

## **Strategy of the Ukrainian Veterans Foundation 2025**

### **INTRODUCTION**

**In 2025, the Ukrainian Veterans Foundation (hereinafter referred to as the UVF) is implementing a strategy for its activities within the framework of the overall Strategy of Veteran Policy until 2030. Implementing its main goals, the key spheres of the UVF's work will focus on restoring the well-being of war veterans, persons who have special merits to 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 fallen (deceased) Ukrainian defenders (hereinafter referred to as their family members), strengthen respect for them in society, identify the needs of the target audience in order to develop integrated solutions and explore opportunities to provide support.**

**Since veterans remain the mainstay of the country's defense experience, the UVF returns their contribution to the defense of Ukraine with added value. To this end, the UVF will develop solutions to strengthen the role of veterans in ensuring national security.**

**On the basis of the principle of “nothing for veterans without veterans”, in 2025 the UVF team will implement programs with a focus on human capital restoration. Our goal is to turn the challenges faced by veterans into opportunities for their development and successful integration into society.**

**UVF's strategic projects for 2025 encompass various areas aimed at supporting veteran businesses, employment opportunities, educational projects, and information support. UVF strives to make veterans and their family members feel understood by society and have access to the necessary resources to fully return to life after military service.**

### **GENERAL PROVISIONS**

**The UVF is a state institution administrated 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 UVF is a legal entity, has an independent balance sheet, Treasury and bank accounts, a seal, stamps, and letterhead. The UVF is a non-profit institution.**

**In its activities, the UVF 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 UVF – 02.02.2022.**

## **AREAS OF ACTIVITIES**

**1. Providing budget grants to veterans and their family members for the implementation of projects selected through a competitive process, aimed at:**

**reintegration of veterans and their family members into active social life, ensuring the preservation and recovery of their physical and mental health;**

**support for veterans' entrepreneurial activity 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 their family members, primarily 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, special-purpose state 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 family members, particularly those who were evacuated, into new residences in Ukraine;**

**3. Participation in the implementation of state policy and measures provided for by national programs within the framework of relevant budget allocations, in particular with regard to:**

**provision of appropriate rights and guarantees for veterans and their family members;**

**reintegration of veterans into active social life, ensuring the preservation and recovery of their physical and mental health;**

**increase the professional and educational level of veterans;**

**support for veterans' entrepreneurship and assisting in their employment;**

**honoring the memory of the fallen Defenders of Ukraine and respectful treatment of their family members;**

**involving veterans in the formation of Ukrainian civic identity;**

**supporting veterans during their transition from military service to civilian life and conducting individual measures to support persons who defended the independence, sovereignty and territorial integrity of Ukraine;**

**4. Expert selection, monitoring and control of the project implementation process;**

**5. Stimulating the development of innovative projects by veterans and promoting their digital development;**

**6. Support 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 implement the purpose, main tasks and goals of the UVF.**

## **TARGET GROUPS**

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

**Military personnel: Who learn about opportunities and support after completing their service.**

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

**Partners:**

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

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

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

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

**Civil society institutions: See UVF as a reliable partner in implementing veterans' support.**

## **MISSION, VISION**

### **Vision:**

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

### **Our mission is to be:**

**Aggregator of veterans' reintegration opportunities: the serves as a central hub, gathering and providing veterans with information on all available opportunities for reintegration into society.**

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

**Lawyer for the interests of Ukrainian veterans: the UVF actively advocates for the rights and interests of veterans, representing them before state institutions, organizations, and society.**

**Promoter of the veteran brand: the UVF works to form and maintain a positive image of veterans, emphasizing their contribution to society and promoting their social integration.**

## **STRATEGIC GOALS**

**For 2025, the Ukrainian Veterans Foundation sets the following main goals and objectives:**

**Goal 1. Development of veteran entrepreneurship.**

**Objective 1.1. Conducting the competitive programs and providing grants for the development of veterans' own business and economic independence of veterans and their family members.**

**Objective 1.2. Mentoring support for veteran entrepreneurs.**

**Objective 1.3. Providing consulting opportunities for veteran entrepreneurs.**

**Objective 1.4. Developing a community of veteran entrepreneurs.**

**Objective 1.5. Conducting business forums of VARTO.**

**Goal 2. Providing veterans with the necessary crisis and legal support**

**Objective 2.1. Ensuring the uninterrupted operation of a 24/7 crisis support hotline.**

**Objective 2.2. Introducing offline support groups in the regions.**

**Objective 2.3. Providing veterans with free legal advice.**

**Objective 2.4. Expanding the list of issues of the hotline.**

**Goal 3. Creation of opportunities in career guidance and employment**

**Objective 3.1. Launch of a comprehensive platform with opportunities for training, retraining, advanced training and employment.**

**Objective 3.2. Development of adaptation methods for veterans' employment and their implementation through HR specialists.**

**Objective 3.3. Development and aggregation of educational programs and courses for the development of competencies for employment, in particular through grant programs of the UVF.**

