

POLICY PLAN

2025-2028

1. INTRODUCTION

The foundation UNUN was founded in response to the Russian invasion, driven by the motivation and ambition of both Ukrainian and Dutch professionals to support Ukraine's recovery and future. What started as a volunteer initiative has, over two years, grown into a structured platform for knowledge exchange and cooperation between Ukraine and the Netherlands. With strong support from organizations such as IABR, College van Rijksbouwmeester en Rijksadviseurs, AIR, Vereniging Deltametropool, Het Nieuwe Instituut, and the Dutch government, UNUN facilitates capacity-building efforts and fosters long-term professional connections between Ukraine and the Netherlands. By providing a platform for displaced Ukrainians, spatial professionals, UNUN ensures that their expertise and insights contribute to rebuilding efforts.

UNUN's mission is to reveal and unleash Ukraine's full potential, supporting its transition toward a sustainable, inclusive, and resilient future as part of the European community. Taking a holistic and future-oriented approach, UNUN strengthens urban development, professional networks, and policy collaboration, bridging Ukrainian cities and professionals with their Dutch counterparts.

2. WHO | MISSION | VISION | STRATEGY

PEOPLE (who)

UNUN, Ukraine-Netherlands Urban Network is the platform of Ukrainian and Dutch based spatial professionals working on the sustainable reconstruction of Ukraine.

MISSION (why)

UNUN believes in a sustainable, inclusive and resilient Ukraine as a driving force for transition within the EU

VISION (what)

The aim of UNUN is to facilitate a bilateral exchange of knowledge and foster long-term connections between Ukrainian cities and Ukraine and international urban professionals.

STRATEGY (how)

UNUN grows and maintains a strong professional network, builds capacity through events and educational programs, and inspires innovation through a think tank.

3. ACTIVITIES

To implement its strategy, UNUN will focus on:

Networking

- Connecting urban professionals, institutions, and municipalities in Ukraine and the Netherlands.
- Organizing networking events, conferences, and bilateral meetings.

Capacity Building

- Offering offline and online seminars, workshops, and mentorship initiatives.
- Offering experts, topics, lectures and workshops
- Facilitating study visits and exchange programs for urban professionals.
- Hosting roundtables, panel discussions, and knowledge-sharing events.
- Co-organizing A House for Home
- Offering professional literature for Ukrainian University libraries

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Think Tank

- Conducting spatial research.
- Publishing reports, articles, and policy recommendations.
- Co-organizing Panorama Ukraine with Het College van Rijksbouwmeester en Rijksadviseurs (NL), International Architectural Biennale Rotterdam (NL), Vereniging Delta Metropool (NL), Cedos (UA), Restart (UA), Urban Reform (UA)

4. FINANCE

4.1. Funding Sources

UNUN secures funding through:

- Grants & subsidies from governments, EU institutions, and foundations.
- Donations from individuals and private organizations.
- Partnerships & sponsorships from relevant stakeholders.

4.2. Use of Funds

Funds are allocated to:

- Organizing events, workshops, and exchange programs as described in the activities.
- Covering operational costs (administration, research, and communications).
- Maintaining digital platforms for networking and knowledge-sharing.

4.3 Management and Allocation of Assets

UNUN manages its assets in a transparent and responsible manner, ensuring that all income is used to achieve its objectives. The primary sources of income include donations, grants, and sponsorships.

The financial policy is focused on directly allocating available funds to activities that serve the public interest. The foundation aims to maintain a small reserve each year to ensure financial stability and cover unforeseen expenses.

Since the foundation often operates with limited funds, the goal is to maintain a minimum reserve of €10,000 to €20,000, depending on the size of the organization and expected commitments.

4.4 Distribution of Assets

1. Operating Reserve (€10,000 - €20,000)

- This reserve acts as a buffer to cover unexpected expenses and temporary shortfalls.
- The amount of the reserve is evaluated annually and adjusted based on the financial situation and future obligations.

2. Available Funds

- All remaining funds are directly allocated to the foundation's activities and objectives.
- This includes project costs, operational expenses, and potential investments in growth and sustainability.

3. Future Financial Planning

- The board actively monitors financial policies and periodically assesses whether the current allocation of funds aligns with the foundation's objectives and needs.
- Any surplus funds will be used to replenish the operating reserve or directly fund additional activities.

