

ANALYTICAL REPORT

based on the results of a survey on the needs of specialists in the support of war veterans and demobilized persons in the Lviv and Ivano-Frankivsk regions, aimed at identifying priority areas for support with the goal of shaping priority areas of support

“REINTEGRATION OF VETERANS THROUGH EMPLOYMENT, CAPACITY BUILDING, AND ADVOCACY”

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SUMMARY

This analytical report was prepared by the Charitable Organization “Rokada” Charitable Foundation in cooperation with the CO Bevar Ukraine, with support from CISU, the organization through which the Danish Ministry of Foreign Affairs finances and supports civil society projects in the field of international development and partnership, as part of the project “Reintegration of Veterans through Employment, Capacity Building, and Advocacy”.

The study provides a comprehensive analysis of the professional needs of specialists in the support of war veterans and demobilized persons in the Lviv and Ivano-Frankivsk regions. In particular, it examines their working conditions and capacity, including workload levels, the nature of the requests they handle, the availability of crisis-response algorithms, and how they handle cases where appeals from veterans or other individuals fall outside their defined professional duties. Special attention is given to inter-agency cooperation practices, an assessment of their effectiveness, and the need to build cooperation with various institutions and organizations. The study also covers the key challenges specialists face in their work, as well as their professional development needs, particularly regarding training in the most relevant thematic areas. The findings make it possible to formulate practical recommendations for strengthening the institutional capacity of the veteran support system, improving inter-agency cooperation, and increasing the effectiveness of the work of specialists in the support of war veterans and demobilized persons in the processes of veterans’ adaptation and reintegration.

The Charitable Organization “Rokada” Charitable Foundation

(hereinafter referred to as the Foundation) has been operating since 2003, providing support to people facing difficult life circumstances who need help to restore a life of dignity. In its early years, the Foundation focused on working with refugees and asylum seekers from more than forty countries, including Afghanistan, Sudan, Syria, and Iran, gradually building expertise in social support, integration, and the protection of human rights.

After the start of the full-scale invasion in 2022, the organization rapidly scaled up and transformed, becoming a national humanitarian and social actor with an extensive regional presence. The Foundation significantly expanded its program portfolio, operational capacity, and partner networks, enabling it to provide comprehensive support to people and communities affected by the war.

Today, the Foundation operates in 17 regions of Ukraine, bringing together over 600 professionals and providing multisectoral assistance to internally displaced persons, returnees, veterans, people with disabilities, older adults, women, children, and other vulnerable groups, while also supporting communities that have been systemically affected by the war. Drawing on its extensive experience working with vulnerable groups, the Foundation conducts this study as part of its analytical work.

LIST OF ABBREVIATIONS

CSO – Civil society organization

EC – Employment Center

SP – sole proprietor

RSA – Regional State Administration

RMA – Regional Military Administration

LSGB – Local self-government bodies

CB – Combatant

TC – Territorial community

Specialists – Specialists in the support of war veterans and demobilized persons, as defined by the Professional Standard “Specialist in the Support of War Veterans and Demobilized Persons” (approved by Order No. 508 of the Ministry of Economy of Ukraine dated 31.12.2024)

War veterans and their family members – a generalized term used in this report to refer to the following categories of persons: war veterans, demobilized persons, family members of war veterans, family members of fallen (deceased) Defenders of Ukraine, family members of persons missing under special circumstances, prisoners of war released from captivity, injured participants of the Revolution of Dignity, and other categories of persons who, in accordance with the Professional Standard “Specialist in the Support of War Veterans and Demobilized Persons” approved by Order No. 508 of the Ministry of Economy of Ukraine dated 31.12.2024, belong to the target group of support services.

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INTRODUCTION

The full-scale war has fundamentally changed Ukrainian society. As servicemen return to civilian life, the need to support veterans and their families keeps growing. At the same time, the war has posed new tasks for the state in meeting the needs of the families of fallen Defenders of Ukraine and the families of missing persons. Under these conditions, veteran policy has stopped being just a separate area of social policy. It has become one of the key elements of the country's recovery, community cohesion, and ensuring fair treatment of those who defended Ukraine.

At the same time, the experience of recent years has shown that returning to peaceful life is a complex and multifaceted process. After leaving military service, veterans face the need to exercise their right to state guarantees and social protection, undergo treatment and rehabilitation, restore documents, find employment, adapt to civilian life, resolve housing issues, receive psychological support, and restore or rebuild family relationships. These issues often arise all at once, and addressing them requires interacting with numerous government institutions, medical facilities, local self-government bodies, and civil society organizations.

