

International Foundation  
Forum of Slavic Cultures

STRATEGIC PLAN  
2017 – 2021

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Adopted by the conclusion of the FSC Board on the 31 March 2017

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# **1 INTRODUCTION**

## **1.1 Definition of the Document**

With the new strategic plan the International Foundation Forum of Slavic Cultures consolidates and extends its existing strategies and defines the approaches to implementing its founding goals and guiding its future development.

After the successful relaunch of the Foundation in 2010 Andreja Rihter, Chair of Foundation's Management Board, gave the initiative to prepare the first strategic plan for the period 2012-2015. The Board and participating countries successfully pursued carefully defined goals, which greatly facilitated strategic and consistent development of the Foundation. In 12 years of its operation, and more intensely in the past five years, the Forum of Slavic Cultures (FSC) with its programme and engagement developed into a prominent representative and promotor of Slavic cultures, especially in the fields of cultural heritage, archives and literature. Its achievements have shaped the International Foundation FSC as a major player who is dedicated to the highest cultural standards while pursuing diverse activities in the cultural arena.

The strategy of the Foundation Forum of Slavic Cultures is therefore the second strategic planning document guiding its development. The first strategy adopted in 2012 focused mainly on the financial, staff and programmatic consolidation that was brought about by aggravated economic conditions. The new strategic plan builds on that while defining new programmatic segments and strategic goals that will bring added value to the Foundation's activity and further consolidate its position.

Strategic planning is the key prerequisite for successful, responsible and transparent implementation of the Foundation's cultural policy as it defines its strategic goals,

their implementation and monitoring. It strengthens the Foundation's efforts towards improved cooperation, financial stability and awareness of its key role in the promotion and integration of Slavic cultures. Through elaborate analysis it raises awareness of the strengths and difficulties, opportunities and threats associated with its operation, and stimulates critical thinking and efficient utilisation of resources. It offers answers to the dilemma of how to maximise the Foundation's potential in a unique and sustainable manner that corresponds to its strengths and capacities while aware of its weaknesses and ongoing changes in the environment. Strategic goals for the period 2017 - 2021 have been formed based on the results achieved in the first implemented strategic document.

The Strategic Plan 2017 – 2021 is the result of group efforts as it involved all of the main stakeholders of the Foundation (founders, members of the programme council, partners and experts). The central long-term goal is efficient and responsive management of relationships with all the stakeholders and result-oriented operation. The strategic plan reflects the Foundation's understanding of the needs and values of its stakeholders and offers an answer to the opportunities and challenges associated with efforts to provide for an adequate support system for the community of Slavic cultures.

At the same time the plan offers guidelines for refreshed and enhanced direct support in:

- ensuring **effective organisation and communication** to facilitate liaising across Slavic cultures,
- creating **programmes** that will strengthen and enhance Foundation's existing practice,
- exploring the opportunities **for increased visibility** in the wider community,
- planning **consistent financial resources** that will allow the Foundation to fulfil its mission.

## 1.2 Activity of the Foundation

The Forum of Slavic Cultures is an international foundation, a non-profit and non-government organization, whose idea emerged in the cultural circles at the turn of the 21st century. The FSC was officially founded **in 2004**, and the founding member states were **Bulgaria, Bosnia and Herzegovina, Croatia, Macedonia, Poland, Russia, Slovenia and Serbia and Montenegro**. Soon they were joined by **Belarus, the Czech Republic, Slovakia and Ukraine**, so that today the Forum unites thirteen Slavic countries.

The founding meeting of the Forum of Slavic Cultures took place on 29 June 2004 in Ljubljana. The session was attended by the then Slovenian Minister of Culture, Ms. Andreja Rihter, academician Nikola Popov from Bulgaria, Professor Aida Abadžić Hodžić from Bosnia and Herzegovina, the Croatian Minister of Culture Božo Biškupić, academician Svyatoslav Igoryevich Belza from Russia and the Montenegrin Minister of Culture Vesna Kilibarda from the then joint state of Serbia and Montenegro. The Forum of Slavic Cultures was formally established with a special act by the Ministry of Culture of the Republic of Slovenia and the members of the first Board, along with the above mentioned, included the Dean of the Skopje Philological Faculty Venko Andonovski, Professor Jacek Purchla of the Krakow University and Serbia and Montenegro's Minister of Culture Dragan Kojadinović.

## 1.3 The Purpose of the Foundation

The Forum's mission is to **serve the creativity of Slavic cultures and its main objective to connect Slavic cultures and give them presence in the global cultural and social arena**. The Forum of Slavic Cultures connects and represents Slavic culture, science and arts, their creative charge and heritage, while investing its efforts in bringing a recognisable contribution of Slavic cultures to the global dialogue.

**The central commitment** of the Foundation is implementation of joint cultural, educational and research projects that promote Slavic cultural heritage and creativity. It maintains and revitalises Slavic cultural identity by receiving and financing initiatives for cultural projects and cultural tourism, exchanges and visits from all Slavic countries and by actively identifying suitable partners within them. It organises festivals, exhibitions, conferences, concerts and other events representing Slavic cultural heritage and creativity.

By organising events aimed at both specific expert and the wider public, FSC **represents Slavic cultural creativity and builds Slavic identity**. Its literary and translation projects promote and build Slavic literary creativity, its diverse cooperation projects integrate the knowledge on cultural heritage and arts, and its grant projects support education programmes, but first and foremost FSC creates opportunities for presentation and promotion of Slavic heritage in the international arena. With this in mind, FSC proposes and finances initiatives for cultural projects and cultural tourism, exchanges and visiting appearances by and between Slavic and non-Slavic countries while building an intercultural dialogue by seeking and involving like-minded partners.

