



**STRATEGY**  
**OF THE**  
**UKRAINIAN VETERANS**  
**FOUNDATION 2024**

## INTRODUCTION

In 2024, the Ukrainian Veterans Foundation (the Foundation) is entering a new stage of its activities aimed at supporting and reintegrating war veterans, persons with exceptional merits before the Motherland, affected participants of the Revolution of Dignity (hereinafter referred to as veterans), family members of such persons and family members of fallen (deceased) war veterans, family members of deceased Ukrainian defenders (hereinafter referred to as their family members) into society. The main directions of our work are to shape the perception of the Foundation as a leading expert in veteran issues, to spread an up-to-date narrative about modern veterans, to engage veterans and their families in using the Foundation's services, and to provide information about the Foundation's purpose and activities to future veterans.

The Foundation plays a key role in the lives of veterans: we are a guide for veterans in life, a creator of opportunities, an advocate for the interests of Ukrainian veterans, an expert on veterans' issues and a generator of solutions for veterans' policy.

Our goal is to turn the challenges faced by veterans into opportunities for their development and successful integration into society.

The Foundation's strategic projects cover a variety of initiatives aimed at supporting veterans, from conducting research and developing a veteran happiness index to implementing educational programs and social campaigns. We aim to make sure that every veteran feels supported and understood by society, and has access to all the necessary resources to lead a full life after military service.

## GENERAL PROVISIONS

The Ukrainian Veterans Foundation is a budgetary institution that is managed by the Ministry of Veterans Affairs of Ukraine. The Foundation was established by the Order of the Ministry of Veterans Affairs of Ukraine No. 164 "On Establishment of the Budgetary Institution "Ukrainian Veterans Foundation"" dated July 22, 2021, on the basis of the Resolution of the Cabinet of Ministers of Ukraine No. 720 "On Establishment of the Budgetary Institution "Ukrainian Veterans Foundation"" dated July 14, 2021.

The Foundation is a legal entity, has an independent balance sheet, accounts with the Treasury and bank institutions, a seal, stamps, and letterhead 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, and the Regulations on the Ukrainian Veterans Foundation.

Date of state registration of the Foundation - 02.02.2022.

## AREAS OF ACTIVITIES

1. Providing financial support to veterans and their family members for the implementation of projects (hereinafter referred to as financial support) that are selected as winners based on the results of a competitive selection process and are aimed at:

- reintegration of veterans and their family members into active social life, ensuring the preservation and restoration of their physical and mental health;
- support for veterans' entrepreneurial activities and assistance in their employment;

2. During the period of martial law in Ukraine or in certain areas of Ukraine:

- providing support to veterans and members of their families, especially those who fulfill the constitutional duty to protect the independence and territorial integrity of Ukraine as part of the Armed Forces, other military formations established in accordance with the laws of Ukraine, law enforcement and intelligence agencies, state special purpose bodies with law enforcement functions, civil defense forces or in volunteer formations of territorial communities;

- financing of measures to create conditions for the integration of veterans and their families, including those who were evacuated, at their new place of residence in Ukraine;

3. Participation in the implementation of public policy and measures envisaged by state programs within the relevant budget allocations, in particular with regard to:
- provision of appropriate rights and guarantees of veterans and their family members;
  - reintegration of veterans into active social life, ensuring the preservation and restoration of their physical and mental health;
  - raising the professional and educational level of veterans;
  - support for veterans' entrepreneurship and assistance in their employment;
  - honoring the memory of the fallen defenders of Ukraine and respectful treatment of their families;
  - involving veterans in the formation of Ukrainian civic identity;
  - supporting veterans in the system of transition from military service to civilian life and conducting separate measures to support persons who defended the independence, sovereignty and territorial integrity of Ukraine;
4. Expert selection, monitoring and control over the project implementation process;
5. Stimulating the development of innovative projects by veterans and promoting their digital development;
6. Support for the implementation of international projects and international cooperation projects;
7. Cooperation with Ukrainian and foreign individuals and legal entities of private and public ownership in order to achieve the purpose, main tasks and goals of the Foundation.

## TARGET GROUPS

### Clients:

**Veterans:** The main target group that receives information about opportunities and support, as well as feels the attention of society.

