



Strategic Plan

2026–2029

Advancing Ukraine's Security, Resilience, and Long-Term Future Through Trusted Partnerships and Strategic Support



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Executive Summary

The Ukrainian Freedom Fund (UFF) is a U.S.-based nonprofit organization dedicated to supporting a free, democratic and independent Ukraine. Since its founding in 2014, UFF has supported a wide range of initiatives designed to strengthen Ukraine's long-term security, resilience, and ability to meet evolving challenges through strategic partnerships, leadership development, targeted support efforts, and responsible stewardship of donor resources.

Over time, UFF has evolved from a primarily humanitarian and assistance-focused organization into a broader platform supporting leadership development, organizational effectiveness, strategic partnerships, adaptive support initiatives, and other efforts designed to strengthen Ukraine's long-term security and resilience. Through trusted relationships, sustained engagement, and close collaboration with Ukrainian and international partners, UFF seeks to identify opportunities where relatively focused investments can produce meaningful and lasting impact.

Several characteristics distinguish UFF from many other organizations operating in the Ukraine support space. These include:



integrated Ukrainian and Allied military expertise



trusted relationships and access across multiple sectors



persistent engagement inside Ukraine



a commitment to transparency, accountability, and responsible stewardship

Together, these strengths enable UFF to understand evolving requirements, connect resources with needs, and support initiatives aligned with both immediate and long-term priorities.



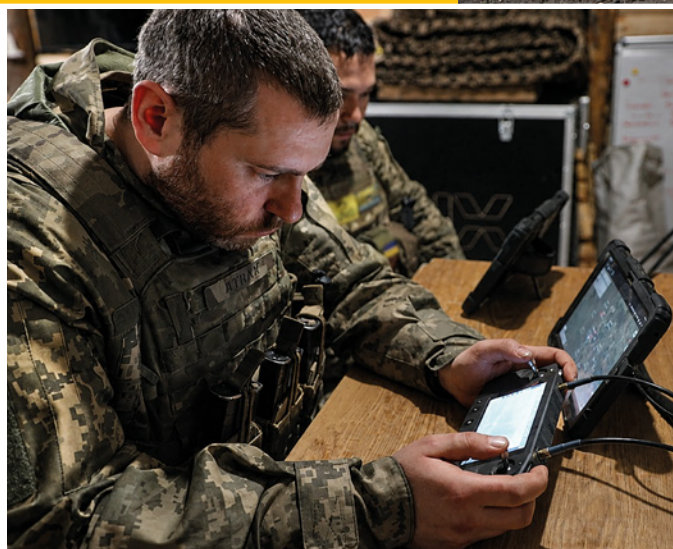
More than a decade of continuous engagement has enabled UFF to build the trust, insight, and partnerships necessary to support both Ukraine's immediate needs and its long-term future. In the process, it has developed a depth of understanding and access few organizations can match.

The plan is organized around four Strategic Priorities representing the areas where UFF seeks to create the greatest impact, supported by a set of Organizational Foundations that define the organization's enduring commitments, operating principles, and approach to stewardship.

UFF believes that strategically focused investments in leadership capacity, organizational effectiveness, trusted partnerships, adaptive technologies, and long-term resilience can produce disproportionate impacts in preserving lives, strengthening institutions, and supporting Ukraine's future.

This Strategic Plan provides a framework for aligning resources, partnerships, and organizational efforts in support of those objectives while maintaining the flexibility necessary to adapt to changing circumstances and emerging opportunities.

As Ukraine's needs continue to evolve, UFF remains committed to supporting the Ukrainian people through trusted partnerships, responsible stewardship, and initiatives that contribute to the country's long-term security, resilience, and future success.



Organizational Background and Evolution

The Ukrainian Freedom Fund (UFF) was established in 2014 following Russia's initial invasion of Ukraine and the illegal annexation of Crimea. Created to support Ukraine during a period of growing instability and conflict, the organization initially focused primarily on:

 non-lethal assistance	 humanitarian assistance
 direct support initiatives	 efforts designed to address urgent needs generated by Russia's aggression

Following Russia's full-scale invasion in February 2022, UFF significantly expanded its activities and engagement in response to rapidly evolving conditions inside Ukraine. The organization supported a broad range of security, humanitarian and resilience-focused initiatives designed to address urgent needs while working alongside Ukrainian partners, volunteers, local communities, and international supporters.

Through sustained engagement and practical support efforts, UFF developed a reputation for responsiveness, reliability, and a willingness to assist wherever it could provide meaningful value.

Through these efforts, UFF developed enduring relationships with Ukrainian military professionals, government stakeholders, volunteers, local communities, and international partners working to support Ukraine's defense and survival. These relationships provided valuable insight into evolving challenges and opportunities while establishing connections that continue to shape the organization's work today.