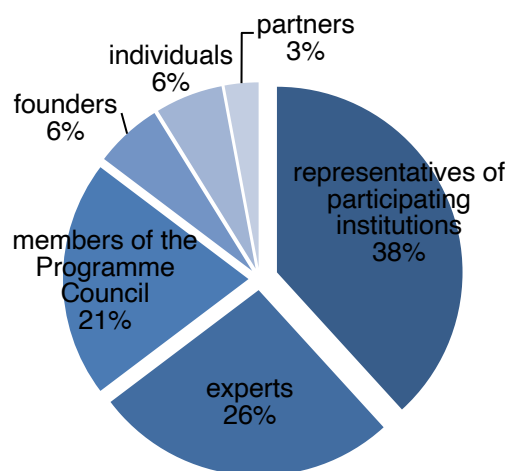
## 2 STRATEGY FRAMEWORK

In drafting the strategic plan for the Foundation we employed the following analytical methods:

- **analysis of attributes** for the examination of values, mission and vision,
- **PEST** analysis of external factors,
- **SWOT** analysis to identify the strengths, weaknesses, opportunities and threats for the organisation,
- **ISSUES** analysis to identify key issues,
- **GOAL** analysis to identify goals,
- **analysis of key work areas**, target groups and partners.

The analysis was performed based on the review of the last strategic plan, personal interviews and feedback from the questionnaires that had been distributed among the founders of the FSC, members of the Programme Council, partner institutions, experts and individuals. We received 28 completed questionnaires and the percentage of respondents is shown in the chart below.

Figure 1: Percentage of respondents participating in strategic analyses



## 2.1 Foundation's Management Structure

**FSC bodies** are defined in the Foundation's articles of association and are appointed for the term of office prescribed therein. Through its internal organisation the Foundation aspires to provide for fair, democratic, rational and efficient operation. It consists of the Management Board, Programme Council, National Programme Councils and honorary ambassadors.

**The FSC Management Board** consists of representatives of its member states. The ministries competent for culture each appoint one representative and one deputy for the period of four years and the members of the Board elect the Chair from among its members. The current Board has eight members, one from each of the following countries: Bulgaria, Bosnia and Herzegovina, Ukraine, Macedonia, Belarus, Russia, Slovenia and Montenegro. Ministries from other countries where Slavic languages are spoken may also appoint their representatives to the Board.

**The Programme Council** is composed of the representatives of both full member and observer states. Members are appointed by ministers of those members of the government who are responsible for FSC activity in their respective countries. The Programme Council proposes projects that the Forum of Slavic Cultures implements through project councils. Two such project councils are currently active in the field of heritage and for the 100 Slavic Novels series. Each country may also appoint its own **National Programme Council**.

The Management Board may appoint distinguished representatives who have contributed to the efforts of the Forum of Slavic Cultures as **FSC ambassadors**. The ambassadors appointed so far are:

- Nikola Popov (Bulgaria), academician, member of the FSC founding Management Board,

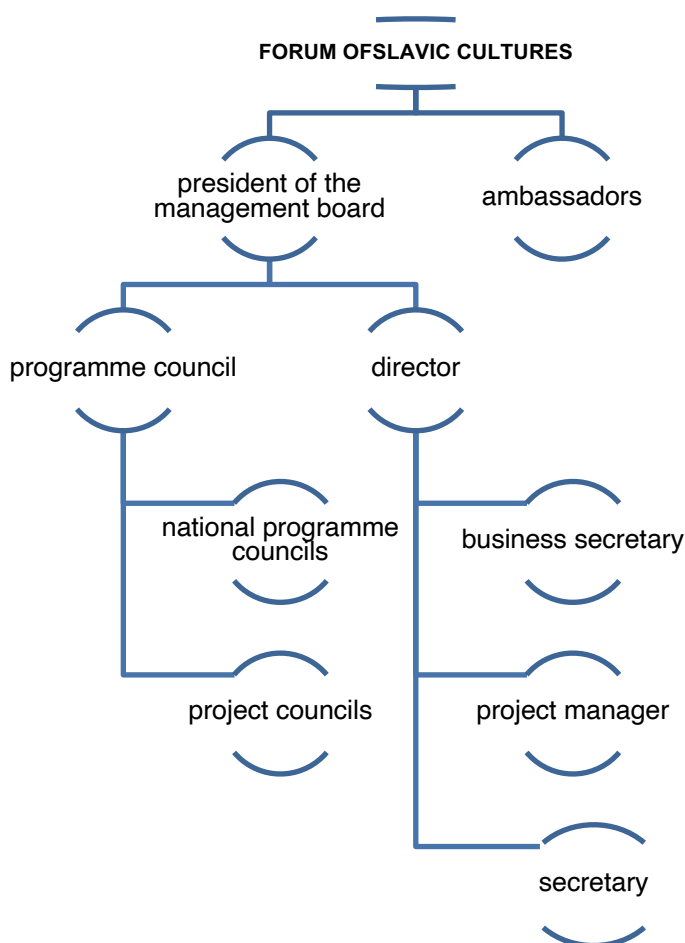


- Blagoje Stefanovski (Macedonia), former Minister of Culture, member of the FSC founding Management Board,
- Mikhail Shvydkoy (Russia), former Minister of Culture, member of the FSC founding Management Board,

Former chairpersons of the Foundation will also join the honorary club.

In accordance with the decisions adopted by the Management Board the Foundation is organised, represented and led by the **office director** while the functioning of the office falls under the responsibility of the business secretary. Two other positions are provided for under the job systemisation plan, namely that of a secretary and project manager.