**Military personnel:** Current military personnel who learn about opportunities and support after completing their service.

**Families of veterans, family members of deceased/fallen defenders of Ukraine:** Informed about opportunities for themselves and motivating their relatives to take advantage of them.

### Partners:

**Donors:** Provide funds and resources, see the Foundation as a reliable partner capable of using resources effectively.

**State authorities:** Recognize the Foundation as an effective partner in solving veterans' problems.

**Non-governmental organizations:** Consider the Foundation a mandatory partner for cooperation in supporting veterans.

**Business structures:** See reputational benefits and opportunities to demonstrate social responsibility through cooperation with the Foundation.

## MISSION, VISION

### Vision:

“We are the ones who return to veterans their contribution to the defense of Ukraine with added value”.

This vision reflects the Foundation's commitment not only to thank veterans for their service, but also to provide them with additional opportunities and resources for successful reintegration into civilian life.

### Mission:

**Aggregator of veterans' reintegration opportunities:** The Foundation acts as a central hub that collects and provides veterans with information on all available opportunities for their reintegration into society.

**The main expert on the veteran's path to a productive civilian life:** The Foundation acts as a key advisor and supporter for veterans in their transition from military to civilian life, providing expert advice and resources.

**Advocates for the interests of Ukrainian veterans:** The Foundation actively advocates for the rights and interests of veterans, representing them before government agencies, organizations and society.

**Promoters of the veteran brand:** The Foundation works to create and maintain a positive image of veterans, emphasizing their contribution to society and promoting their social integration.

## REPORT ON THE FOUNDATION'S ACTIVITIES FOR 2023

In 2023, the Ukrainian Veterans Foundation (the Foundation) continued its mission to support veterans and their families, focusing on reintegration into society, ensuring physical and mental health, as well as supporting entrepreneurship and employment.

**The total budget of the Foundation for 2023** amounted to UAH 237 977 800.

**The total amount of funding for the projects selected in the competitive programs** amounted to UAH 183 632 470.80, of which UAH 149 160 510.75 was allocated to the winners of the 2023 competitive programs.

Funds raised: **UAH 1 889 895**

**13.01.2023** – UAH 137 749.50 (€3500)

**30.03.2023** – UAH 9 924,73 (€250)

**18.05.2023** – UAH 811 018.41 (\$22178)

**16.06.2023** – UAH 197 845.50 (€5000)

**21.06.2023** – UAH 3 656.86 (\$100)

**22.12.2023** – UAH 729 700

### Competition programs

The Foundation has implemented several key competitive programs:

**VARTO: Do Your Own** – The program is aimed at supporting veterans' entrepreneurial activities in agriculture and the agro-industrial complex.

**VARTO + NGO** – The program is aimed at supporting public associations working to protect the rights of veterans. The program selected 8 winners out of 55 applications.

**VARTO: Support for Veteran Businesses** – The program is focused on financial support for veteran projects, with 54 winners selected out of 122 applications.

**VARTO: Skillful Hands** – The program to support veterans in manufacturing professions, 44 winners were selected from 103 applications.

**VARTO: Ednannia** – The program aimed at supporting public associations, 21 winners were selected out of 116 applications.

### Regional presence and events

The Foundation was active in the regions, attending 28 events across Ukraine. We held 5 public project presentations, 10 workshops, and 12 lectures for the winners of the competition programs.

### Advertising and information campaigns

The Foundation actively used outdoor advertising, video content, and printed materials to inform about its programs and services. In particular, campaigns were launched to support the crisis support hotline and the Veteran's Path program.

### Hotline and rehabilitation programs

The Foundation's hotline operated around the clock, processing almost 16,000 calls. The Foundation also implemented a number of rehabilitation programs, including sports competitions and training courses.

### Educational programs

The Foundation launched an online course for veterans and implemented training programs in English and requalification in drone control.

### Scholarships and entrepreneurship support

In cooperation with the American University of Kyiv, scholarships were provided for veterans' education. The Foundation also launched an interactive map of veteran-owned businesses.

### Research and analytics

The Foundation conducted 13 sociological surveys and studies to help understand the needs of veterans and identify areas for further work.

