed to move forward government communications in Ukraine, bring the Ukrainian issue to the international agenda and establish a network of real supporters.

We would like to use this opportunity to thank our partners and friends who challenged, encouraged and supported us: Ukrainian ministries and agencies, UK Ministry of Defence, British Embassy, U.S. Embassy, NATO and all the other unexpected and desired mentors.

We are lucky to be in the middle of global change and to make this change possible. We have gained new knowledge and skills, and are ready to share. Let's meet up!

OUR EXPERTISE

- Strategic communications capacity building
- Trainings on strategic communications, crisis communications, campaign development and working with media
- Creative and cultural projects
- Transformational projects
- Communication strategy development
- Integrated campaigns
- Public affairs & Media support
- Digital communications
- Production:
 - Design
 - Copywriting
 - Photo & Video
 - Web

FIELDS OF WORK

- Government StratCom capacity building
- Country image building and promotion
- Communication of reforms and government transformations
- Cultural diplomacy
- Promotion of democratic values
- Gender equality programs
- Veterans affairs promotion



50 000

publications and mentions of the Invictus Games in Ukrainian and international media during the project

8 000 000

users reached by the campaign My Ukraine Is about the new values of Ukraine

40+

successful communications projects within two years

MORE THAN

30

exhibitions within the “Army. Rebirth” project

5

 -FOLD INCREASE

in mentions of army reform in the first six months of working with the Ministry of Defence of Ukraine

OVER

500

media contacts in the database

45

international and local partners



STRATEGIC COMMUNICATIONS AS A SYSTEM

Effective communications management and improved professional standards

BACKGROUND

With the increase in hybrid and informational threats, effective government communications are only possible by having a systematic approach. Most

countries of Europe and the world have come to this conclusion. Ukraine is next in line.

WHAT WE DID

The time of isolated changes in government communications is over. The effective and ongoing functioning of a system of government communications requires several steps: developing a system of mechanisms and rules, creating close cooperation between government agencies, changing the approach from one of responding to crisis situations to managing risks, structuring human capacity and material resources, and providing continuous training for communications professionals.

This was the foundation of our work with government offices: Secretariat of NSDC, Ministry of Information Policy, Ministry of Defence, Ministry of Foreign Affairs and other ministries and state institutions, along with experts and partners from NATO, the European Union, the governments of the UK and US, the Baltic states, Finland, Georgia and others.

STRATEGIC LEVEL

- We integrate strategic communications into public policy and doctrines
- We coordinate the development and implementation of a system of government crisis communications

OPERATIONAL LEVEL

- We support the public diplomacy department of the Ministry of Foreign Affairs with proactive and planned communications
- We developed and are helping to implement a concept for building the communications capacity of the Ministry of Defence

PROFESSIONAL TRAINING

- We are working on a system of training and professional development for communications experts in the defence and security sector
- We hold regular trainings on strategic and crisis communications
- We are introducing a modern systematic approach to planning and executing communicative campaigns in ministries

WHAT WE ACHIEVED

In 2016, StratCom Ukraine in cooperation with the NATO Information and Documentation Centre, UK Ministry of Defence, Ministry of Information Policy, NSDC, foreign and Ukrainian experts developed a concept for building the system of government strategic communications, which became the basis of the National Information Security Doctrine.

In 2017, together with the National Institute for Strategic Studies we conducted an audit of the system of crisis communications in state authorities and began the development of a state system of crisis communications.

Starting from 2016, we cooperate with the MFA's newly opened department for public diplomacy by providing strategic planning and assisting it in daily communications activities.

We continue to pilot the Production Hub – StratCom's Ukraine unit that produces content for government institutions. Within two years, it has produced more than 40 campaigns for Ukrainian state institutions.

During 2016–2017, we have held dozens of media trainings, trainings on strategic planning, crisis communications, digital communications, leadership, and more.



THE NEW ARMED FORCES OF UKRAINE

Changes in the army worth talking about

BACKGROUND

Prior to 2013 the Ukrainian army wasn't on the public's radar. The decline of the armed forces was more the subject of ridicule than concern. However, the annexation of the Crimean peninsula and Russian aggression in the country's east changed all that. Ukraine's military not only had to protect the country's

territorial integrity and independence, but under pressure from society and international partners change quickly. We helped the Ministry of Defence of Ukraine and its newly created Reforms Project Office to talk about the changes that are making the Ukrainian army stronger every day.