**Figure 2: FSC organigram**



## 2.2 Values, mission, vision

FSC's fundamental values are the essential and sustainable principles that define its operations and implement its mission. The basic mission of any organisation defines the purpose of its existence, underlines its main goals, guides its progress and decision-making processes. Mission is the framework within which an organisation, be it profit or non-profit, operates; it provides the context in which its strategies and tactics are shaped and exercised. The key in articulating the mission of a non-profit organisation is communicating its intrinsic competitive advantage. Mission is therefore more than just our basic activity; it is a clearly articulated, straightforward difference, the added value that we create for our stakeholders and which all our founders adopt as their own.

Vision is the future of the Foundation expressed in words, the goal as we see it in the long-term future, the point we must reach in order to aim for more.

### FSC values and beliefs

- **equal and democratic participation** of all Slavic countries in the global cultural dialogue,
- **promotion, support and consolidation** of creative and innovative expression of Slavic cultures,
- **cooperation based on respect for diversity, tolerance, open dialogue and mutuality,**
- **intercultural dialogue** that promotes mutual understanding and respect, encourages cultural exchange and fosters cultural diversity,
- **integrity of the Foundation's operation**, which guarantees competence and autonomy as well as financial stability and transparency,

- cross-sectoral and socially responsible **partnerships** that seize opportunities and employ the strengths of their partners, their resources and competences to successfully tackle complex challenges.

### **FSC Mission**

To nerve the creativity of Slavic cultures. The Foundation's basic purpose is to connect Slavic cultures and give them presence in today's global social arena.

The Forum of Slavic Cultures connects and represents Slavic culture, science and arts, their creative charge and heritage, while investing its efforts in bringing the recognisable contribution of Slavic cultures to the global dialogue.

### **FSC Vision**

The Forum of Slavic Cultures aspires to become a reference platform for intercultural dialogue between Slavic cultures and serve as their connecting hub in the fields of arts and culture, education, science and cultural tourism.

Backed by its firm ties with international organisations, national initiatives and the economic sector it will represent, support and develop the creativity of Slavic cultural arenas. It will promote joint cultural projects and mobility of artists and experts, and facilitate dissemination of information in the field of culture, sciences and arts. It will become an important player and a vital partner in the global debate on culture as the driver of development.

## 2.3 External environment

External, or macro environment, stands for the changes that occur in the wider context of the Foundation, the factors that the Foundation cannot influence, but rather needs to adapt to and take into account when planning its strategic guidelines.

Based on our analyses of the factors that have the most defining influence on the operation of FSC and their impact we distinguish between:

**Political and legal factors** – while the global political environment is becoming increasingly interdependent decisions are made both at the level of individual member states and the European Union. Firmly embedded in the international arena FSC is highly sensitive to political factors and their impact can make or break its operation or success of its projects. Different legislations as well as different political and administrative structure among countries are another potential obstacle to successful operation of the Foundation. New conventions might strengthen the initiative, but political receptiveness and stability still remain a crucial factor that shapes the Foundation's activity.

**Economic factors** – although liaising among FSC members may still establish solid political and economic bonds between countries, the general atmosphere and financial trends in member states can still have a defining influence on the Foundation's operation, with the economic crisis hindering its growth, preventing active participation of member states and crippling project realisation and implementation. With this in mind, what we need is better regulated, systemic funding for the Foundation and consistently maintained ties with the business sector.

**Sociocultural factors** – joint Slavic cultural heritage, political history and contemporary cultural gestures continue to stir interest in cooperation with the International Foundation Forum of Slavic Cultures. The initiative for such integration of the Slavic cultural arena within and beyond its borders remains unique both in content and its structure. The position and quest for Slavic identity within the international arena is definitely an agenda that grows more important every day.

**Technological factors** – a positive impact of technology is the most profound when it comes to straightforward, fast and effective communication between member states and the public as well as in terms of transparent cooperation and networking between members. In addition to the conventional digital media, whose full potential the Foundation still has to exploit, online social networks remain the channels of communication, networking and promotion that develop the fastest and have the most potential - something that FSC is yet to utilise.

## 2.4 Target groups

The International Foundation Forum of Slavic Countries targets the following groups of stakeholders:

- **the founders as the internal public** that communicates with the wider public, presents its vision and fosters dialogue on cooperation,
- **project participants** who communicate with the general public, present the Foundation's vision and foster dialogue on cooperation (authors, coordinators),
- **regulators and decision-makers**, the legislative and executive authorities that require timely information and awareness building (ministries and government services in member and other countries where Slavic languages are spoken, international organisations in the field of culture, education and research, embassies),

- **partners**, institutes and institutions with which we already cooperate or which might cooperate with FSC in the future,
- **enterprises** that recognise the intercultural dialogue between Slavic cultures as an opportunity for cultural and financial cooperation,
- **digital, print and online media**, especially cultural, professional, local and regional, with a special emphasis on social media,
- **opinion leaders** in the field of Slavic heritage and creativity, education and research,
- **expert public**,
- **general public** at the local, regional and international levels, individuals and groups interested in the Foundation's projects and activities,
- **children and youth**.

## 2.5 Competition and partners

With its unique role in integrating the heritage and creativity of Slavic countries the Foundation has practically no direct competition. In a way, FSC could be compared to institutions such as the British Council, the German-Russian Forum and similar, but the principles of their organisation, functioning and mission are different.

We see potential future partners in the individuals active in the field of Slavic heritage and creativity, government and non-government organisations in the field of culture as well as European and international cultural institutions.