As the war continued, UFF's relationships, credibility, and understanding of Ukraine's evolving needs created opportunities to contribute in even more impactful ways. The organization increasingly supported initiatives focused on strengthening leadership, improving organizational performance, expanding strategic engagement, and helping Ukrainian institutions adapt to evolving challenges and opportunities. These efforts reinforced the belief that focused investments in leadership, decision-making, and organizational effectiveness can produce outsized benefits by strengthening institutions, improving performance, and helping preserve lives.



Today, UFF has evolved into a trusted, highly respected organization with a proven track record of supporting initiatives that directly contribute to Ukraine's security, resilience, and future success. Through years of sustained engagement, demonstrated results, and established relationships, the organization has helped support thousands of Ukrainian personnel and volunteers while contributing to outcomes that strengthen institutions, improve decision-making, enhance capabilities, and reinforce Ukraine's long-term security and resilience.

Increasingly, Ukrainian leaders, institutions, and partners look to UFF as a valued collaborator capable of connecting expertise, resources, and practical solutions to some of the country's most pressing challenges.

This ability to bring together relationships, expertise, and practical action has positioned the organization to make meaningful contributions across multiple areas of strategic importance.

This Strategic Plan reflects both the organization's evolution and its continued commitment to identifying areas where focused effort, strategic partnerships, and responsible stewardship can produce meaningful and lasting impact for Ukraine and its people.



Strategic Environment

The environment surrounding Ukraine continues to evolve rapidly and remains characterized by prolonged conflict, rapid adaptation, technological advancements, contested information environments, and significant human and economic costs. While immediate security challenges remain significant, Ukraine must also address longer-term requirements associated with institutional resilience, leadership capacity, organizational effectiveness, technological innovation, and eventual recovery. Success will depend not only on the ability to respond to current challenges, but also on the ability to anticipate and adapt to future ones.

Modern conflict increasingly demonstrates that technology alone is insufficient to achieve lasting success. Advances in technology continue to drive corresponding changes in tactics, techniques, procedures, planning processes, organizational structures, doctrine and leadership approaches. Organizations which adapt quickly, learn from experience, make effective decisions, and successfully integrate new ideas and capabilities often gain significant advantages over those that cannot.

Even relatively small improvements in leadership, organizational performance, communications, survivability, and technology integration can produce outsized benefits by preserving lives, improving effectiveness, and maximizing the impact of limited resources.

Trends Shaping the Future

Recent reporting highlights the rapid expansion of Ukraine's uncrewed systems sector and the accelerating pace of military innovation. As emerging technologies continue to reshape the battlefield, organizations must evolve their doctrine, organizational effectiveness, and leadership practices to fully capitalize on these new capabilities. The conflict reinforces a broader lesson that enduring advantage comes not from technology alone, but from an organization's ability to adapt, integrate, and employ it effectively.



Through trusted relationships, deep institutional expertise, and more than a decade of engagement in Ukraine, UFF is uniquely positioned to help connect emerging requirements with the expertise, partnerships, and innovative solutions needed to accelerate that transformation.



At the same time, the international support environment surrounding Ukraine continues to evolve. Donors, nonprofit organizations, governments, industry partners, and private citizens increasingly seek measurable impact, transparency, responsible stewardship, and clear alignment between resources invested and outcomes achieved. Organizations operating in this environment must balance agility and responsiveness with accountability, compliance, strategic focus, and long-term sustainability.

These conditions also create opportunities for organizations capable of connecting expertise, relationships, resources, and practical experience in support of evolving Ukrainian requirements. Sustained engagement, strong professional networks, and a deep understanding of local conditions can help identify emerging needs, facilitate collaboration, and support initiatives capable of generating meaningful and lasting impact. Organizations that combine these characteristics with credibility, sustained engagement, and a demonstrated record of results are often best positioned to translate resources into measurable outcomes. UFF's experience and strategic approach are grounded in this understanding.

UFF recognizes that Ukraine's requirements will continue to evolve over time. While current requirements remain heavily influenced by ongoing conflict, future needs will increasingly include:

	Resilience
	Institutional development
	Modernization
	Recovery
	Sustained international engagement

Accordingly, UFF seeks to maintain a strategic framework that remains flexible, adaptive, and responsive to both current realities and future opportunities to support Ukraine and its people.



Mission, Vision, and Core Values



Mission

The Ukrainian Freedom Fund supports a free, independent, and democratic Ukraine through strategic partnerships, leadership development, adaptive support initiatives, operational assistance, and responsible stewardship of donor resources in support of Ukraine's defense, resilience, and long-term security in a politically democratic government.



Vision

UFF envisions a Ukraine that is secure, sovereign, and capable of meeting future challenges through effective institutions, capable leaders, strong international partnerships, and a continued commitment to freedom and self-determination. While the challenges facing Ukraine will continue to evolve, the organization believes lasting success depends not only on addressing immediate needs, but also on fostering the capacity, adaptability, and relationships necessary to support long-term stability and national renewal.