WHAT WE DID

Reforming the Armed Forces of Ukraine is a complex and dynamic process that isn't always a quick win, but one that involves thousands of positive changes that should be spoken about – promptly, clearly and using understandable language. For this purpose, we launched the media centre

of the Ministry of Defence Reforms Project Office and developed a series of informational and reference materials about the priority reforms projects being implemented by the Ministry of Defence and the progress of the reform of the armed forces on the systematic level.

MEDIA CENTRE

Regular press briefings, interviews, public discussions and meetings with leading bloggers with the participation of key managers of the Reforms Office made the process of reform of the Ukrainian army more transparent and understandable for society.

REFORMS DIGEST

A monthly print publication and weekly e-digest in English and Ukrainian help thousands of readers in Ukraine and abroad learn about the most important changes in the Ukrainian army.

WEBSITE AND FACEBOOK

Featuring detailed plans and draft changes, reports by the team of the MOD Reforms Project Office, the latest news and publications – defence-reforms.in.ua became the first site in Ukraine fully dedicated to the changes in the Ukrainian army. It was complemented by the bilingual Facebook page of the Reforms Project Office, which is visited by up to 200,000 readers every month.

INFOGRAPHICS AND THEMATIC MATERIALS

Top officials of the Ministry of Defence took informational materials prepared by StratCom Ukraine with them to many international meetings and conferences. We transform dry data into visually appealing infographics, and turn complex documents into easy to read booklets.

WHAT WE ACHIEVED

StratCom Ukraine took on the functions of the media centre of the Reforms Project Office. In just six months of collaboration in 2015, [the number of mentions of the army reform grew 5-fold](#): from 120 in July to more than 500 in November and December. In 2015-2017 we initiated more than 80 stories in leading domestic and international publications, on TV and radio featuring interviews with the minister of defence, deputy ministers and experts of the Reforms Project Office.

[In 2016 the site \[defence-reforms.in.ua\]\(http://defence-reforms.in.ua\) was among the top 5 Google search results](#) for “army reform” and “reform of the AFU” (in Ukrainian), and became the main sources of information about the directions of reform of the Armed Forces of Ukraine.

In two years, the Facebook page of the Reforms Project Office [grew from 2,500 to more than 19,000 followers](#) and became one of the leading public discussion platforms about the reform process.

MY UKRAINE IS

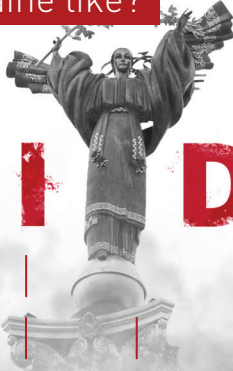
What is the new Ukraine like?

1990

GO TO MFA

STUDENTS' REVOLUTION ON GRANITE

THE FOUNDATION OF UKRAINIAN INDEPENDENCE



MAIDAN

2004

ORANGE REVOLUTION

THE PEOPLE RAISED THEIR VOICES AGAINST ELECTORAL FRAUD

2013

REVOLUTION OF DIGNITY

FOR INTEGRATION WITH EUROPE, AND AGAINST MASSIVE CORRUPTION AND FIERCE HUMAN RIGHTS VIOLATION

MENU

D
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JF
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A

FACT 02 / 05

SHARE FACEBOOK / TWEET

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ADD YOUR STORY

BACKGROUND

The Revolution of Dignity of 2013-2014 and the armed conflict with our eastern neighbour forced Ukraine to change. For the first time since independence, the country rejected the pro-Russian vector and undertook major reforms

towards European integration. Together with the Ministry of Foreign Affairs of Ukraine, the team at StratCom Ukraine told the world about the new Ukraine, and the values that will guide its future.

WHAT WE DID

Modern Ukrainians are creating a new country every day. They are like the jeweler turning a rough stone into a precious diamond. Every cut by the master exposes the new values of the new Ukraine: the dignity that motivates to move forward; the freedom that Ukrainians always wished for; the cre-

ativity that is forming modern Ukrainian culture. These three values of the new Ukraine were at the forefront of our communications campaign «Ukraine. People's Cut» that with time transformed into the platform #MyUkraines to promote Ukraine among foreigners – diplomats and ordinary folks alike.