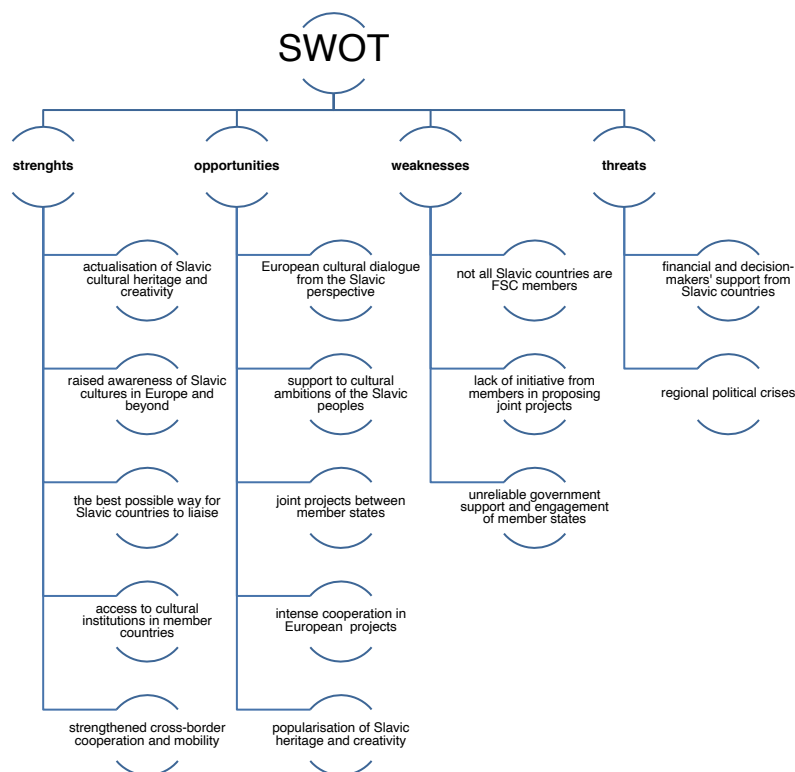
At the international level our founders, partners, Programme Council members and experts most frequently came from the following organisations: UNESCO, Council of Europe, European Commission, Europa Nostra, European Network for Literature, TRADUKI, European Union for Education and Culture, European Museum Forum, European Museum Network, Balkan Museum Network, BRaK, CCEBP, CEP, EBF, EMA,

ENCATC, EPF, EUROCLIO, IBBY, ICOM, ICOMOS, ICROM, ICARUS, NEMO, Next Page Foundation, PEN, SEE Heritage, WORKLAB and similar.

## 2.6 Strengths and weaknesses

In drafting the FCS strategic plan we used the SWOT analysis to understand the relationship between our strengths and weaknesses that the Foundation is able to control, and to identify the opportunities and threats from the environment to which it should adapt. The strengths and opportunities for FSC were identified through the analysis of the questionnaires completed by our founders, the Programme Council, the profession and partners. These offer an insight into the strengths of the Foundation and the positive factors in the environment that define how and to what extent the organisation can grow and succeed. Weaknesses were defined as internal deficiencies that the Foundation FSC faces internally, while threats correspond to the external factors that are out of the Foundation’s control.

**Figure 3: Synthesis of strengths, weaknesses, opportunities and threats**



The strategic plan for the next five-year period of operation identifies the intercultural dialogue between and beyond Slavic cultures as the Foundation's **key strength** that facilitates mutual understanding, cooperation and respect. Its additional strengths are the extensive network and access to the cultural institutions in member states as well as vibrant cross-border cooperation and mobility.

The Foundation recognises its key **opportunity** in establishing an international cultural dialogue from a dynamic Slavic perspective and in supporting the cultural ambitions of Slavic peoples through joint projects and active participation in European projects. Another opportunity for increased popularity of the Foundation lies in the shift of focus from closed professional debates and programmes to the promotion of programmes designed for the wider public, especially the young, and in more elaborately conceived communication activities and media coverage, both in the traditional media and on social networks.

The key **weakness** in the Foundation's operation is poor activity of member states where continuous changes in government hinder the dynamic development and continuity. Another weakness, insufficient programmatic and financial support from member states, stems from the specific structure and organisation of the Foundation and is reflected in fewer joint regional projects as well as in decreased communication, promotion and networking opportunities.

The biggest future **threats** to the Foundation based on our analyses are poor financial and decision-making support from Slavic countries, regional political crises and the programme that has failed to attract active cooperation from member states.



## 2.7 Key issues

By defining key issues (ISSUES analyses) we identified the cause and effect relationships in the Foundation's operation and these present the basis for problem-solving and subsequent decision-making. The founders, the Programme Council, experts, partners and individuals recognised the following key challenges:

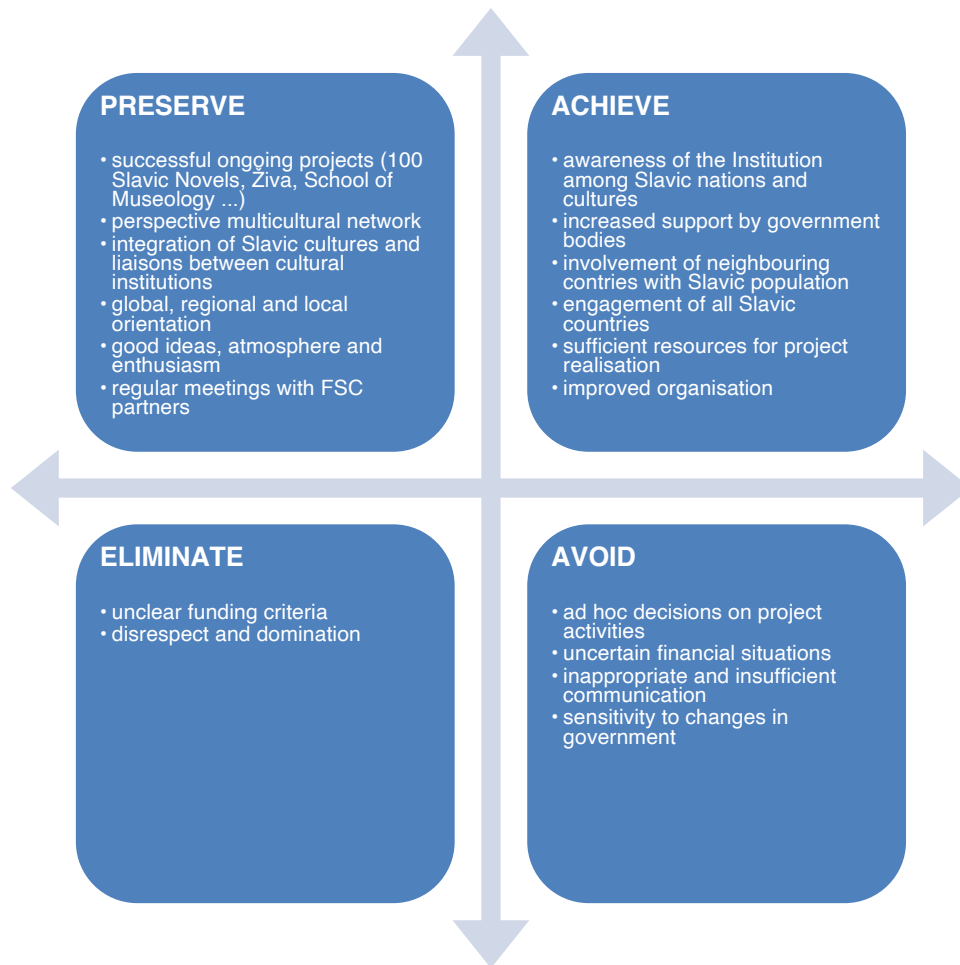
- **funding** with an emphasis on a secure and stable budget, achievement of the status of an international organisation, economic inequality among member states, calls for co-funded projects,
- **organisation**, political red tape, difficult coordination between countries, inequality among partners, division to the Central, South-Eastern or Eastern European region, decentralised Bosnia and Herzegovina, extended decision-making processes, understaffing,
- **communication** with an emphasis on increased visibility and standing in the political and cultural arena, both local and regional, information on and promotion of FSC activity, an updated and straightforward website, social media activities, media-supported event organisation.

Strategic management of FSC must focus on sustainable management of financial resources, integrated management of the Foundation and provision of adequate human resources for the implementation of its responsibilities, proactive communication and accomplished programmes.

## 2.8 GOALS analysis

Key assessments of FSC's operation (GOALS analysis) as offered by the founders, the Programme Council, partners, experts and individuals, are presented in the GOALS grid below:

Figure 4: The GOALS grid



The International Foundation Forum of Slavic Cultures must identify appropriate strategic guidelines to:

- achieve **improved visibility of the International Foundation Forum of Slavic Cultures and its activity** both within its own network as well as in Slovenia and internationally,

- ensure **long-term systemic support to the Foundation from international organisations and member states** both at the government and institutional level,
- establish **an active network in all Slavic countries**, strengthen cooperation and involvement of other stakeholders,
- provide for **a stable source of financing** that will ensure adequate financial, staff and organisational support to joint cooperation programmes,
- establish **an efficient and transparent organisation scheme** that will allow for timely and appropriate communication with the Foundation's stakeholders.

### 3 RESULTS OF FSC MANAGEMENT

In the past period the International Foundation Forum of Slavic Cultures conducted its activities in line with the following strategic goals adopted by the Management Board for the period 2012 – 2015:

- to develop highly **qualified and motivated workforce**, capable of actively implementing the Foundation's mission,
- to establish a **stable financial support system** for the integration of Slavic cultures, directly or through partnerships related to the mobility of creativity, people and ideas as well as programmatic, project and residential support,
- to increase **visibility and reputation of the Foundation** in order to attract partners and authors to participate in its programmes,
- to shape **expert and transparent criteria for co-founding** of mobility projects and cultural cooperation,
- to **strengthen support from its members and other stakeholders** and their engagement in cooperation between Slavic cultures and in securing a wider range of resources.

#### 3.1 Human resources

The Foundation's main actors are the key to its successful realisation of strategic goals. FSC's organisation scheme is democratic and provides for active participation of its founders, members and other stakeholders in all decision-making processes and day-to-day operations. The Forum of Slavic Cultures appointed highly qualified professionals with proficient management skills to the key positions, so that they can contribute to the realisation of its strategic goals and serve as the main driver of collaboration between Slavic cultures.

Although the Forum of Slavic Cultures boasts a wide range of participating partners their competencies have not been used to their full potential due to the limited financial resources and uncoordinated goals.

Elizabeta Kančeska Milevska from Macedonia served as the Chair of the Management Board in the period leading to the adoption of the strategic plan (2013) and was succeeded by Pavle Goranović from Montenegro in 2016.

Danijela Hrvačanin Pavlović from Bosnia and Herzegovina served as Head of the Programme Council and was succeeded by Lidija Topuzovska from Macedonia. The Management Board also nominated honorary representatives of the international community in the field of Slavic cultures. These include Nikola Popov from Bulgaria, Mikhail Shvydkoy from Russia and the late Blagoje Stefanovski from Macedonia. In the future, these honorary members will include former chairs of the Foundation's Management Board.