## RISKS, OPPORTUNITIES AND THREATS

Strengths	Weaknesses	Opportunities	Threats
<ol style="list-style-type: none"> <li>1. Effective budget planning and active search for additional sources of funding.</li> <li>2. Improving selection criteria and engaging external experts to minimize inefficiencies in selection.</li> <li>3. Developed communication strategy to engage target groups.</li> <li>4. Organization of trainings and courses to improve staff skills.</li> <li>5. Availability of international partnerships that allow gaining experience and additional resources.</li> <li>6. Continuous training of managers and review of the management structure.</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient financial resources, which may lead to the need to audit expenses.</li> <li>2. Risk of insufficient involvement of target groups.</li> <li>3. Insufficient level of staff training.</li> <li>4. Lack of international partnership.</li> <li>5. Lack of international partnerships in some areas, which may limit the Foundation's capabilities. Insufficient competence of the management team.</li> <li>6. Risks related to reputation.</li> <li>7. Technological risks.</li> <li>8. Errors in accounting and financial reporting.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expanding international partnerships and participation in international events.</li> <li>2. Improving selection criteria and engaging external experts to improve the quality of projects.</li> <li>3. Developing effective communication strategies to engage target groups.</li> <li>4. Implementation of innovative technologies and management methods.</li> <li>5. Development of professional skills and competencies of employees through trainings and courses.</li> <li>6. Improving the level of accounting and financial reporting through training and audits.</li> </ol>	<ol style="list-style-type: none"> <li>1. Escalation of hostilities.</li> <li>2. Energy terrorism by the aggressor country.</li> <li>3. High competition among organizations.</li> <li>4. Inefficient administrative management.</li> <li>5. Inefficient resource management.</li> <li>6. Errors in procurements.</li> <li>7. Violation of business contracts.</li> <li>8. Negative PR and reputational risks.</li> <li>9. Poor analytical methodology.</li> </ol>

Strengths	Weaknesses	Opportunities	Threats
<p><b>7.</b> Development of a PR strategy and daily monitoring of the information space.</p> <p><b>8.</b> Updating technological equipment and regular audits.</p> <p><b>9.</b> Training of accounting staff and internal audits.</p> <p><b>10.</b> Effective budget planning and search for additional sources of funding.</p>	<p><b>9.</b> Delay in project implementation due to financial problems.</p> <p><b>10.</b> Loss of or damage to financial documents.</p>	<p><b>7.</b> Improving reputation and PR strategy.</p> <p><b>8.</b> Search for additional sources of funding.</p> <p><b>9.</b> Implementation of electronic archiving and backup.</p> <p><b>10.</b> Formation of corporate culture and motivational programs.</p> <p><b>11.</b> Increasing public awareness of the problems and needs of veterans.</p>	<p><b>10.</b> Insufficient or incorrect data for analysis.</p> <p><b>11.</b> Risk of retraumatization of veterans.</p>

## CORRELATION SWOT-ANALYSIS

Correlation	Strengths	Weaknesses	Opportunities	Threats
<b>S-O</b>	<p>Effective communication strategy;</p> <p>Experienced team and network of experts;</p> <p>Strong financial support;</p> <p>Developed risk prevention strategies</p>		<p>Raising awareness among veterans;</p> <p>Changes in the needs of veterans;</p> <p>Attracting additional sources of funding;</p> <p>Organizing specialized trainings</p>	
<b>S-T</b>	<p>Strong management team;</p> <p>Developed risk prevention strategies;</p> <p>Effective resource management</p>			<p>Reputational risks;</p> <p>Funding instability;</p> <p>Technological risks;</p> <p>Loss of qualified personnel</p>

Кореляція	Сильні сторони (S)	Слабкі сторони (W)	Можливості (O)	Загрози (T)
<b>W–O</b>		Lack of internal resources; Need for staff development; Limited technological resources; High staff turnover	Attracting additional sources of funding; Organizing specialized trainings; Expanding technological capabilities; Improving working conditions to reduce staff turnover	
<b>W–T</b>		Lack of internal resources; Need for staff development; Limited technological resources; High staff turnover		Technological risks; Loss of qualified personnel; Reputational risks; Funding instability

### 1. Leveraging strengths to seize opportunities (S–O)

- Veteran entrepreneurship development: using an effective communication strategy and the team's experience to attract additional financial resources and organize specialized trainings for veteran entrepreneurs.
- Awareness-raising: ensuring information campaigns about available opportunities and resources for veterans.

