

UKRAINIAN VETERANS FOUNDATION
STRATEGY FOR
2023



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VETERANS
FOUNDATION

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INTRODUCTION

The Ukrainian Veterans Foundation is a budgetary institution that belongs to the sphere of administration of the Ministry of Veterans Affairs of Ukraine. Established in 2022, the institution promotes the reintegration of veterans through the financing of projects (including veteran entrepreneurship), ensuring the proper rights and guarantees of state support for veterans and their family members, supporting running business by veterans and assisting in their employment, supporting the implementation of international projects and projects of international cooperation and through information activities.

We provide opportunities for the veteran community to develop, strengthen the potential for veterans to become successful in civilian life, and also provide conditions for the implementation of projects by families of the fallen, families of the Heavenly Hundred Heroes, and NGOs that work with the veteran community.

GENERAL TERMS

The Ukrainian Veterans Foundation (hereinafter referred to as the Foundation) is a budgetary institution that belongs to the sphere of administration of the Ministry of Veterans Affairs of Ukraine.

The Foundation was created by the order of the Ministry of Veterans Affairs dated July 22, 2021 № 164 "On the establishment of the budgetary institution "Ukrainian Veterans Foundation" based on the resolution of the Cabinet of Ministers of Ukraine dated July 14, 2021 № 720 "On the establishment of the budgetary institution "Ukrainian Veterans Foundation".

The Foundation is a legal entity which has an independent balance, accounts in the Treasury and bank institutions, a seal, stamps, forms with its name. The Foundation is a non-profit institution.

In its activities, the Foundation is guided by the Constitution and laws of Ukraine, international treaties of Ukraine, ratified by the Verkhovna Rada of Ukraine, acts of the Cabinet of Ministers of Ukraine, orders of the Ministry of Veterans Affairs, as well as the Regulations on the Ukrainian Veterans Foundation.

The date of state registration of the Foundation is 02.02.2022.

AREAS OF ACTIVITY OF THE FOUNDATION

Providing financial support to veterans and their family members for the implementation of projects (hereinafter referred to as financial support), which are determined by the winners based on the results of the competitive selection and are aimed at:

- reintegration of veterans and their family members into active social life, ensuring preservation and restoration of their physical and mental health;
- support of veterans business and assistance in their employment;
- creation and implementation of projects, advocacy and informational campaigns, including conducting research to study the target audience and its needs.

TARGET AUDIENCE OF THE FOUNDATION

- War veterans, persons who have special merits to the Motherland, injured participants of the Revolution of Dignity;
- Family members of veterans and persons to whom the Law of Ukraine "On the Status of War Veterans, Guarantees of Their Social Protection" applies;
- Family members of the fallen (deceased) defenders of Ukraine.

MISSION

Empowering the strongest.

VISION

The Ukrainian Veterans Foundation is a tool of the State in fulfilling its duty to a veteran, a partner of a veteran, which increases the stability of the state by promoting the implementation of veteran initiatives.

REPORT 2022

9 MONTHS OF THE INVASION

9 MONTHS OF THE FOUNDATION'S WORK

The Foundation helps veterans, their family members and family members of the fallen (deceased) defenders. This is a state institution that receives financing from the budget and other sources.



PROGRAMS AND PROJECTS

Support of veteran business and projects for veterans

Financing of business of the veterans and family members of the fallen (till 1 million hryvnias)

53 winners

49 million hryvnias

Microfinancing of business of the veterans and their family members (till 20 thousands hryvnias)

79 applications

1,5 million hryvnias

Financing of NGOs which create projects for veterans (till 1 million hryvnias)

8 NGOs became winners

6,9 million hryvnias

Crisis support of the veterans and their families

Crisis support hotline
0 800 33 20 29

Over

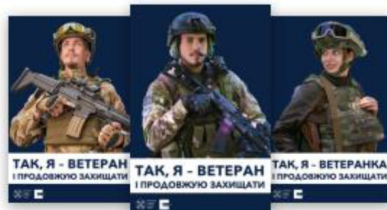
6000 calls were processed

Support groups for veterans, their families and families of the fallen

Regular and free, almost

100 people took part

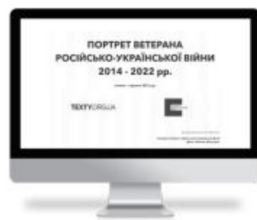
Formation of the veteran's image



Social advertising "I am a Veteran"