The Director of the Foundation is Andreja Rihter, who runs the Ljubljana office. The function of the office is systemised for the management and coordination of the Foundation's fundamental processes and, more importantly, for targeted activity or implementation of the strategic plan. Competent staff is still required to fill the key positions required to this end. The Foundation's responsibility is to develop stable, highly qualified and motivated workforce, capable of actively implementing the Foundation's mission.

### **3.2 Financial stability**

The Forum of Slavic Cultures receives financial resources necessary for its operation through several channels:

- co-funding of the office and programme by the Ministry of Culture of the Republic of Slovenia,

- co-funding of the office and programme by the Ministry of Culture of the Russian Federation,
- membership fees from member states,
- membership fees from individuals,
- successful applications for European funding.

Collected financial resources represent the basis for the annual budget as proposed by the Director and the Programme Council and adopted by the FSC Management Board.

The Foundation allocates its financial resources for office operation and payroll, but the majority of resources are dedicated for the implementation of its programme. The basis for the allocation of financial resources is anticipated revenues and expenses as well as financial, staff and operating obligations necessary for the achievement of results. The Foundation prepares the financial report on an annual basis.

### **3.3 Foundation's visibility and reputation**

In 2013 the Forum of Slavic Cultures adopted the communication plan for the identification and coordination of the strategic plan among its founders, for increased observation, awareness and understanding of the need for regional cultural liaisons, to establish new ties at the local, regional and national levels and to enhance the existing and establish new international cooperation opportunities at the European and global levels.

In the period 2013 - 2015 the Forum of Slavic Cultures informed its target public of ongoing activities and events through the renewed website with open platforms for all 13 languages of its member and observer states as well as in English, and its electronic bulletin launched a series of ongoing activities aimed at raising awareness of and communication with target groups. We formed clear,

straightforward and recognisable key messages, came up with a slogan and refreshed our corporate image. Despite limited financial and human resources the Foundation successfully navigated through relationship management by organising events, meetings, publishing different publications, annual and project reports, other contents and tailored promotional materials. In view of the extensive array of important projects successfully conducted by the Forum of Slavic Cultures more resources should be allocated for awareness-raising activities, especially targeted promotional campaigns and active public relations management.

More careful, consistent attention should also be paid to cooperation between the internal public, timing, organisation and event management, on-line communication including website maintenance and management of social networks, participation in related initiatives and communication of development initiatives that facilitate project deliverables and activities of the Foundation. The communication team must prepare a list of contents at the Foundation/project level, in order to reach our target group through a combination of printed media, radio, television and social media, and communicate our achievements as effectively as possible.

### **Launching the website as a dynamic platform for Slavic culture**

The website is conceived as a pan-Slavic platform for cross-cultural dialogue with attractive entry and exit points that offer multiple opportunities for exploration, cooperation and bonding between individuals and institutions across the Slavic world.

Its development strategy was implemented by steps and priorities. The renewed website offered subpages in languages of all Slavic countries, both members and observers, as well as in English. This offered members a unique opportunity to actively participate in the development of the website and its contents, and facilitated promotion of the creativity and heritage of Slavic cultures. The response,

however, was extremely disappointing not only in terms of language options but also in systemisation of complexity of the programmes and in creating good user experience. The Foundation neglected the development and maintenance of the website and failed to fully explore other relevant social media.

In the next period we have to re-examine, reshape and upgrade the existing website development concept in line with contemporary communication trends. The website and social media deserve more attention and in turn also more significant financial and human resources. In order for FSC to become a highly recognised and prominent non-profit organisation we will have to attract users with more interesting/exclusive contents and above all with much closer cooperation.

### **3.4 Cooperation programmes**

In line with its strategic goals the Forum of Slavic Cultures identified the following activities as its most successful and recognised contribution:

- **active participation** at relevant professional meetings and seminars in the field of Slavic cultures,
- **organisation of meetings**, seminars and conferences in the field of neglected heritage of Slavic cultures,
- extensive literary programme with the **100 Slavic Novels** series and translation projects introducing Slavic authors to non-Slavic languages (**Slawa**).
- publication of the cook book with recipes for the most popular Slavic dishes (**At the Table with the Slavs**), which received extremely positive reviews,
- **visiting exhibitions on Slavic cultural heritage** (Slavic carnivals, Slavic capitals),
- the concept and organisation of the increasingly prominent award for the best Slavic museum (**Živa**),
- **grants for artists in residence** from Slavic countries, which are becoming increasingly popular,



- New Year's celebration for children from other Slavic countries who live in Slovenia (**Let's celebrate together!**),
- presentation of the Forum of Slavic Cultures upon the 10<sup>th</sup> anniversary of its operation (Straight A!) with more than 300 participants,
- FSC centre in Radlje ob Dravi and the Centre of Slavic Cultures in Moscow.

### **3.5 International network**

The Foundation can only pursue its mission in cooperation with organisations from Slavic and other countries in the region, international organisations, agencies and the private sector. The Foundation is consistently expanding its activity and its growing cooperation network accommodates an increasing number of activities.

Forum's Slovenian office actively collaborates with all member states, especially Croatia, Serbia, Russia, the Czech Republic, Macedonia, Bosnia and Herzegovina, Slovakia and Montenegro.

Successful European translation projects have extended our partner network in the fields of publishing and literature and we have received increased interest from western, non-Slavic countries who want to participate in calls for joint projects in culture and education together with Slavic countries.