### 2. Leveraging strengths to minimize threats (S–T)

- Reputational risk management: development and implementation of strategies to minimize reputational risks, use of effective management practices and technologies.
- Staff retention and development: development of programs to retain and develop qualified staff, including incentive programs and training.

### 3. Enhancing weaknesses with opportunities (W–O)

- Upgrading skills and resources: organizing training programs to boost staff skills and attracting additional financial resources to improve internal resources.
- Technological upgrade: investing in IT infrastructure and expanding technological capabilities.

### 4. Minimizing weaknesses and threats (W–T)

- Minimizing technological risks: developing strategies to minimize technological risks, including upgrading equipment and engaging IT experts.
- Responding to financial threats: Developing plans to respond to funding instability, including finding alternative sources of funding.

**General directions:**

- Improving efficiency: continuous monitoring and evaluation of all aspects of the Foundation's activities to ensure transparency and accountability.
- Adaptation to changes: flexible response to changes in the political and economic environment, including adaptation of strategies and plans.

## STRATEGIC GOALS

For 2024, the Ukrainian Veterans Foundation sets the following main goals and objectives:

### **Goal 1. Create favorable conditions for the development of veteran entrepreneurship.**

- Objective 1.1.** Conduct competitive programs to provide veterans with access to financial resources.
- Objective 1.2.** Ensure information campaigns about competitive programs.
- Objective 1.3.** Conduct consultations and workshops for veteran entrepreneurs on the specifics of obtaining financial support.
- Objective 1.4.** Form a network/community of mutual support.

### **Goal 2. Ensure that veterans receive the necessary crisis and legal assistance in difficult life circumstances.**

- Objective 2.1.** Ensure the uninterrupted operation of the round-the-clock crisis support hotline.
- Objective 2.2.** Providing veterans with free legal advice.
- Objective 2.3.** Conducting information campaigns on free legal advice and crisis assistance for veterans.

### **Goal 3. Create effective mechanisms to assist veterans in career guidance and employment.**

- Objective 3.1.** Analyze the current system and mechanism of career guidance and employment opportunities for veterans.
- Objective 3.2.** Develop and create a mechanism for career guidance.
- Objective 3.3.** Develop a list of educational programs and courses.
- Objective 3.4.** Conduct an information campaign on available educational opportunities for requalification.

### **Goal 4. To create a positive image of veterans in the society and promote their social integration.**

- Objective 4.1.** Conduct regular information campaigns on the role of veterans in society.
- Objective 4.2.** Establish cooperation with the media, NGOs and associations to ensure positive coverage of the image of veterans.

### **Goal 5. Conducting an in-depth analysis of the needs of veterans and the challenges they face after returning to civilian life.**

- Objective 5.1.** Identify key research areas and develop a detailed plan for each of them.
- Objective 5.2.** Ensure analysis of veterans' needs and problems through sociological research.
- Objective 5.3.** Systematize and analyze the data obtained.
- Objective 5.4.** Developing methodological recommendations and support strategies based on the data obtained.



# OPERATIONAL PLAN

## Strategic goals, those responsible for implementation and implementation timeframe

### Goal 1: Create favorable conditions for the development of veteran entrepreneurship

- **Objective 1.1:** Organizing and conducting competitive programs to provide veterans with access to financial resources.
  - Timeframe for completion: Quarter 1–4.
  - Responsible: Project department, Project financing sector, Expert cooperation sector.
- **Objective 1.2:** Implementation of information campaigns about competitive programs.
  - Timeframe for completion: Quarter 1–4.
  - Responsible: Communications department.
- **Objective 1.3:** Organizing consultations and workshops for veteran entrepreneurs.
  - Timeframe for completion: Quarter 1–4.
  - Responsible: Department of educational and analytical work, Project department, Project financing sector, Expert cooperation sector, Legal department.
- **Objective 1.4:** Formation of a mutual support network/community.
  - Timeframe for completion: Quarter 1–4.
  - Responsible: Program department.