**Objective 3.4. Adaptation of military competencies of veterans to labor market demands.**

**Goal 4. Creation of a positive image of veterans in society and promoting their social integration**

**Objective 4.1. Conducting regular information campaigns about the role of veterans in society.**

**Objective 4.2. Cooperation with the media, public organizations and unions to positively portray the image of veterans.**

**Objective 4.3. Implementing a communication strategy through activities to enhance respect for veterans.**

**Goal 5. Conducting complex research on the needs of veterans to the return to civilian life**

**Objective 5.1. Prioritizing research areas in accordance with the strategy of the UVF.**

**Objective 5.2. Systematic research and analysis of the needs and problems of veterans.**

**Objective 5.3. Systematization and formation of data for veteran policy adjustments.**

## **OPERATIONAL PLAN**

**Strategic goals, departments responsible for implementation and its timeframe**

**Goal 1: Ensuring the development of veteran entrepreneurship**

- **Objective 1.1. Conducting competitive programs and providing grants for the development of veterans' own business and economic independence of veterans and their family members**

- **Timeframe: Quarter 1 - 4.**

- **Responsible: Project Department, Project finance department, Expert Work Sector.**

- **Objective 1.2. Mentoring support for veteran entrepreneurs**

- **Timeframe: Quarter 2 - 4.**

- **Responsible: Program Department, Project Department.**

- **Objective 1.3: Providing consulting opportunities for veteran entrepreneurs**

- **Timeframe: Quarter 2 - 4.**

- **Responsible: Program Department**

- **Objective 1.4: Developing a community of veteran entrepreneurs**

- **Timeframe: Quarter 1 - 4.**

- **Responsible: Program Department, Communications Department, Project Department, Legal Department.**

- **Objective 1.5: Conducting VARTO business forums**
- **Timeframe: Quarter 2, 3.**
- **Responsible: Project Department, Program Department, Communications Department**

**Goal 2: Providing veterans with the necessary crisis and legal support**

- **Objective 2.1: Maintaining the uninterrupted operation of a 24/7 crisis support hotline.**
- **Timeframe: Quarter 1 - 4.**
- **Responsible: Program Department, Communications Department**
- **Objective 2.2: Introducing offline support groups in the regions**
- **Timeframe: Quarter 3-4.**
- **Responsible: Program Department, Legal Department.**
- **Objective 2.3: Providing veterans with free legal advice**
- **Timeframe: Quarter 1-4.**
- **Responsible: Program Department, Communications Department.**
- **Objective 2.4: Expanding the list of Hotline issues**
- **Timeframe: Quarter 2-4.**
- **Responsible: Program Department, Legal Department, Communications Department**

**Goal 3: Creating opportunities in career guidance and employment**

- **Objective 3.1: Launching a comprehensive platform with opportunities for training, retraining, advanced training and employment**
- **Timeframe: Quarter 1.**
- **Responsible: Program Department, Analytical-Educational department, Department of Communications**

- **Objective 3.2: Developing adaptation methods for veterans' employment and implementing them through HR specialists**

- **Deadline: Quarter 1-2**

- **Responsible: Program Department, Analytical-Educational department.**

- **Objective 3.3: Development and aggregation of educational programs and courses to enhance employment competencies, in particular through grant programs of the UVF**

- **Timeframe: Quarter 1-4.**

- **Responsible: Program Department, Analytical-Educational department, Project Department**

- **Objective 3.4: Adaptation of military competencies of veterans to labor market demands**

- **Timeframe: Quarter 1-2.**

- **Responsible: Program Department, Analytical-Educational department**

**Goal 4: Forming a positive image of veterans in society and promoting their social integration**

- **Objective 4.1: Conducting regular information campaigns about the role of veterans in society**

- **Timeframe: Quarter 1 - 4.**

- **Responsible: Communications Department.**

- **Objective 4.2: Cooperating with the media, public organizations and unions to positively cover the image of veterans**

- **Timeframe: Quarter 1 - 4.**

- **Responsible: Communications Department.**

- **Objective 4.3: Implementing a communication strategy through activities for enhancing respect for veterans**

- **Timeframe: Quarter 2-4.**

- **Responsible: Communications Department, Program Department**



**Goal 5: Conducting comprehensive research on the needs of veterans on the path to returning to civilian life**

- **Objective 5.1: Prioritizing research areas in accordance with the UVF strategy**
- **Timeframe: Quarter 1.**
- **Responsible: Analytical-Educational department.**
- **Objective 5.2: Systematic research and analysis of veterans' needs and problems**
- **Timeframe: Quarter 1-4.**
- **Responsible: Analytical-Educational department.**
- **Objective 5.3: Systematization and formation of data for adjusting veteran policy**
- **Timeframe: Quarter 2-4.**
- **Responsible: Analytical-Educational department.**

**OPERATIONAL OBJECTIVES AND INDICATORS OF IMPLEMENTATION**

**Strategic goal 1: ensuring the development of veteran entrepreneurship**

- **Operational objective 1:** conducting competitive selection to provide veterans with access to financial resources and independence.
- **Operational objective 2:** providing businesses of veterans and their family members with mentoring support on running business.
- **Operational objective 3:** creating a community of veteran entrepreneurs who won the competitive selections, with legal and informational support for them.
- **Operational objective 4:** strengthening veteran businesses in the market of goods and services.
- **Indicators of implementation:** the number of conducted competitive selections, the registered community of veteran entrepreneurs, strengthening the visibility of goods and services of veteran entrepreneurship through association under the trademark.