UFF contributes to this vision by connecting expertise, partnerships, resources, and practical experience to initiatives capable of producing measurable and enduring results. Through sustained engagement, responsible stewardship, and a commitment to excellence, the organization seeks to help create conditions that enable Ukraine and its people to thrive both during and beyond the current conflict.





Core Values



Transparency and Accountability

UFF recognizes that donor confidence depends upon responsible stewardship of resources, measurable impact, and transparent communication regarding organizational activities and support efforts. The organization is committed to maintaining strong oversight, compliance, reporting, and accountability practices that ensure resources are managed responsibly and effectively.



Integrity and Ethical Conduct

UFF is committed to maintaining the highest standards of ethical conduct, honesty, integrity, and legal compliance across all organizational activities, partnerships, and support efforts. The organization recognizes that credibility and trust are essential to sustaining long-term support for Ukraine and its people.



Professionalism and Expertise

UFF seeks to ensure that its initiatives are informed by practical experience, professional expertise, strong partnerships, and continuous assessment of effectiveness and impact. The organization values disciplined execution, adaptability, and practical problem-solving in support of Ukraine's evolving needs.



Partnership and Mutual Respect

UFF values enduring relationships with Ukrainian personnel, communities, institutions, volunteers, donors, and international partners. The organization is committed to working collaboratively, respectfully, and responsibly in pursuit of shared objectives and long-term success.



Adaptability and Continuous Learning

UFF recognizes that the environment surrounding Ukraine continues to evolve rapidly. The organization is committed to remaining adaptive, incorporating lessons learned, evaluating the effectiveness of its efforts, and adjusting organizational priorities as conditions and requirements evolve.



Stewardship and Service

UFF believes that supporting Ukraine carries both a moral responsibility and a commitment to service. The organization seeks to ensure that donor resources are managed responsibly, applied thoughtfully, and aligned with initiatives capable of producing meaningful and lasting benefit for Ukraine and its people.

What Distinguishes UFF?

The Ukrainian Freedom Fund operates in an environment where understanding local conditions, identifying evolving requirements, and building effective partnerships often determine whether initiatives will yield meaningful results. Over more than a decade of involvement in Ukraine, UFF has developed a combination of experience, professional networks, and institutional knowledge that provides a depth of understanding and access few other organizations possess. These strengths remain central to the organization's effectiveness and ability to support meaningful outcomes.



Although UFF is a U.S.-based nonprofit organization, most of its work is conducted through personnel, partnerships, and longstanding relationships inside Ukraine. Many members of the organization are dedicated Ukrainian professionals who live and work within the communities UFF supports, bringing firsthand knowledge of local conditions, challenges, and opportunities. This enduring presence provides UFF with a level of awareness and responsiveness that helps ensure initiatives remain aligned with changing realities while maintaining close ties to the people, institutions, and communities the organization exists to support.



Through years of sustained involvement, UFF has developed strong professional relationships with government stakeholders, national institutions, volunteers, local communities, and international partners. These connections have been built through collaboration, shared challenges, and demonstrated commitment rather than transactional interaction. As a result, UFF benefits from a level of access and situational awareness that enables it to identify developing requirements, understand institutional challenges, and respond rapidly to evolving needs. This combination of connectivity, insight, and responsiveness has become one of the organization's greatest strengths and has helped ensure support remains aligned with real-world priorities and conditions.

Central to UFF's effectiveness is the integration of experienced Ukrainian and Allied professionals whose expertise, perspective, and practical experience have been shaped through years of leadership, service, and direct engagement with complex organizational and institutional challenges. Over time, UFF has developed enduring professional relationships with the most senior levels of the Armed Forces of Ukraine while also maintaining engagement with nearly every operational unit and thousands of personnel across the force. This experience has provided the organization with a unique understanding of the leadership challenges, organizational requirements, and institutional realities facing Ukraine's military. Combined with access to experienced advisors and subject matter experts, this accumulated insight enables UFF to identify opportunities where focused support can:



Underlying these efforts is a commitment to transparency, accountability, and responsible stewardship. UFF recognizes that trust must be earned through performance, honesty, and responsible management of donor resources. The organization remains committed to ensuring that its efforts are informed by validated requirements, credible assessments, measurable outcomes, and continuous evaluation. This commitment to accountability is reflected in the organization's longstanding record of responsible stewardship and adherence to recognized nonprofit transparency and accountability standards.

Together, these characteristics have enabled UFF to build a reputation for responsiveness, credibility, and results while aligning people, expertise, resources, and opportunities in support of Ukraine's long-term security, resilience, and future success. They also provide the foundation for the strategic priorities and organizational approach outlined in the sections that follow



Strategic Priorities

The Ukrainian Freedom Fund's Strategic Priorities reflect the areas where the organization believes its experience, relationships, expertise, and access can generate the greatest long-term value for Ukraine and its people. These priorities are informed by years of engagement inside Ukraine, close collaboration with Ukrainian stakeholders and partners, and an ongoing assessment of evolving requirements and opportunities.