This is why a new system of support for war veterans and demobilized persons has begun to actively take shape in Ukraine. One of its key elements has been the introduction of the profession of specialist in the support of war veterans and demobilized persons (hereinafter referred to as specialists). Above all, they serve as information officers for veterans within the system of state and public support, helping people navigate the many available services, coordinating cooperation between different institutions, and guiding them through the resolution of difficult life situations.

The introduction of this profession in 2024 was a response to the new challenges brought about by the full-scale war. In many communities, specialists have only recently begun working, often shaping their own approaches, adapting existing experience to local conditions, and encountering new requests every day for which no established algorithms yet exist. This is why it is extremely important today not only to assess the needs of veterans, but also to study the needs of the specialists who directly provide their support.

The effectiveness of the veteran support system depends significantly on the professional training, resource provision, and organizational capacity of specialists. They are one of the first links in a veteran's interaction with the support system. They coordinate the provision of services and interact with government bodies, medical institutions, social services, employers, and civil society organizations. The speed and quality of resolving the many issues that veterans and their family members bring depend on their level of knowledge and skills, access to up-to-date information, and the opportunity to receive professional support.

At the same time, the specialist's profession is interdisciplinary in nature, encompassing social work, counseling, case management, inter-agency coordination, and crisis response. In their day-to-day work, such specialists interact with people who took part in combat, lost loved ones, were wounded, or survived captivity or other traumatic events. This requires not only a high level of professional competence, but also considerable psychological resilience, the ability to work under conditions of uncertainty, to find solutions quickly, and to maintain trusting communication even in crisis situations.

Given the rapid development of veteran policy and constant changes in legislation, specialists also need to regularly update their knowledge and have access to modern methodological materials, practical work tools, and opportunities for professional training. Equally important remain issues of inter-agency cooperation, digitalization of processes, reducing bureaucratic burden, and developing mechanisms for the professional support of specialists themselves, including supervision and burnout prevention.

It was with the aim of gaining a deeper understanding of these issues that a survey was conducted among specialists working in territorial communities in the Lviv and Ivano-Frankivsk regions. The study made it possible not only to assess their professional experience, workload levels, and the specifics of their day-to-day work, but also to identify the main difficulties, training needs, resource needs, needs related to developing inter-agency cooperation, and ways to improve the organization of the support system.

The particular value of the study lies in the fact that it reflects the practical experience of people who work directly with veterans and their family members every day. It is their responses that make it possible to see which issues remain the most problematic, which tools are lacking in day-to-day work, and which changes could help improve the effectiveness of the veteran support system.

The survey results can be used by government authorities, LSGBs, institutions responsible for implementing veteran policy, as well as international and civil society organizations that run veteran support programs. The identified needs provide a basis for planning training programs, developing methodological materials, improving support algorithms, strengthening inter-agency cooperation, and developing a comprehensive support system for both veterans and the specialists themselves.

Going forward, the development of the specialist profession is one of the important factors in shaping a modern, person-centered veteran policy. This is why studying their experience, professional needs, and working conditions is a necessary prerequisite for further improving the system of support for veterans and their family members, both at the level of individual communities and at the level of the state as a whole.

METHODOLOGY

The study was conducted from May 27 to June 16, 2026, and covered **123** specialists working in territorial communities in the Lviv and Ivano-Frankivsk regions.

The study used a **quantitative approach to data collection**, specifically an online questionnaire (CAWI). The main research tool was a standardized questionnaire developed by the Rokada Charitable Foundation. The questions included closed, open, semi-open, and scale-type formats. In some questions, the sum of responses exceeds 100%, as respondents were able to select several answer options at the same time.

Participation in the survey was voluntary, anonymous, and did not involve the collection of personal data. Respondents filled out the questionnaires independently, at a time convenient for them. This ensured confidentiality.

The study is based on a **non-representative sample**, formed using convenience sampling methods combined with a “snowball” approach, whereby the link to the questionnaire was passed from one respondent to another within a professional or social network. Specialists were invited to take part. The questionnaire was distributed with the assistance of representatives of local self-government bodies and the Ministry of Veterans Affairs of Ukraine, which made it possible to reach specialists from various communities in both regions.