### Goal 2: Ensure that veterans receive the necessary crisis and legal assistance

- **Objective 2.1:** Support for the round-the-clock operation of the Crisis Support Hotline.
  - Timeframe for completion: Quarter 1–4.
  - Responsible: Program department, Department of educational and analytical work.
- **Objective 2.2:** Providing free legal advice to veterans.
  - Timeframe for completion: Quarter 1–4.
  - Responsible: Program department, Legal department.
- **Objective 2.3:** Information campaigns on the availability of legal advice and crisis assistance.
  - Timeframe for completion: Quarter 2, 4.
  - Responsible: Communications department.

### Goal 3: Create effective mechanisms to assist veterans in career guidance and employment

- **Objective 3.1:** Analysis of the existing career guidance and employment system.
  - Timeframe for completion: Quarter 1.
  - Responsible: Program department, Department of educational and analytical work.
- **Objective 3.2:** Development of a career guidance mechanism.
  - Timeframe for completion: Quarter 1.
  - Responsible: Program department, Department of educational and analytical work.
- **Objective 3.3:** Developing a list of educational programs and courses.
  - Timeframe for completion: Quarter 3.
  - Responsible: Program department, Department of educational and analytical work.
- **Objective 3.4:** Information campaign about educational opportunities.
  - Timeframe for completion: Quarter 3.
  - Responsible: Communications department.

#### **Goal 4: Create a positive image of veterans in society**

- **Objective 4.1:** Regular information campaigns on the role of veterans.
- Timeframe for completion: Quarter 1–4.
- Responsible: Communications department.
  
- **Objective 4.2:** Cooperation with the media and public organizations.
- Timeframe for completion: Quarter 1–4.
- Responsible: Communications department.

#### **Goal 5: Conducting an analysis of veterans' needs**

- **Objective 5.1:** Identification of research areas and development of a plan.
- Timeframe for completion: Quarter 1.
- Responsible: Department of educational and analytical work.
  
- **Objective 5.2:** Conducting sociological research.
- Timeframe for completion: Quarter 1–3.
- Responsible: Department of educational and analytical work.
  
- **Objective 5.3:** Analysis of the data obtained.
- Timeframe for completion: Quarter 1–4.
- Responsible: Department of educational and analytical work.
  
- **Objective 5.4:** Development of recommendations and strategies.
- Timeframe for completion: Quarter 1–4.
- Responsible: Department of educational and analytical work.

### **Operational objectives and implementation indicators**

#### **Strategic goal 1: Create favorable conditions for the development of veteran entrepreneurship**

- **Operational objective 1:** Conducting competitive programs to provide veterans with access to financial resources.
- **Operational objective 2:** Implementation of information campaigns about competitive programs.
- **Operational objective 3:** Organize consultations and workshops for veteran entrepreneurs.
- **Indicator of goal realization:** Number of competitions held, number of veterans who received financial support, coverage of information campaigns, number of workshops held.

#### **Strategic goal 2: Ensure that veterans receive the necessary crisis and legal assistance**

- **Operational objective 1:** Ensuring uninterrupted operation of the round-the-clock crisis support hotline.
- **Operational objective 2:** Providing veterans with free legal advice.
- **Operational objective 3:** Conducting information campaigns on the availability of legal advice.
- **Indicator of goal realization:** Number of calls to the Hotline, number of legal consultations provided, coverage of information campaigns.

#### **Strategic goal 3: Create effective mechanisms to assist veterans in career guidance and employment**

- **Operational objective 1:** Analysis of the existing career guidance and employment system.
- **Operational objective 2:** Development of a career guidance mechanism.
- **Operational objective 3:** Developing a list of educational programs and courses.
- **Indicator of goal realization:** Conducted analyses, developed mechanisms, number of educational programs and courses.

**Strategic goal 4: Create a positive image of veterans in society**

- **Operational objective 1:** Conduct regular information campaigns about the role of veterans..
- **Operational objective 2:** Establishing cooperation with the media and public organizations.
- **Indicator of goal realization:** Number of information campaigns conducted, number of partnerships with the media and public organizations.