The Strategic Priorities identify the primary mission-focused areas where UFF seeks to contribute to Ukraine's long-term security, resilience, and future success. Together, they reflect the organization's belief that meaningful impact is achieved through strong leadership, responsive support, effective partnerships, and a commitment to continuous adaptation and improvement.

These priorities are supported by the Organizational Foundations outlined in the following section, which provide the capabilities, systems, and practices necessary to sustain long-term mission effectiveness.



Strategic Priority 1:

**Strengthen Leadership
and Organizational Effectiveness**



Strategic Priority 2:

**Address Critical Needs
and Emerging Requirements**



Strategic Priority 3:

Build Strategic Partnerships



Strategic Priority 4:

**Advance Adaptation
and Innovation**

1

Strategic Priority 1: Strengthen Leadership and Organizational Effectiveness

UFF believes that leadership remains one of the most important factors influencing organizational performance, adaptability, resilience, and long-term success. Throughout history, the quality of leadership has often determined whether organizations effectively respond to challenges, capitalize on opportunities, and achieve their objectives. Modern conflict continues to reinforce this reality. While technology, equipment, and resources remain important, the ability of leaders to make sound decisions, develop effective teams, adapt to changing conditions, and translate intent into action often determines success.

Effective leadership extends beyond individual performance. Strong leaders build effective organizations, develop future leaders, foster initiative, and create environments where learning and adaptation can occur at every level. Over time, these qualities strengthen organizational effectiveness, improve decision-making, increase resilience, and reduce dependence on any single individual. Organizations that invest in leadership are often better positioned to respond to uncertainty, overcome adversity, and sustain performance under challenging conditions.

For more than a decade, UFF has worked alongside Ukrainian military leaders, operational units, and national institutions while helping connect Ukrainian personnel with experienced Ukrainian and Allied professionals who bring decades of leadership experience across military, governmental, and organizational environments. Through sustained engagement, advisory support, professional exchanges, and leadership-focused initiatives, UFF has sought to strengthen leadership effectiveness and organizational performance across a broad range of Ukrainian organizations and institutions.

Strengthening leadership is one of the most effective ways to create lasting and scalable impact. Improvements in leadership generate benefits that extend far beyond individual leaders, influencing organizational culture, decision-making, adaptability, effectiveness, and the development of future generations of leaders. For this reason, initiatives that demonstrably strengthen leadership and organizational effectiveness in measurable ways will remain a central component of UFF's mission and long-term strategic focus.

Program Impact



Leadership in Action:

3,200+

Ukrainian military leaders have participated in UFF-supported initiatives since October 2023.

Commanders from participating organizations have reported meaningful improvements in leadership, coordination, and adaptability, with some units also reporting casualty reductions of approximately one-third following participation in UFF-supported leadership programs.

Leadership development creates lasting impact by strengthening institutions, improving decision-making, and building organizations capable of adapting to future challenges.



2

Strategic Priority 2: Address Critical Needs and Emerging Requirements

Ukraine continues to face a rapidly evolving environment characterized by:



Changing operational



Technological advancements



Humanitarian challenges



Emerging requirements across multiple sectors

While the specific nature of these requirements will continue to evolve over time, the need for timely, effective, and responsive support remains constant. UFF believes that meaningful impact is achieved by understanding real-world needs, identifying opportunities where focused support can make a difference, and responding in ways that produce measurable results.

Through years of direct engagement with Ukrainian military leaders, operational units, government stakeholders, national institutions, volunteers, and local communities, UFF has developed a level of access and situational awareness that helps the organization identify evolving requirements and emerging opportunities. These relationships provide valuable insight into validated needs while helping ensure support efforts remain aligned with real-world priorities rather than assumptions. This ability to connect resources with requirements has become one of the organization's defining strengths.

Since its founding, UFF has supported a broad range of initiatives designed to address urgent needs, strengthen resilience, and help Ukrainian personnel, organizations, and communities overcome complex challenges. These efforts have included the provision of critical non-lethal equipment, technologies, systems, material support, and other resources designed to improve effectiveness, strengthen resilience, and help preserve lives. The organization remains committed to ensuring support reaches intended recipients through trusted partners, established relationships, and responsible oversight.

UFF recognizes that no single category of support will remain sufficient as conditions evolve.

New technologies, changing operational realities, emerging threats, humanitarian considerations, and future development requirements will continue to shape Ukraine's needs.

Accordingly, the organization seeks to maintain the flexibility necessary to support initiatives capable of generating meaningful impact across a wide range of areas while remaining aligned with validated requirements and strategic priorities.

Regardless of the specific area of effort, UFF will continue to prioritize initiatives that address critical needs, respond to emerging requirements, provide meaningful value to Ukrainian partners, and contribute to Ukraine's long-term security, resilience, and future success.