**Strategic goal 2: providing veterans with necessary crisis support and legal advice**

- **Operational objective 1:** ensuring the smooth operation of the 24/7 Crisis Support Hotline.
- **Operational objective 2:** providing veterans with free legal advice.
- **Operational objective 3:** starting offline psychological support groups in regions.

- **Indicators of implementation:** number of calls to the Hotline, number of provided legal advice, development of the psychological support groups in regions, expansion of the capacities of the Hotline.

**Strategic goal 3: creating opportunities for career guidance and employment**

- **Operational objective 1:** analysis of the existing system of career guidance and employment.

- **Operational objective 2:** launch of the employment platform for veterans and employers.

- **Operational objective 3:** collection on the platform of educational programs and courses.

- **Indicator of implementation:** conducted analysis, number of registered on the platform veterans and employers, number of educational programs, number of registered course participants, and number of employed veterans.

**Strategic goal 4: forming a positive image of veterans in society and promoting their social integration**

- **Operational objective 1:** running regular informational campaigns on the role of veterans in society.

- **Operational objective 2:** implementation of measures and activities aimed at social integration of veterans.

- **Indicator of implementation:** quantitative coverage of information campaigns, feedback on campaigns and activities from veterans and civilians for further analysis.

**Strategic goal 5: conducting comprehensive research on the needs of veterans on their way back to civilian life**

- **Operational objective 1:** determining key directions of research and prioritizing them.

- **Operational objective 2:** conducting sociological research.

- **Operational objective 3:** systemizing and analyzing obtained data.

- **Indicator of implementation:** The number of conducted researches, conclusions from data analysis, participants in sociological research, focus groups, in-depth interviews, and available analytical reports.

## **STRATEGY IMPLEMENTATION INSTRUMENTS**

**Strategic goal 1: ensuring the development of veteran entrepreneurship**

- Start and implementation of competitive programs.

- Mentoring meetings, lectures, and trainings to support the business of veterans and their families.

- Legal registration of the community of veteran entrepreneurs.

- Informational campaigns and PR activities.

- Forums and networking for experience exchange between veteran entrepreneurs.

**Strategic goal 2: providing veterans with necessary crisis support and legal advice**

- Development and support 24/7 operation of the Hotline.
- Providing free legal advice.
- Informational campaigns on the availability of legal advice and the Hotline.

**Strategic goal 3: creating opportunities for career guidance and employment**

- Platform for interaction between veterans and employers.
- Online courses for advanced training and adaptation during employment.
- Module of adaptation of military competencies to civilian professions.
- Informational campaigns on retraining opportunities.

**Strategic goal 4: forming a positive image of veterans in society and promoting their social integration**

- Regular PR campaigns and media activities.
- Cooperation with media and NGOs.
- Organization of public events, initiatives and campaigns.

**Strategic goal 5: conducting comprehensive research on the needs of veterans on their way back to civilian life**

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

**STRATEGY FINANCING**

Financing of the goals within the Strategy is carried out at the expense of the state budget expenditures, 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, co-financing programs.

The requirements for financing of the UVF activities are determined by the relevant procedures for the use of budget funds approved by the Cabinet of Ministers of Ukraine.

**MONITORING AND EVALUATION**

**Monitoring the effectiveness of veteran business support**

Indicators:

- Number of applications for competitive programs (objective: more than 500).
- The percentage of winners among applications (objective: up to 30%).

- Number of employees at veteran enterprises, supported through grants provision (objective: not least than 200 persons).
- Increase in orders of services and goods from veteran enterprises based on the results of projects.
- Number of successfully implemented projects.

### **Monitoring the Crisis Support Hotline**

Indicators:

- Increased number of callers (objective: by 20 000 per year).
- Service satisfaction level (objective: not least than 85%).

### **Monitoring legal advice**

Indicators:

- Number of requests for legal advice (objective: more than 3 000 per year).
- Number of repeat requests.

### **Monitoring employment platform**

Indicators:

- Number of registered users on the platform (objective: more than 500 persons).
- The percentage of successful interaction between veterans and employers (objective: not least than 5 job offers per month).
- The percentage of positive feedback from veterans about the functionality of the platform (objective: not least than 80%),

### **Monitoring results of educational classes**

Indicators:

- Surveying graduates of educational programs.
- Evaluating participation and involvement.

### **Monitoring informational campaigns**

Indicators:

- Weekly monitoring of mentions on the UVF activities.
- Coverage (objective: more than 50 000 per week, more than 15 000 000 per quarter).
- Number of mentions in media (objective: more than 4 000).

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

Indicators:

- Reference count of research (objective: more than 1 000 mentions).
- Compliance of research methods with the set goals.