In the past period the Forum of Slavic Cultures opened the Slovenian FSC centre in Radlje ob Dravi and the Centre of Slavic Cultures in Moscow. The Foundation is planning to open the International Centre for Heritage Research in Piran as well as centres in other interested member countries.

## **4 FSC STRATEGIC GUIDELINES**

Strategic planning is necessary for systematic coordination of resources needed in order for the Foundation to implement its goals and prepare for events that are beyond its control. FSC's strategic goals for the five-year period are its response to the problems identified by the analysis of its environment, issues, strengths, weaknesses, opportunities and threats that was made in the framework of the strategic planning process. These goals serve as a roadmap for the implementation of strategic guidelines that are integrated with policies and activities into a comprehensive management scheme.

The FSC Strategic Plan for the period 2017 – 2021 therefore defines the following long-term strategic guidelines: proactive communication, sustainable management of financial resources, provision of adequate human resources for the implementation of FSC activities and accomplished work programmes.

### **4.1 Promotion of Slavic creativity**

FSC goals in terms of promotion of Slavic creativity include:

- increased awareness of FSC activity in Slovenia, member countries and beyond their borders,
- strengthening of FSC's position in Slovenia, member states and in the international cultural arena,
- the website as a dynamic platform of Slavic creativity,
- preparing and implementing a new communication strategy with a view to achieving better visibility both in and beyond Slavic countries,
- uninterrupted publication of new works and promotional material.

In pursuing its goals, FSC will conduct the following activities:

- targeted promotional campaigns in and outside Slavic countries,

- timing, elaborate organisation and event management,
- innovative, continuous and attractive promotion of successful projects and top productions (Živa Award, 100 Slavic Novels, Slawa project, At the Table with the Slavs, Let's celebrate together, Together – international conference of state archives of Slavic Countries, NOVA NETA – new European Theatre Action and more ),
- new programmes for the wider public, especially the young,
- a renewed and updated website, contents offered in different languages, elaborate architecture with options available exclusively for members,
- participation in related initiatives on social networks and communication of development initiatives that support the outcomes of Foundation's projects and activities,
- closer relationships with the media, more frequent communication and media coverage,
- strategic approach to social media,
- establishment of online platforms for museums, archives and theatres.

## **4.2 Sustainable financial resources**

FSC goals in terms of promotion of sustainable financial resources include:

- stable long-term funding for adequate financial, staff and organisational support to the Foundation,
- a stable financial support system for accurate planning and well-executed projects in the field of integration of Slavic cultures.

In pursuing its goals, FSC will:

- lay the ground for guaranteed long-term funding by member states both at the government and institutional level,
- prepare a clear, applicable and transparent membership fee model (for member states, organisations and individuals),
- work on obtaining the status of an international organisation,

- enter into agreements on financial contributions (sponsorships, donations) directly or through partnerships for programme delivery.

### **4.3 Human resource management**

FSC goals in terms of human resource management include:

- developing highly-qualified and motivated work force in line with the Foundation's organigram,
- active involvement in the Foundation's mission,
- provision of adequate competent human resources necessary to execute ongoing programmes.

In pursuing its goals, the FSC will conduct the following activities:

- allocation of programme activities by key agents,
- temporary or permanent position for a public relations manager responsible also for promotion and internal communication,
- appointment of an action team responsible for the implementation of the plan.

### **4.4 Vibrant network**

FSC goals in terms of networking include:

- to become a prominent and respected non-profit organisation that will engage large numbers of authors and artists on a voluntary basis, promote cooperation and increase (financial) support for its work,
- to strengthen international cooperation through successful participation in European calls for proposals and joint projects between member states,
- close collaboration among internal stakeholders,

- improved communication with project partners and members of the Foundation,
- to consolidate the position of the International Foundation FSC in Slovenia and the position of FSC member states in the international cultural arena,
- to contribute to the creation of social conditions for open and prolific creativity of Slavic cultures (artists in residence).

In pursuing its goals, FSC will:

- establish an efficient and transparent organisation scheme that will allow for timely and appropriate communication with the Foundation's stakeholders.
- liaise and cooperate with international organisations,
- strengthen international cooperation through successful participation in European calls for proposals and joint projects between member states,
- engage the interested stakeholders and expand the network of Slavic heritage and creativity,
- establish local FSC centres, and prepare and execute their programme (in accordance with FSC programme guidelines),
- work to integrate the profession and consolidate its position,
- become a reference to support Slavic cooperation,
- plan targeted communication activities to raise awareness among its stakeholders and enhance internal participation,
- ensure timely information for uninterrupted implementation and dissemination of programme activities,
- present the strategic programme and related activities to stakeholders and the wider public.

## 4.5 Programme development

### 1 Publishing

The International Foundation Forum of Slavic Cultures plans its publishing activities in line with its status of a prominent and esteemed non-profit organisation that brings together numerous artists, authors and experts as well as a number of partner organisations. In the next five-year period we will continue both with our successful 100 Slavic Novels programme and with European translation projects. Slavic authors who have not been included in the novel series will be invited to take part in our literary programmes and our publishing activity will gradually expand to other literary genres as well. These projects deserve continuing for a number of reasons, including a good and diverse programme, intense international collaboration and an extensive collaborative network with stakeholders at home in abroad.

FSC goals in publishing are:

- to become a point of reference for Slavic literature,
- to promote Slavic literature both in Slovenia and in the international arena.