Flashmob "Call Sign Ukraine"
+ informational campaign in the Kyiv Metro



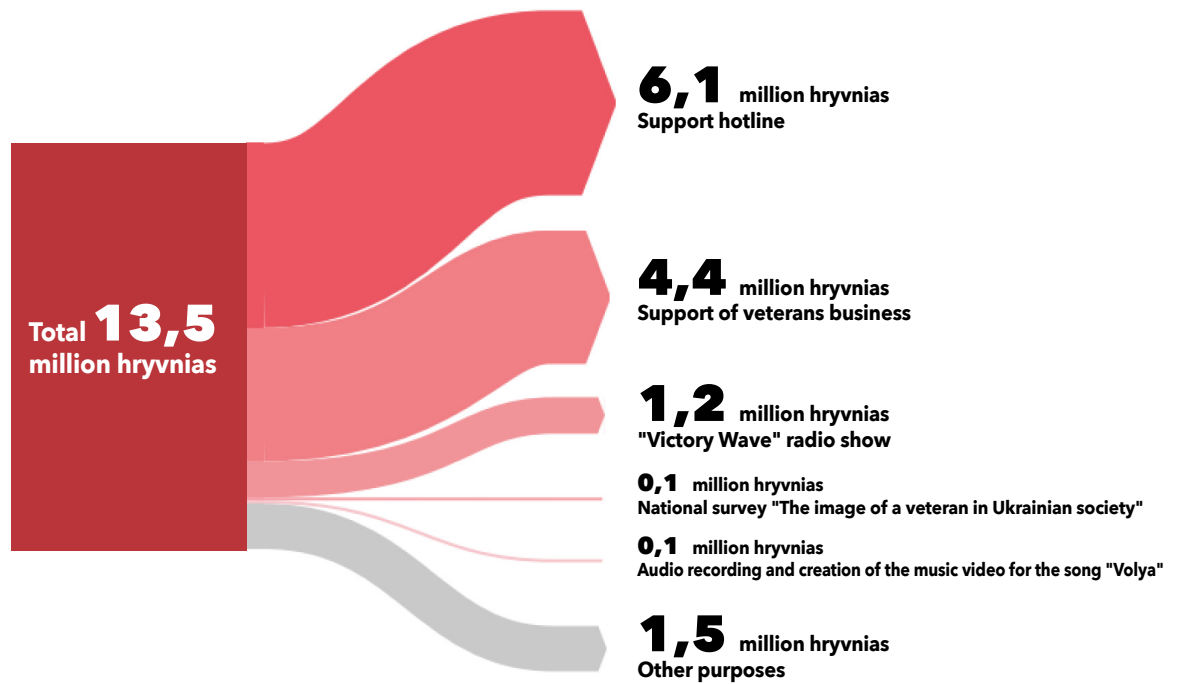
Research on the veteran's image together with the sociological group "Rating"



Veteran song project "ArtFront"

FROM FEBRUARY 2, 2022, THE FOUNDATION ATTRACTED
13.5 MILLION HRYVNIAS

Attracted funds, million hryvnias



RISKS, OPPORTUNITIES AND THREATS

The Foundation adapts to the new realities and today's challenges in planning its activities. In particular, the Foundation faced a number of challenges:

External factors		
	Threats	Opportunities
Political	<ul style="list-style-type: none"> • The spread of the aggression of Russian Federation to other territories of Ukraine; • Uncertainty of public policy regarding financing; • Political games; • Reform of the CMU, personnel changes in the Ministry; • Creation of "pocket institutions" by state and local authorities; • Corruption of state and local authorities. 	<ul style="list-style-type: none"> • Political will at the state level to support veterans and their families; • Support of the Foundation's activities by international partners.
Economical	<ul style="list-style-type: none"> • Reduce financing of the Foundation's program due to the increase in the needs of the security and defense sectors and the corresponding sequestration of the State Budget; • Further mobilization and increase in the number of combatants; • An increase in the number of the fallen defenders and, accordingly, the number of families; • Global economic crisis. 	<ul style="list-style-type: none"> • Attracting additional funds through fundraising; • Strengthening of financing by international partners and organizations.
Social	<ul style="list-style-type: none"> • Manipulation of public opinion and creation of the image of a veteran as a dangerous criminal with PTSD and weapons, which can be created as an enemy PSYOP and internally; • Society's mistrust of state (including budgetary) institutions; • Low awareness of the Foundation's activities among target audiences. • Low level of skills and abilities in the target audience from the regions in the field of writing projects and submitting them for financing. 	<ul style="list-style-type: none"> • Great public demand for defenders' support; • Powerful Supervisory Board (social capital, competencies, etc.); • International organizations are highly interested in the veterans' needs. •

External factors		
	Threats	Opportunities
Technological	<ul style="list-style-type: none"> Limited access to the Foundation's services in relation to the energy terrorism of the aggressor country; Potential cyberattacks and destruction of information; Ruined infrastructure. 	<ul style="list-style-type: none"> Provision by international partners of the latest practices and experience in the development and support of veterans.
Internal factors		
Political	<ul style="list-style-type: none"> Weak institutional capacity of the Foundation in the regions. 	<ul style="list-style-type: none"> Support from international partners; "Umbrella" of the Ministry of Veterans Affairs; Support of the veteran community; Large number of successful cases of program implementation by the Foundation in 2022.
Economical	<ul style="list-style-type: none"> Dependence on the state budget. 	<ul style="list-style-type: none"> Experience in successfully implementing projects for grant support; Possibility of attracting additional funding for educational, advocacy and project activities of the Foundation.
Social	<ul style="list-style-type: none"> Staff losses; 	<ul style="list-style-type: none"> Social capital of the director and other team members; Trust from veteran communities The presence of veterans, family members of veterans, and family members of fallen Defenders in the team; High motivation for self-development in the team.
Technological	<ul style="list-style-type: none"> Insufficient number of staff of the Fund; The threat of limited access to services and information about the Fund's capabilities due to the energy terrorism of the aggressor country. 	<ul style="list-style-type: none"> The presence of a significant number of the team with the experience working with veterans; Understanding the context and needs of the target audience; A developed network of communication and information exchange; Positive experience in conducting sociological researches among veterans; Positive experience in the organization and holding of events; Positive experience in conducting advocacy campaigns and filming social

AFTER MODELING CHALLENGES, THREATS AND OPPORTUNITIES, WE:

- We will create an operational headquarters for rapid response in the event of a military threat;
- We see the increase in the Foundation's target audience and we will plan our activities accordingly;
- We form new packages of services and solutions for our target audience in accordance with new challenges and problems;
- We work in modern realities, adapt activities, make changes to the annual program of project support and priority areas of activity;
- We conduct fundraising campaigns to attract funds for the implementation of projects and programs of the Fund;
- We continue ensuring the political neutrality of the Foundation;
- We advocate for the support of our target audiences to create for the society an understanding of the price paid by veterans for the victory of Ukraine;
- We will continue to intensify our work in the regions of Ukraine;
- We develop and implement educational and training programs for the development of target audiences;
- We will develop projects which create for our target audiences opportunities for self realization after the return to civilian life;
- We will regularly update information and research the environment for the effective implementation of projects according to the needs of target audiences.

STRATEGIC GOALS 2023

The Ukrainian Veterans Fund is a tool of the state which fulfills its duty to a veteran, a partner of a veteran, which ensures the stability of the state by promoting the implementation of veteran initiatives.



Operational plan

	Operational goal	Implementation indicator
Strategic goal #1	Adequate administrative, organizational, legal and financial support has been provided	
Operational goal #1	Selection and development of personnel. Implementation of the adaptation system for newly appointed employees. Team building activities.	Staff turnover is no more than 30%
Operational goal # 2	Ensuring the functioning of processes and procedures in accordance with current national legislation. Proper management of the activities of Foundation and its continuous improvement must be ensured.	Ensuring the compliance of the legal base of the Foundation with current national legislation. Organization and management over the execution of documents by the structural units of the UVF
Operational goal # 3	A system of planned fundraising activities has been created	30 million UAH of additional extra-budgetary funding has been raised
Strategic goal # 2	Development, support and financing of veteran entrepreneurship.	
Operational goal # 1.1	A project management system has been created, the collection of applications has been launched.	The number of projects submitted for financial support by the Ukrainian Veterans Foundation according to the results of the competitive selection is 200 .