FOLDING BOOKLETS

The folding booklets expose the different faces of Ukraine through its culture, history and economy. The booklet was translated into seven languages.

SITE

The website myukraineis.org is an interactive extension of the booklet that not only presents interesting facts about Ukraine, but also allows users around the world to add stories and facts about Ukraine that they are proud of.

HASHTAG

The hashtag #MyUkrainels appeared first on the official webpages of state institutions and quickly became popular among ordinary Ukrainians, who began using it in Facebook, Twitter, Instagram to say why they are proud of Ukraine.

VIDEO

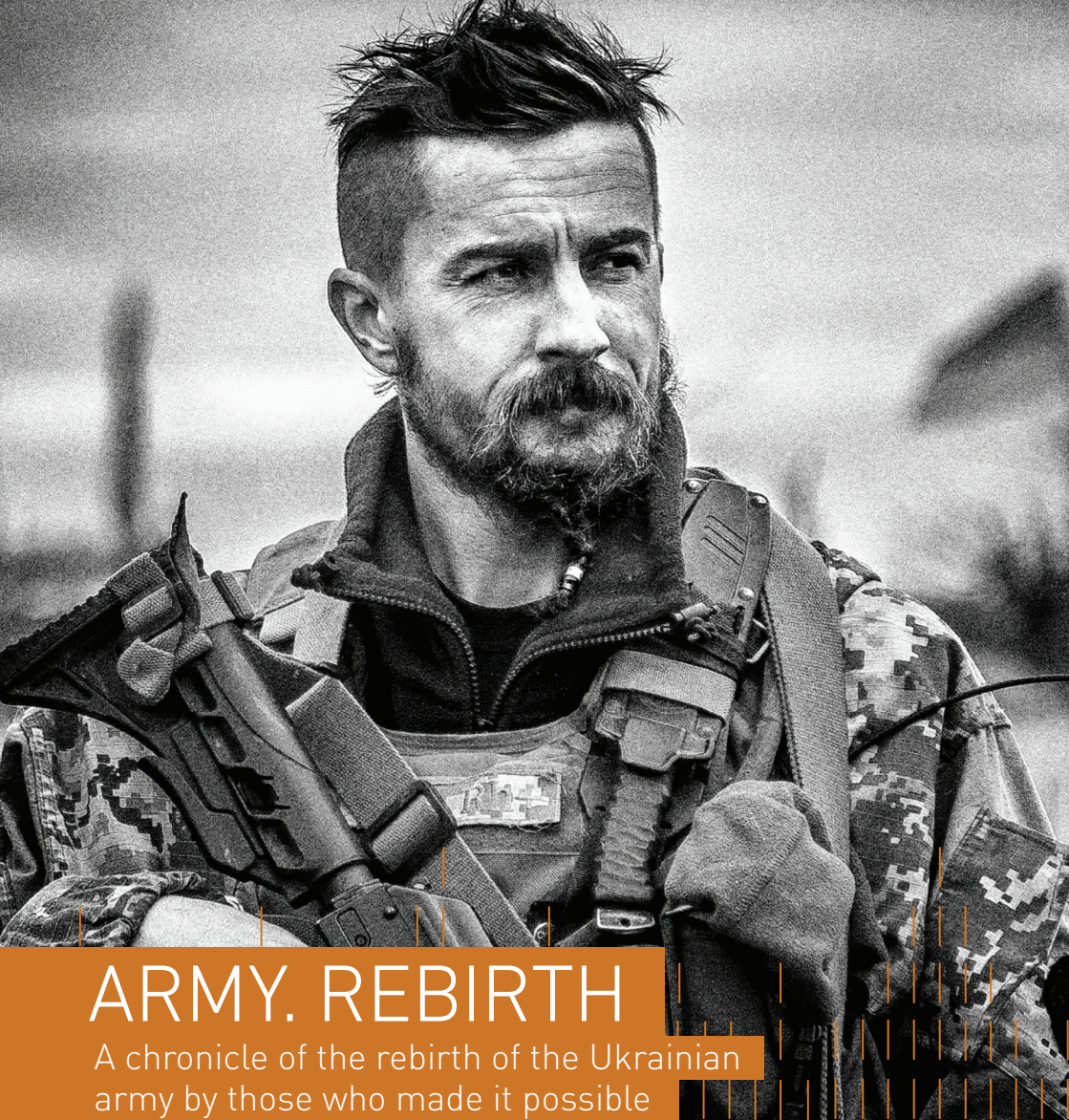
The 2-minute video made by StratCom tells the story of the values of the new Ukraine using the historical achievements of the Ukrainian people. Quality animation turned an ordinary retelling of facts into an interesting video that you will want to watch in its entirety.