3

Strategic Priority 3: Build Strategic Partnerships

UFF recognizes that meaningful and lasting impact is rarely achieved by a single organization acting alone. Many of Ukraine's most important challenges require collaboration among leaders, institutions, donors, volunteers, nonprofit organizations, industry partners, and experienced professionals capable of contributing expertise, resources, and support.

Strategic partnerships help:



Expand capabilities



Improve coordination

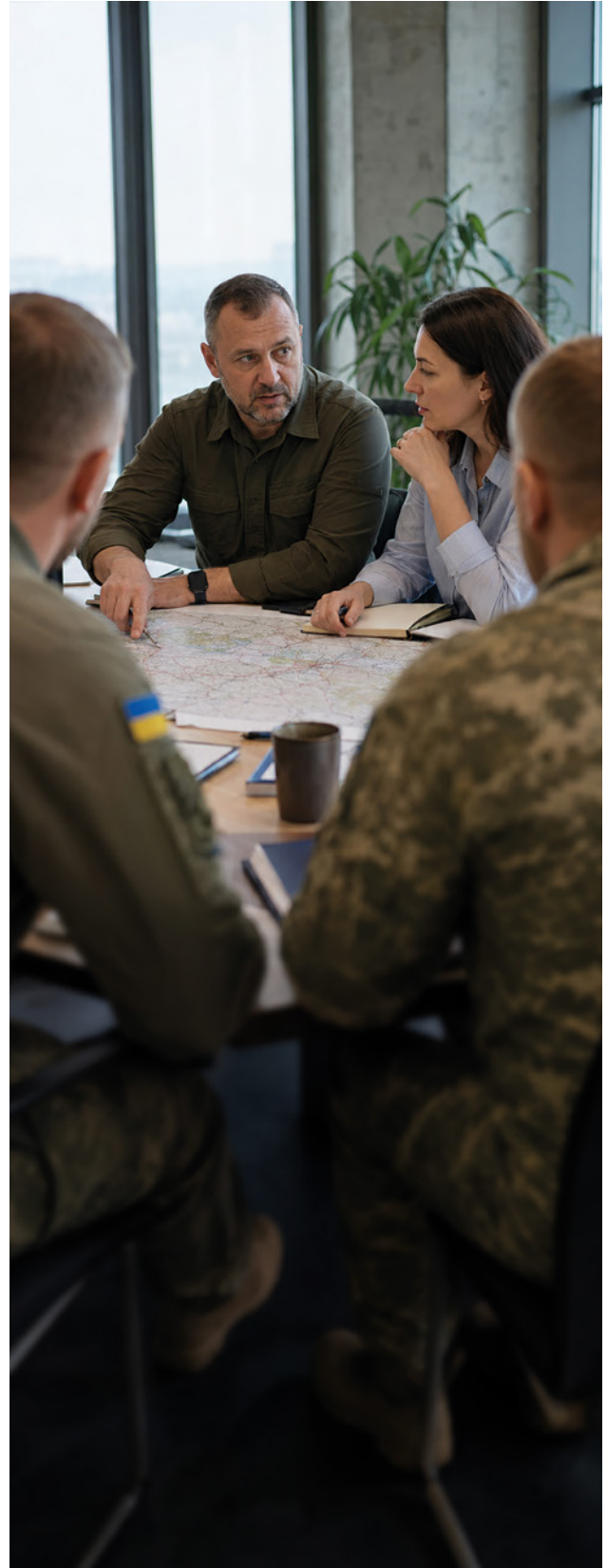


Accelerate problem-solving



Create opportunities that would otherwise be difficult to achieve

Over more than a decade of engagement in Ukraine, UFF has developed an extensive network of professional connections spanning Ukrainian military and government institutions, national organizations, international supporters, experienced advisors, private sector partners, volunteers, and donors. These relationships provide opportunities to connect expertise with requirements, resources with validated needs, and individuals with organizations capable of generating meaningful results. UFF's longstanding presence in Ukraine and extensive network of relationships often enable the organization to connect people and organizations that might not otherwise have opportunities to collaborate, creating solutions and opportunities that extend beyond the capabilities of any single stakeholder. UFF's ability to operate across these networks has become one of the organization's defining strengths.



The organization believes that partnerships are most effective when they are built upon trust, shared objectives, mutual respect, and a commitment to achieving measurable outcomes.

UFF will continue fostering relationships that strengthen support for Ukraine while creating opportunities for collaboration among individuals and organizations committed to Ukraine's long-term security, resilience, and future success. This includes efforts to expand engagement with donors, professional networks, nonprofit organizations, industry partners, and other stakeholders capable of contributing meaningful value to the organization's mission and strategic priorities.