Operational goal # 1.2	Experts have been involved.	The number of experts engaged in the activities of the Ukrainian Veterans Foundation is 20 .
Operational goal # 1.3	Relevant applications were selected, projects were financed, and reports were received.	The number of projects implemented with the financial support of the Ukrainian Veterans Foundation is 100 .
Strategic goal # 3	Creation of proper reintegration conditions for all categories of citizens defined by this Strategy and the relevant Law of Ukraine	
Operational goal # 2.1	A project management system has been created, the collection of applications has been launched.	The number of projects submitted for financial support by the Ukrainian Veterans Foundation according to the results of the competitive selection is 100 .
Operational goal # 2.2	Experts have been involved.	The number of experts engaged in the activities of the Ukrainian Veterans Foundation is 20 .
Operational goal # 2.3	Relevant applications were selected, projects were financed, and reports were received.	The number of projects implemented with the financial support of the Ukrainian Veterans Foundation is 30 .
Strategic goal # 4	Implementation of own projects	
Operational goal # 4.1	A project management system has been created.	Project strategies and action plans for them have been developed.
Operational goal # 4.2	Implementation of the projects and information campaigns for them has started.	A set of project implementation measures were carried out (analytics, reporting on project implementation, etc.).
Intermediate strategic goal # 4.1	Provision of irrevocable financial assistance to veterans and members of their families, as well as to persons defined by the Law of Ukraine "On the Status of War Veterans, Guarantees of Their Social Protection" for reimbursement of expenses for the main means of activity for self-employed persons, for emergency assistance for entrepreneurship or its adaptation to wartime conditions, mentoring support in opening one's own business and expanding thereof.	
Operational goal # 4.1.1	Support of the management system of the project Microfinancing of veteran entrepreneurship.	The number of funded applications is no less than 300 .
Intermediate Operational goal # 4.2	Providing support to veterans and members of their families, primarily to those who participate in repelling armed aggression and ensuring national security, eliminating threats to the state independence of Ukraine, its territorial integrity, including those who participate in voluntary formations of territorial communities, during the period of martial law by paying for services of the round-the-clock telecommunication support.	

Operational goal # 4.2.1	Continuation of hotline operation.	8,000 users contacted the hotline.
Operational goal # 4.2.2	Adherence to protocols for providing support.	Reviewing the work of operators demonstrates compliance of practices with protocols is at least 80% .
Operational goal # 4.2.3	Legal advice is provided as part of the hotline.	At least 300 applications have been processed.
Operational goal # 4.2.4	Analysis of the project.	Recommendations on crisis support in stressful conditions have been prepared.
Intermediate strategic goal # 4.3	The complex project "Respect" was implemented	
Operational goal # 4.3.1	Research was conducted on the topic of stigmatization of veterans and the general attitude of society towards them.	A study has been published. Recommendations have been provided.
Operational goal # 4.3.2	An information campaign for the development and support of the project was created and implemented.	Based on the results of the original research, the attitude became more favorable compared to the original data.
Strategic goal # 5	Regional development	
Operational goal # 5.1	Strengthening cooperation in the regions.	30 meetings were held, the number of local NGOs receiving funding increased by 30% .
Operational goal # 5.2	Cooperation with regional NGOs stakeholders, local state authorities, United territorial communities, attracting the attention of the public and of target audiences.	2 communication campaigns were conducted in the regions.
Strategic goal # 6	International cooperation	
Operational goal # 6.1	A planned fundraising system was created and set up.	The number of organized and conducted online and offline fundraising events is 5 .
Operational goal # 6.2	Information campaigns.	2 international information campaigns were organized.