With this approach, the foundation remains financially stable and continues to fulfill its mission without a profit motive.

5. GOVERNANCE



Ukraine - the Netherlands Urban Network

- Foundation UNUN is based on a two-tier organization for maximum transparency and governance. The management consist of a management board supervised by an independent supervisory board.
- Supervisory board members serve on a voluntary basis and do not receive financial compensation.
- Management board members receive a remuneration for their work assigned and approved by the supervisory board.
- Decisions are made collectively in board meetings, with majority approval required for key policies conform the articles of association and management regulations.
- The rules of management are described in the articles of association, the supervisory regulation and the management regulation.
- The supervisory board members are:
 - Julia Westerveld Soldatiuk | chairwoman | researcher Clingendael institute
 - Carola Hein | member | Professor Urbanism TU Delft
 - Julie Lawson | member | adjunct professor Urbanism RMIT Melbourne
- The management board members are:
 - Oleksandra Tkachenko | chairwoman | urban planner Kuiper Compagnons
 - Pavlo Gorokhovskiy | secretary | architect College van Rijksbouwmeester en Rijksadviseurs
 - Patrick Meijers | treasurer | founding partner-architect Orange Architects
 - Elena Chevtchenko | member | urban designer PosadMaxwan

6. TRANSPARENCY & REPORTING

- UNUN will publish annual reports detailing management, activities and financial statements on their website.
- Stakeholders will be informed through the foundation's website and newsletters.
- This policy plan is reviewed and updated every three to five years to reflect evolving goals

8. COMMUNICATION

The UNUN Foundation highly values transparent communication with its stakeholders. Regular updates are provided through the website, social media, and newsletters. Additionally, annual meetings are organized to share results and plans with stakeholders, partners, and interested parties through publicly organized networking events.

9. REVIEW AND UPDATE

The policy plan is evaluated annually and adjusted if necessary. Activities and objectives are also regularly reviewed to respond to changing needs and developments in society.

10. ANBI

The UNUN Foundation wants to receive an ANBI status, meaning it is registered with the Dutch Tax Administration as a Public Benefit Organization (ANBI). This status ensures that tax regulations for Public Benefit Organizations (ANBI) apply regarding donations, inheritance, and tax deductions (income tax and corporate tax). Only organizations officially designated as an ANBI by the Dutch Tax Administration can benefit from tax advantages.

This recognition is also important for supporters of the foundation, as tax-deductible donations for income tax (IB) purposes are only possible when made to a recognized ANBI. A list of ANBI-recognized organizations is available on the Tax Administration's website.

Because the 'Culture is for Everyone!' Foundation has been designated as an ANBI, it qualifies for the following tax benefits:

- No inheritance or gift tax is owed on inheritances or donations used for public benefit purposes.
- If an ANBI makes donations for the public benefit, the recipient does not have to pay gift tax.
- ANBIs are eligible for energy tax refunds.
- Volunteers working for an ANBI may, under certain conditions, qualify for a donation deduction.

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- Donors of an ANBI can deduct their donations from their income tax or corporate tax.
- To qualify for a periodic donation deduction, the donor and the ANBI must record the donation in an agreement.
- Cultural ANBIs offer extra tax deductions for donors.

To be designated as an ANBI (Public Benefit Organization), the foundation must meet all of the following conditions:

- The foundation must dedicate at least 90% of its efforts to serving the public interest. This is known as the 90% requirement.
- The foundation must not have a profit motive in carrying out its public benefit activities.
- The foundation and those directly involved must meet integrity requirements.
- The board members or policymakers of the foundation may not treat the organization's assets as their own personal assets. There must be a clear separation of assets.
- The foundation may not hold more assets than are reasonably necessary for its work. Therefore, its equity must remain limited.
- Compensation for board members is limited to expense reimbursements or minimal attendance fees.
- The foundation must have a current policy plan.
- The foundation must maintain a reasonable balance between costs and expenditures.
- Any remaining funds after the foundation is dissolved must be allocated to another ANBI with a similar objective.
- The foundation must comply with administrative obligations.
- The foundation must publish specific information on a website.

10. CLOSING WORDS

With this policy plan, the UNUN Foundation aims to present its objectives and activities clearly and transparently. We strive to make a positive impact on the lives of people in Ukraine and hope for the support and collaboration of our stakeholders to achieve this goal