UFF seeks to build durable partnerships that connect people, expertise, resources, and opportunities in support of Ukraine and its people. By serving as a trusted bridge between Ukrainian stakeholders and the broader community of supporters, the organization seeks to multiply the impact of individual contributions while strengthening the networks of support necessary to address current challenges and future opportunities.

A Growing Two-Way Partnership

Ukraine is increasingly becoming not only a recipient of international support, but also a source of valuable operational experience, innovation, and expertise. As governments, defense institutions, industry partners, and nonprofit organizations seek to better understand Ukraine's hard-earned lessons, opportunities for collaboration and the exchange of knowledge continue to expand. Increasingly, these relationships are becoming two-way partnerships, with Ukrainian expertise informing allied thinking while international partners contribute additional resources, technology, and experience. UFF's longstanding relationships across Ukraine, combined with its extensive network of U.S. and international partners, position the organization to help strengthen these connections, facilitate meaningful collaboration, and translate shared knowledge into practical solutions that produce lasting impact for Ukraine and its partners.

4

Strategic Priority 4: Advance Adaptation and Innovation

UFF recognizes that the ability to adapt is often one of the most important factors influencing long-term success. As technologies evolve, conditions change, and new challenges emerge, organizations must continually refine their approaches, processes, systems, and capabilities. The organizations that learn, adapt, and innovate most effectively are often best positioned to address uncertainty, capitalize on opportunities, and achieve lasting results.

Through more than a decade of engagement in Ukraine, UFF has developed a perspective informed by direct experience, sustained involvement, and close collaboration with Ukrainian leaders, operational units, government stakeholders, national institutions, volunteers, and international partners. These relationships provide insight into operational realities, successful practices, changing conditions, and areas where existing approaches may require adjustment. This accumulated experience provides insights that can help inform future initiatives, support adaptation, identify emerging opportunities, and contribute to improved organizational and institutional performance.





Adapting to Modern Warfare

The growing role of uncrewed systems reflects the rapid evolution of modern warfare. As the Ukrainian Ministry of Defence has emphasized, success increasingly depends not only on developing new technologies, but also on the ability of military organizations to rapidly adapt their leadership, doctrine, organizational effectiveness, and the integration of emerging capabilities. Through its longstanding relationships, institutional expertise, and sustained engagement, UFF is uniquely positioned to help accelerate that adaptation by connecting emerging requirements with practical leadership, organizational, and innovative solutions.

UFF is committed to leveraging these insights to support adaptation, innovation, and continuous improvement across the areas in which it operates. By identifying lessons, recognizing emerging developments, and understanding what is and is not producing desired results, the organization can help inform future initiatives, strengthen decision-making, improve organizational effectiveness, and support efforts designed to address evolving requirements.

The organization also recognizes that innovation extends beyond technology. Improvements in:

-  Leadership
-  Planning processes
-  Organizational structures
-  Partnerships
-  Institutional practices

can often produce meaningful benefits. Improvements in leadership, planning processes, organizational structures, training approaches, assessments, partnerships, and institutional practices can often produce meaningful benefits. UFF will therefore continue seeking opportunities to help accelerate adaptation and support initiatives that contribute to improved performance, greater effectiveness, and long-term resilience.

By leveraging experience to inform future action, UFF seeks to ensure that its efforts remain relevant, forward-looking, and aligned with Ukraine's evolving needs. This commitment to adaptation and innovation strengthens the organization's ability to identify opportunities, refine strategic priorities, and maximize long-term impact in support of Ukraine and its people.

Organizational Foundations

The mission-focused strategic priorities outlined in the previous section identify the primary areas where UFF seeks to generate meaningful impact in support of Ukraine and its people. Achieving these objectives requires a strong organizational foundation characterized by transparency, accountability, effective communications, sound governance, responsible stewardship, and sustainable organizational capacity.

The following Organizational Foundations support UFF's ability to execute its mission, maintain stakeholder confidence, adapt to changing conditions, and sustain long-term effectiveness. While distinct from the mission-focused strategic priorities, each foundation plays an essential role in ensuring that organizational efforts remain credible, responsible, and aligned with the organization's values and objectives.



Organizational Foundation 1:

**Transparency, Accountability,
and Ethical Stewardship**



Organizational Foundation 2:

**Communications and
External Engagement**



Organizational Foundation 3:

**Organizational Capacity
and Sustainability**



Organizational Foundation 4:

**Strategic Planning and
Performance Management**

1

Organizational Foundation 1: Transparency, Accountability, and Ethical Stewardship

UFF recognizes that trust is among the organization's most valuable assets. Donors, partners, volunteers, and stakeholders must have confidence that resources are managed responsibly, decisions are made ethically, and organizational activities are conducted with integrity and professionalism. Maintaining this trust requires a consistent commitment to transparency, accountability, and responsible stewardship.

The organization is committed to maintaining strong financial oversight, accurate reporting, legal and regulatory compliance, and clear communication regarding its activities and support efforts. UFF will continue strengthening policies, processes, and oversight mechanisms designed to ensure resources are managed responsibly and aligned with organizational priorities and stakeholder expectations.