In pursuing its goals, the FSC will:

- continue to publish novels in the 100 Slavic Novels series in all partner countries,
- add new national lists: Belarus, Bosnia and Herzegovina, the Czech Republic, Poland, Ukraine,
- run carefully planned promotional campaigns for translated works,
- organise events and meetings with Slavic authors,
- actively participate at book fairs and festivals,
- confer the best Slavic novel award,
- digitalise the 100 Slavic Novels series,
- establish a platform for e-books and on-line sales,

- connect libraries through literary programmes and visits organised for library networks across countries,
- set up a children and young adults literature programme – picture books (illustrators) .

## 2 Heritage

Already at its inception the Forum of Slavic Cultures recognised preservation and promotion of Slavic cultural heritage as part of its fundamental mission, especially in terms of museology and archival science. The heritage programme was adopted by the FSC Programme Council and the Management Board as early as in 2006 and will continue also in the next five-year period. Improved information flow (publications, celebrations, expertise), revived and accelerated cooperation in research and preservation of cultural heritage, promotion of technological achievements in museology and implementation of joint projects in education and professional training remain our key priorities.

FSC goals in terms of heritage are:

- to contribute to an innovative vision of cultural heritage and related cultural institutions through promotion and cooperation programmes at the international level,
- professional training and a concept for a permanent education programme for culture workers,
- to raise public awareness of cultural and dissonant heritage and related problems,
- to establish a network of Slavic state archives in order to exchange good practices,
- to facilitate understanding of the heritage of digital revolution,
- promotion of cultural elements of heritage as economic resources.

In pursuing its goals, FSC will:

- continue to confer the Živa Award for the best Slavic museum,
- facilitate the activity of the International Centre for Heritage Research in Piran,
- continue to develop the International summer school of museology,
- raise public awareness of the dissonant heritage and related problems, expand the existing network and identify good practices,
- blend ethnology, cultural tourism and gastronomic diplomacy through the At the Table with the Slavs project,
- develop and implement the cooperation project of state archives of Slavic countries – Together,
- offer a concept for a new vision of cultural institutions/centres that foster synergy between heritage and other actors in the education, economic and social sectors.

### 3 Performing arts

The International Foundation Forum of Slavic Cultures will establish a network of institutional and non-institutional cultural institutions working in performing arts in Slavic and other European countries in the region and will take on an active role in bringing them together in festivals and similar collaboration efforts.

FSC goals in establishing a performing arts network are:

- to promote and intensify cooperation between Slavic countries in terms of performing arts,
- to foster collaboration between different theatres, groups, festivals and other performing arts professionals within the region,
- to establish a creative environment for intercultural dialogue, mobility of theatres, theatre groups, individual artists and performing arts experts for future joint creative projects.



In pursuing its goals, FSC will:

- establish a network,
- organise meetings for authors/performers and performing arts experts,
- confer the best performance award.

#### 4 Cultural tourism

In collaboration with its stakeholders the Forum of Slavic Cultures will develop a project for the promotion of cultural tourism with an emphasis on bringing heritage and creativity of Slavic countries closer to the general public. In this context, special attention will be paid to pinpointing original Slavic culture trails that will be presented on a modern, highly-enjoyable journey and a stay in a different Slavic country for those who want to become acquainted with the past and contemporary cultural and artistic achievements, underlined with co-creative processes that allow participants to shape their own new experiences.

FSC goals in the promotion of cultural tourism are:

- to stir up interest in Slavic countries through the eyes of a traveller,
- to bring Slavic heritage and present-day creativity closer to the wider public,
- to move away from the existing tourist offering towards high-profiled segmentation of cultural tourism.

In pursuing its goals, FSC will:

- organise round tables and conferences promoting cultural trails,
- prepare a strategic programme concept,
- reach agreements with interested stakeholders,
- prepare the cultural trail project,
- execute the project, its monitoring and promotion.

## 4.6 Conclusion

FSC's key competitive advantage is promotion of inter-cultural dialogue between Slavic cultures, both within and beyond their borders, with the purpose to increase mutual understanding, cooperation and respect. Its greatest opportunities in this context are its positioning as the key actor in the dialogue between Slovenia and the rest of the world, promotion of the Slavic perspective through joint cultural events and European projects, enhanced networking and intercultural dialogue. More systematic efforts and resources should be invested in increasing Foundation's popularity. In these terms we ought to explore the ways in which we could build on our existing practices while shifting the focus from closed expert discussions to the promotion of programmes intended for the wider public. This calls for comprehensive media planning that will include the Internet and social media.

The key weakness that we recognise in our operation is the irregular activity of member countries where continuous changes in government hinder the dynamic development and continuity. Another weakness, irregular and unreliable funding and support from member states, stems from the specific structure and organisation of the Foundation, and even more importantly, severe financial situation, which is reflected in a shortage of human resources, under-performance in terms of programmes, decreased communication, promotion and networking opportunities.

In this document the International Foundation Forum of Slavic Cultures identified the following strategic guidelines for its operation:

- to achieve **improved visibility of the International Foundation Forum of Slavic Cultures and its activity** both within its own network as well as in Slovenia and internationally,
- to ensure **long-term systemic support to the Foundation from international organisations and member states** both at the government and institutional levels,

- to establish **an active network in all Slavic countries**, enhance cooperation and involvement of other interested stakeholders,
- provide for **a stable source of financing** that will ensure adequate financial, staff and organisational support to joint cooperation programmes,
- establish **an efficient and transparent organisation scheme** that will allow for timely and appropriate communication with Foundation's stakeholders.

To ensure successful implementation of the strategic plan FSC should appoint staff at key positions that will be responsible for specific areas and implementation of strategic goals.

Pavle Goranović



Chairman of the Board

of the Forum of Slavic Cultures