WHAT WE ACHIEVED

The image of the new Ukraine – free, brave and creative – resonated with Ukrainians and the international community. The video had more than **100,000 views** on Facebook and YouTube. Campaign publications reached some **8 million users**. More than

48,000 copies of the booklet were distributed during major diplomatic and cultural events. Foreign diplomats gave the booklet high marks, and illustrations from it now adorn the walls of dozens of Ukrainian missions abroad.

Ahead of the referendum in the Netherlands on the EU-Ukraine Association Agreement, the My Ukraine Is video and site became one of the main elements of the information campaign by the Ministry of Foreign Affairs of Ukraine in support of the pro-Ukrainian choice of the Dutch people.



ARMY. REBIRTH

A chronicle of the rebirth of the Ukrainian army by those who made it possible

BACKGROUND

The Ukrainian army has spent the past three years in a whirlpool of change. This process is taking place in front of the entire country, especially those Ukrainians who ended up in the middle of the military conflict. Together the

Ukraine's Ministry of Defence, Strat-Com Ukraine turned the accounts of everyday witnesses of the events of 2013-2016 into a giant photo chronicle of the rebirth of the Ukrainian army.

WHAT WE DID

StratCom Ukraine's photo project «Army Rebirth» shows a Ukrainian army to be proud of. At the heart of the project was the online platform newarmy.in.ua the purpose of which was to gather as many objective photos as possible about the everyday life of the modern Ukrainian military and other participants of the armed conflict. Some of the photographs were provided by the Ministry of Defence and professional

military photographers, but most were collected during the «Ukrainian Military Photography Contest» that was open to soldiers, volunteers and citizens that became witnesses of the anti-terrorist operation in east Ukraine. Together with the hundreds of co-authors of the project, we introduced the world to the real Ukrainian army, one that can't be seen through numbers in reports and news stories.

WHAT WE ACHIEVED

In the first months after the launch of the website newarmy.in.ua it was visited by **55,000 users** in Ukraine and abroad.

The best snapshots from the project became the basis of the exhibition «My Army. See Through Heart». It has already visited three cities of Ukraine, been seen by more than **6,000 visitors** and mentioned more than **2,500 times** in the media.

In March 2017 StratCom Ukraine and Ministry of Information Policy presented a photo book that was a year in the making – «**RAW Stories of Change of Ukrainians and Army**». The publication, which features 137 photos about the war in Ukraine by 33 professional photographers from Ukraine, Belarus, Russia and the US, was seen by people in many Ukrainian cities, Lithuania, visitors to the Frankfurt Book Fair and the largest international photography exhibition Paris Photo. Next – an exhibition in New York and other cities of the world.

To promote the best photographs, we created together with the Ministry of Defence an official domain on Flickr. It currently has more than **7,000 photographs**.



DEMOBILIZATION 2016

Defending the rights of those defending us

BACKGROUND

After returning home, demobilized Ukrainian servicepersons and their families have a difficult time finding information about state assistance – they have to go to different state institutions, wander from office to office, or search for information on dozens of sites. Ahead of the fourth wave of de-

mobilization in 2016, StratCom Ukraine developed for the Ministry of Defence of Ukraine and the State Service for Veterans and ATO Participants a simple and effective mechanism for informing released servicepersons about their rights.

WHAT WE DID

StratCom Ukraine created a single informational website demobilization.info that explains mechanisms for

receiving social assistance. This resource allowed servicemen and their families to quickly find contact infor-

mation for advice regarding housing, medical care, utilities benefits, professional adaptation, prosthesis, psychological help. The launch of the site

was accompanied by an active media campaign – our messages accompanied servicepersons throughout their journey home.

INFORMATIONAL MATERIALS

Posters and booklets with information about demobilization.info appeared in all bus stations of Ukraine, trains, military recruitment offices, social services offices, volunteer organizations, and even all branches of the state postal service UkrPoshta. They were impossible to miss.

VIDEO

Six animated videos telling about the advantages of the single resource for demobilized soldiers and were shown on national TV, radio and social networks.