UFF also recognizes that ethical conduct and professionalism must remain central to all organizational activities, partnerships, communications, and decision-making processes. Through responsible stewardship and a commitment to accountability, UFF seeks to maintain the credibility and trust necessary to sustain long-term support for its mission.



2

Organizational Foundation 2: Communications and External Engagement

Effective communication is essential to maintaining support for Ukraine, strengthening stakeholder confidence, and ensuring a clear understanding of UFF's mission, priorities, and impact.

The organization recognizes that donors, partners, volunteers, and supporters increasingly seek transparency, meaningful engagement, and evidence that resources are producing measurable results.

UFF will continue strengthening its communications, outreach, and engagement efforts to ensure organizational activities, accomplishments, and priorities are communicated accurately, consistently, and professionally. This includes efforts to improve organizational messaging, impact reporting, stakeholder engagement, and coordination across communications platforms and initiatives.

The organization also recognizes the importance of sharing relevant developments, communicating impact, and fostering informed dialogue among stakeholders committed to supporting Ukraine. Through effective communications and external engagement, UFF seeks to strengthen awareness, reinforce trust, and sustain long-term support for its mission and strategic priorities.

UFF recognizes that many of its Ukrainian government partners require that relationships and activities sometimes not be openly advertised due to their military nature and a common sense application of operational security. In these instances, UFF safeguards partner information as suits the situation.



3

Organizational Foundation 3: Organizational Capacity and Sustainability

Long-term mission success requires more than effective programs and initiatives. It also requires the organizational capacity, systems, personnel, processes, and resources necessary to sustain operations and support continued growth over time.

UFF is committed to strengthening the organizational structure, internal coordination mechanisms, planning processes, information management systems, and operational capabilities necessary to support long-term effectiveness. The organization recognizes that continued success depends upon disciplined management, responsible governance, effective resource allocation, and scalable systems capable of adapting to evolving requirements.

By investing in organizational capacity and sustainability, UFF seeks to ensure that it remains capable of supporting its mission, responding to new opportunities, and maintaining effectiveness in a dynamic and rapidly changing environment.

4

Organizational Foundation 4: Strategic Planning and Performance Management

Effective organizations must continuously evaluate their efforts, measure results, and ensure resources remain aligned with strategic objectives.

UFF recognizes that long-term success depends upon disciplined planning, informed decision-making, and the ability to assess whether organizational activities are producing meaningful outcomes.

The organization is committed to maintaining planning, assessment, and performance management processes that support effective execution of its mission and strategic priorities. This includes establishing clear objectives, evaluating progress, measuring organizational effectiveness, and using available information to inform future decisions and resource allocation.

UFF will continue refining its planning processes, performance measures, and assessment mechanisms to ensure organizational efforts remain focused, responsive, and aligned with evolving requirements. These processes support informed decision-making, help identify opportunities for improvement, and contribute to the effective use of donor resources and organizational capabilities.

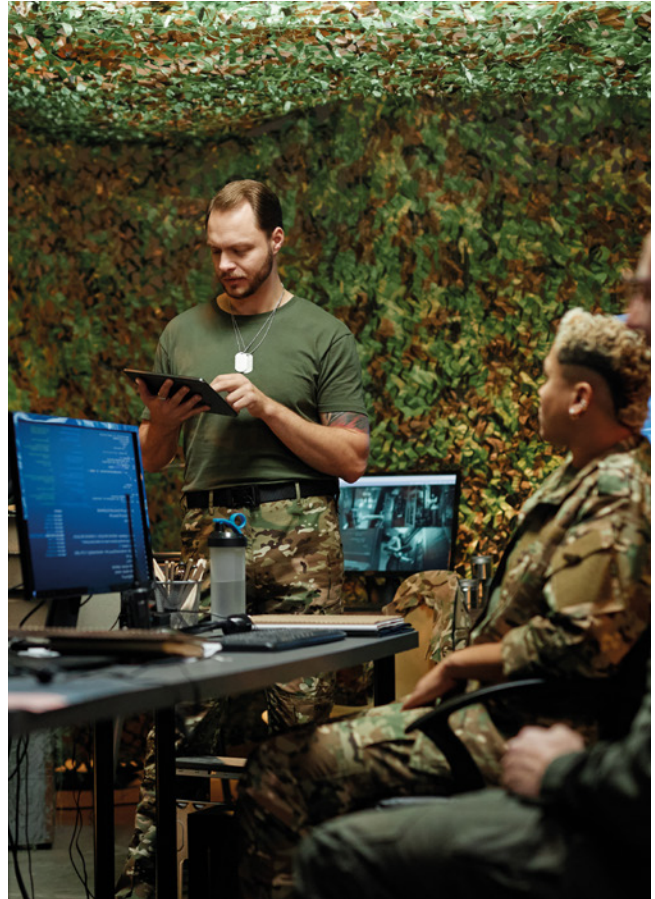
By maintaining a disciplined approach to planning and performance management, UFF seeks to strengthen organizational effectiveness, improve accountability, and ensure that resources, partnerships, and initiatives remain aligned with the organization's mission, strategic priorities, and long-term objectives.