**Strategic goal 5: Conducting an analysis of veterans' needs**

- **Operational objective 1:** Identification of key research areas and development of a detailed plan.
- **Operational objective 2:** Conducting sociological research.
- **Operational objective 3:** Systematization and analysis of the data obtained.
- **Indicator of goal realization:** Number of research areas identified, number of studies conducted, number of data analyzed.

## INSTRUMENTS FOR STRATEGY IMPLEMENTATION

**Strategic goal 1: Create favorable conditions for the development of veteran entrepreneurship**

- Instruments:
  - Development and implementation of competitive programs.
  - Information campaigns and PR activities.
  - Organization of workshops and trainings.
  - Creating a network of mutual support and communities.

**Strategic goal 2: Ensure that veterans receive the necessary crisis and legal assistance**

- Instruments:
  - Developing and maintaining a round-the-clock hotline.
  - Providing free legal advice.
  - Information campaigns on the availability of legal services and the hotline.

**Strategic goal 3: Create effective mechanisms to assist veterans in career guidance and employment**

- Instruments:
  - Analysis of existing career guidance systems.
  - Development of new career guidance mechanisms.
  - Development and promotion of educational programs.
  - Information campaigns on requalification opportunities.

**Strategic goal 4: Create a positive image of veterans in society**

- Instruments:
  - Regular PR campaigns and media activities.
  - Cooperation with the media and public organizations.
  - Organization of public events, initiatives and campaigns.

**Strategic goal 5: Conducting an analysis of veterans' needs**

- Instruments:
  - Conducting sociological research.
  - Analysis and systematization of the data obtained.
  - Development of methodological recommendations and strategies based on research.
  - Publication of reports and analytical materials.

## FINANCING OF THE STRATEGY

The tasks under the Strategy are financed from the state budget, as well as from additional extra-budgetary funds, charitable contributions, voluntary contributions from governments, agencies and institutions of foreign countries, international financial and other organizations, including in the form of targeted grants and co-financing programs.

The requirements for financing the Foundation's activities were approved by the Resolution of the Cabinet of Ministers of Ukraine No. 256 "On Approval of the Procedure for the Use of Funds Provided for in the State Budget for the Functioning of the "Ukrainian Veterans Foundation"" dated March 11, 2022.

## МОНІТОРИНГ ТА ОЦІНКА

### Monitoring the effectiveness of competitive programs

- Indicators:
  - Number of applications submitted for competitive programs (target: over 400).
  - Number of applications processed by experts (target: over 150).
  - Percentage of winners among the submitted applications (target: up to 30%).

### Monitoring of online trainings

- Indicators:
  - Viewership statistics (target: 300 or more per workshop).
  - Number of people registered for workshops (target: 100 people or more).

### Monitoring of information coverage

- Indicators:
  - Weekly monitoring of mentions of the Foundation's activities.
  - Coverage (target: over 50 thousand per week, over 15 million per quarter).
  - Number of mentions in the media (target: over 4 thousand).

### Monitoring of support for veteran entrepreneurship

- Indicators:
  - Number of people in the community (target: up to 300 people per year).
  - Involvement of contest winners in educational opportunities (target: 60%).

### Monitoring of the Crisis Support Hotline

- Indicators:
  - Increase in the number of callers (target: 10 thousand per year).
  - Level of service satisfaction (target: at least 85%).

### Monitoring of legal consultations

- Indicators:
  - Number of applications for legal assistance (target: over 2000 per year).

### **Monitoring of the labor rights protection project**

- Indicators:
  - Number of printed manuals distributed (target: at least 10 thousand copies).
  - Coverage of the electronic version of the manual (target: more than 5 thousand).

### **Monitoring the results of analytical research**

- Indicators:
  - Number of references to the reports (target: over 3 thousand references).
  - Compliance of the research methods with the set goals.

### **Monitoring the results of educational programs**

- Indicators:
  - Survey of graduates of educational programs.
  - Assessment of participation and engagement.



UKRAINIAN  
**VETERANS**  
FOUNDATION