WHAT WE ACHIEVED

The site demobilization.info became the first state resource providing information for servicepersons on a high level. Today, the site is administered

by the State Service of Ukraine for War Veterans and Participants of the Anti-Terrorist Operation.

114,207 users visited the site between May 2016 and February 2017.

70% of users said they received complete information on issues relevant to them.

During the campaign the number of calls to the hotlines of the Ministry of Defence of Ukraine and the State Service of Ukraine for War Veterans and Participants of the Anti-Terrorist Operation **increased 150%**.

INVICTUS GAMES

A project for those whose
resilience is unmatched



BACKGROUND

In the three years of Russia's armed aggression against Ukraine, one tragic figure continues to rise: the number of veterans and servicemen and women who lost their health while serving their

country. Ukraine faces a challenge: How to return veterans to everyday life? What conditions are needed for proper rehabilitation? What state institutions should be taking care of veterans?

WHAT WE DID

2017 was a historic year for Ukraine – for the first time, Ukraine’s veterans and active servicemen and women proved themselves at the international Invictus Games. This is an international sporting event for warriors who were injured and wounded in the line of duty. StratCom Ukraine and Pepelatz Production came up with the idea of Ukraine competing in the Invictus Games back in 2015. Support for the

application process was provided by ministries, NATO, a number of organizations in Ukraine and abroad, and volunteer circles. StratCom Ukraine became the coordinating centre of the Invictus Games. We organized the selection of candidates, competitions and trainings, coordinated the supply of everything the athletes needed, and provided media support for the project.

WHAT WE ACHIEVED

To provide informational support for the Invictus Games, we created the site invictusgames.in.ua. And to recruit as many potential participants as possible, we teamed up with channel STB, one of the most watched TV channels in Ukraine, as our informational partner.

The Stratcom Ukraine team covered the preparations from start to finish and also accompanied Team Ukraine during the competition in Toronto. We also ran a communications campaign to increase awareness about the needs of veterans, in which we were assisted by military psychologists, military experts and foreign advisors.

We initiated and prepared more than **500 publications** about our heroes, as well as some **300 TV and radio programs** with the athletes, organizers and team partners as guests.

Thanks to the project, there are now regional initiatives by local administrations and veterans groups to create conditions for sport rehabilitation and prepare veterans to participate in the next Invictus Games.

Ukraine’s results at its first Invictus Games were impressive: the 15 athletes won **8 gold**, **3 silver** and **3 bronze** medals in Toronto.

CORRUPTION IN THE ARMY KILLS

Effective communication
against bribery



BACKGROUND

Ukrainians know there's corruption in the army, but they don't know what's being done to fight it. In 2015, the Ministry of Defence of Ukraine adopted a two-year anti-corruption program.

However, due to the lack of communication from the military about these positive changes, the media continued to paint a dismal picture of rampant corruption in the army.

WHAT WE DID

In response, Stratcom Ukraine launched the information campaign «Corruption in the Army Kills! Report Abuse in the Army». We understood that the cornerstone of any successful anti-corruption program is maximum transparency and openness – charac-

teristics that make abuse impossible. But no less important is civilian control and dialogue with society. Therefore, StratCom Ukraine set the goal of providing effective internal and external communication about anti-corruption.

WHAT WE ACHIEVED

We engaged the staff of the Ministry of Defence as our partners in fighting corruption risks in the army. Together with the Scientific Centre on Building Integrity in the Defence and Security Sector, we distributed materials about professional ethics in different spheres (finance, procurement, etc.)

In 2015–2016, we distributed some **3,000 anti-corruption reports by the Ministry of Defence**. The informational materials were handed out to military attaches, members of Parliament, in embassies, NGOs and departments of the Ukrainian Ministry of Defence, as well as during parliamentary hearings in the Verkhovna Rada.

The high quality of systematic reporting received positive reviews from external stakeholders: DCAF (Geneva Centre for the Democratic Control of Armed Forces), CIDS (Centre for Integrity in the Defence Sector), Transparency International, NATO Liaison Office, Delegation of the EU to Ukraine, among others.

The «Corruption in the Army Kills!» campaign increased the level of public trust in the anti-corruption efforts of the Ministry of Defence. We distributed 1,500 «Corruption in the Army Kills!» posters to regional military units, and organized three public events, including on the international level, on fighting corruption. The project had more than **100,000 contacts through the media**. We involved defence ministry staff, the public and NGOs in the campaign.