Governance, Compliance and Organizational Oversight

Effective governance and organizational oversight are essential to maintaining stakeholder confidence, ensuring responsible stewardship of resources, and supporting long-term mission effectiveness. As a U.S.-based nonprofit organization operating in a complex and dynamic environment, UFF recognizes the importance of maintaining governance structures, compliance processes, and oversight mechanisms that promote accountability, transparency, ethical conduct, and sound decision-making.

UFF is governed by its Board of Directors and supported by organizational leadership responsible for implementing strategic priorities, managing operations, and ensuring alignment between organizational activities and the mission of the organization.



The Board provides strategic guidance, oversight, and fiduciary responsibility while helping ensure that organizational resources, policies, and activities remain consistent with legal requirements, organizational objectives, and stakeholder expectations.

The organization is committed to maintaining strong financial controls, responsible resource management practices, and appropriate internal oversight mechanisms designed to safeguard donor support and organizational assets. UFF will continue strengthening policies, procedures, and reporting practices that promote accountability, support effective decision-making, and ensure responsible stewardship of resources entrusted to the organization.

UFF also recognizes the importance of legal compliance, ethical conduct, and organizational integrity across all areas of operation. The organization will continue maintaining policies and practices designed to support compliance with:



**Applicable
laws**



Regulations



**Reporting
requirements**



**Nonprofit governance
standards while fostering
a culture of professionalism,
responsibility, and accountability**

Operating in support of Ukraine requires flexibility, responsiveness, and close collaboration with a wide range of partners and stakeholders. UFF therefore seeks to balance organizational agility with appropriate oversight, ensuring that support efforts remain responsive to evolving conditions while maintaining the transparency, accountability, and governance standards necessary to sustain stakeholder trust and long-term organizational effectiveness.



As the organization continues to mature, governance processes, compliance mechanisms, reporting practices, and organizational policies will continue to evolve in support of responsible growth, effective oversight, and long-term mission success.



Future Review and Refinement

This Strategic Plan is intended to provide a framework for guiding UFF's mission, priorities, and organizational development over time. While the mission, vision, strategic priorities, and organizational foundations outlined in this document reflect the organization's current direction, UFF recognizes that both the operating environment and organizational requirements will continue to evolve.

Accordingly, this Strategic Plan is not intended to serve as a static document. Rather, it provides a foundation for continued assessment, organizational learning, and future refinement as conditions, opportunities, and priorities develop. Periodic review will help ensure that organizational efforts remain aligned with Ukraine's evolving needs, stakeholder expectations, and the organization's mission and strategic objectives.

As UFF continues to mature, future plans, policies, procedures, communications frameworks, development strategies, and other supporting mechanisms may be refined to support evolving organizational requirements and priorities. These supporting efforts will remain aligned with the broader direction established by this Strategic Plan.

Continued collaboration among organizational leadership, the Board of Directors, donors, partners, volunteers, and Ukrainian stakeholders will remain essential to ensuring that UFF continues to develop as an effective, responsible, and adaptive organization capable of sustaining meaningful long-term impact in support of Ukraine and its people.



Conclusion

For more than a decade, the Ukrainian Freedom Fund has worked alongside Ukraine and its people during a period of extraordinary challenge, sacrifice, and change. Throughout that time, the organization has remained committed to supporting Ukraine through trusted partnerships, responsible stewardship, practical assistance, and sustained engagement with those working to secure the country's future.

This Strategic Plan provides a framework for guiding UFF's continued development while reinforcing the principles that have shaped the organization since its founding. It reflects a commitment to:



Strengthening leadership



Addressing critical needs



Building strategic partnerships



Advancing adaptation and innovation



Maintaining the organizational foundations necessary to sustain long-term impact



UFF recognizes that Ukraine's future will be shaped not only by the outcome of current events, but also by the strength of its leaders, institutions, communities, and international partnerships. The organization believes that focused support, informed by experience, trusted relationships, and a commitment to continuous improvement, can contribute meaningfully to Ukraine's long-term security, resilience, and future success.

As UFF moves forward, continued collaboration with Ukrainian stakeholders, donors, partners, volunteers, and supporters will remain essential. Through transparency, accountability, adaptability, and a commitment to excellence, the organization seeks to remain a trusted partner capable of generating meaningful and lasting benefits for Ukraine and its people.

While future challenges and opportunities will continue to evolve, UFF remains committed to supporting a free, sovereign, and democratic Ukraine and helping ensure that the Ukrainian people have the opportunity to determine their own future.