DEVELOPMENT SCENARIO

- Funded projects become role models for veterans and their family members, and they also develop the communities in which they are implemented;
- The communication role of the foundation is to demonstrate to Ukraine and the world the extraordinary role of veterans in the defense, restoration and development of the state;
- The Foundation becomes a reliable partner in the implementation of projects in the field of veteran policies for international organizations;
- The Foundation continues cooperation with state authorities, local self-government bodies and public organizations;
- The Foundation establishes and strengthens cooperation with state authorities and local self-government bodies in the field of development, support and financing of initiatives of target audiences;
- The Foundation improves its capacity to provide target audiences with high-quality educational programs for education and retraining by actively cooperating with higher educational institutions;
- The Foundation strengthens its cooperation in the field of international technical assistance for the development and support of veterans and their family members, as well as families of fallen (deceased) defenders of Ukraine;
- The Foundation is strengthening its institutional capacities;
- The role and the importance of the Foundation as a tool for the development of the Ukrainian veteran community is growing each year, and the state is increasing the funding of projects of the Foundation;
- The Ukrainian Veterans Fund is a unique organization which is working for the restoration and development of Ukraine by supporting the development of veterans and of their family members;
- Veterans feel that the state cares for them and their families. With the help of the Foundation, veterans gain trust in the state and they become much more confident in their future.

FUNDING OF VETERAN BUSINESSES

COMPETITIVE PROGRAMS FOR NGOS

INFORMATIONAL SUPPORT OF PROGRAMS AND PROJECTS

DEVELOPMENT OF VETERAN ENTREPRENEURSHIP

VETERAN-TO-VETERAN MENTORSHIP

20 000

CRISIS SUPPORT HOTLINE

FUNDRAISING EVENTS

REGIONAL COOPERATION

VETERAN FORUM

THE "RESPECT" PROJECT

INSTITUTIONAL DEVELOPMENT

TOOLS OF STRATEGY IMPLEMENTATION

- Financing of projects in accordance with strategic goals and making changes to the Procedure for using budget funds;
- Project activities of the Foundation;
- Planned attraction of funds to the organization's accounts for the implementation of the Strategy objectives;
- Information support of the Foundation's activities;
- International cooperation;
- Cooperation with state authorities and local self-government bodies;
- Cooperation with non-governmental organizations of Ukraine and the world;
- Application of digital tools in the activities of the Foundation

FINANCING OF THE STRATEGY

Financing of tasks within the framework of the strategy is carried out at the expense of the state budget, as well as additional extra-budgetary funds, charitable contributions, voluntary contributions of governments, agencies and institutions of foreign countries, international financial and other organizations, including in the form of targeted grants or co-financing programs.

The requirements for financing the Fund's activities were approved by the Resolution of the Cabinet of Ministers of Ukraine dated March 11, 2022 No. 256 "On approval of the Procedure for the use of funds provided to the state budget for the functioning of the Ukrainian Veterans Foundation".

MONITORING AND ASSESSMENT

Monitoring of the Fund's strategic plan includes three different levels:

1) Monitoring of the external environment.

It is based on the analysis of the main indicators characterizing the situation at the international level, in the state in general and in the regions in particular. The results are summarized once a month (by the 10th day of the month following the reporting) and are formed as part of a consolidated analytical monitoring report.

2) Monitoring of the process of implementation of strategic goals according to the following indicators:

- Personnel turnover;
- Whether approved and implemented Rules and Procedures of the competition exist;
- The amount of extrabudgetary funds involved;
- Number of experts involved;
- Number of submitted applications;
- Number of consultations to applicants;
- Number of applications funded;
- The quality of completed projects;
- Number of conducted studies;
- Whether properly approved and implemented Regulations and Procedures of the Foundation's projects exist;
- Analytical reports on the results of project implementation.

A report on the implementation of this part of monitoring is prepared monthly (by the 10th day of the month following the reporting) as part of a consolidated analytical monitoring report.

3) Monitoring the implementation of the Strategy plan.

The state of fulfillment of each goal and the degree of achievement of results are evaluated quarterly (March 10, June 10, September 10 and December 10).

Based on the results of the monitoring, the Executive Director presents an interim analysis of financial needs, summarized for all strategic goals, for further consideration during the development of the draft budget for the next year.