The online platform created by StratCom Ukraine **defence-anticor.in.ua** gave citizens easy access to information about anti-corruption measures. Within three months of its launch, we received 63 reports of corruption via the online form.

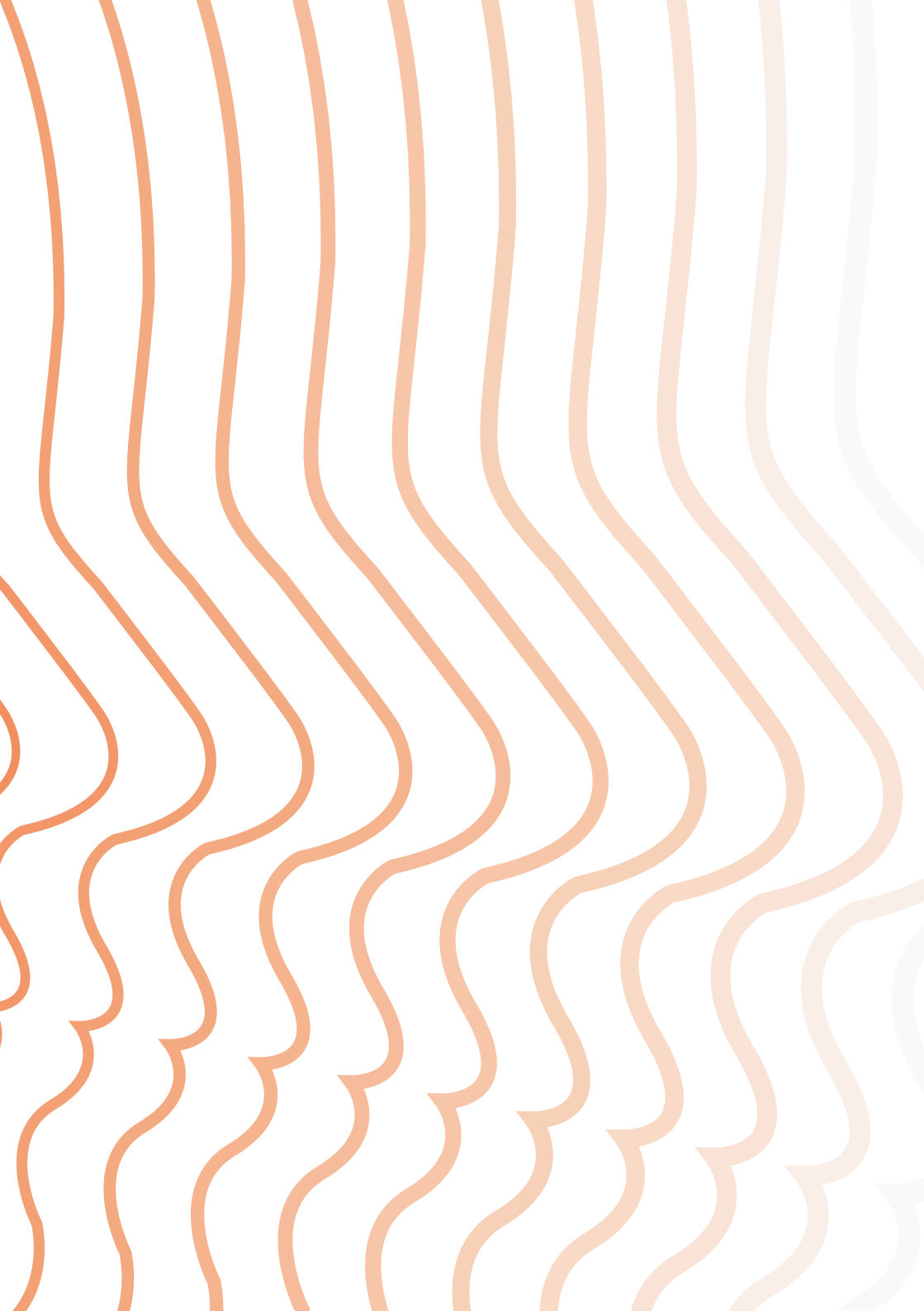
The image features a stylized profile of a human head in orange. The interior of the head is a solid orange color, while the exterior is defined by multiple parallel, wavy orange lines that create a sense of depth and movement. The background is white.

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