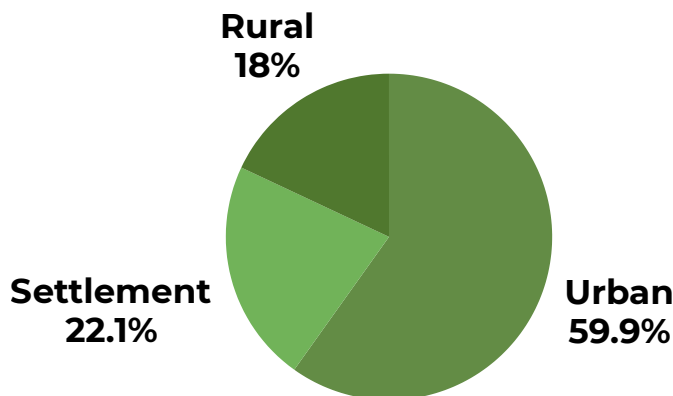
This study has independent analytical value and, at the same time, complements the findings of the surveys of employers and veteran-focused civil society organizations in the Lviv and Ivano-Frankivsk regions conducted as part of this project, providing a more holistic understanding of how the veteran support and reintegration system functions. Its results reflect the experience, assessments, and professional perspective of the specialists who took part in the survey, and cannot automatically be extended to the entire population of such specialists in Ukraine. At the same time, the data obtained make it possible to identify current trends, practical challenges, and needs arising in the process of supporting veterans at the level of territorial communities.

SOCIO-DEMOGRAPHIC CHARACTERISTICS OF RESPONDENTS

Specialists from the two regions are represented in the study in almost equal numbers: 50.8% work in communities in the Lviv region, and 48.4% in the Ivano-Frankivsk region.

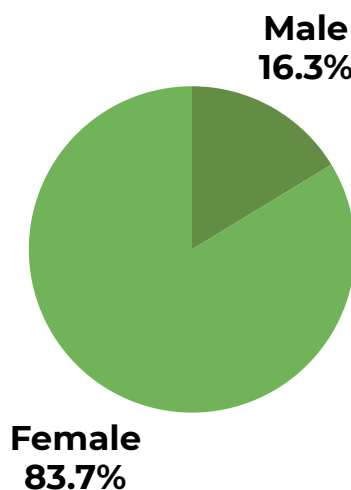
The largest share of respondents work in urban communities (59.8%), while 22.1% work in settlement communities and 18% in rural communities. Thus, the experience of specialists working in different types of communities makes it possible to take into account the specifics of organizing veteran support in both more urbanized and rural areas.

Type of community in which you provide veteran support:



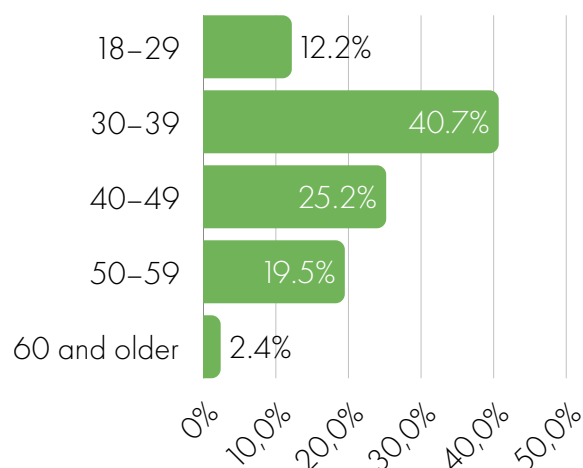
Women predominate among survey participants, making up 83.7% of respondents, while men account for 16.3%. This distribution generally reflects the current staffing structure of the social sector, where most positions are held by women.

Please indicate your gender:



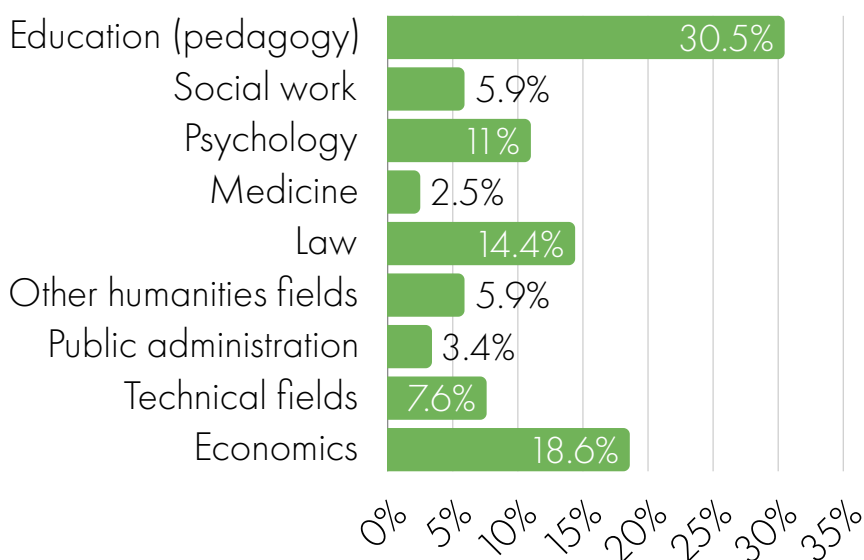
By age, the largest group of specialists is aged 30–39 (40.7%). Another quarter of respondents (25.2%) are aged 40–49, and nearly one in five (19.5%) are aged 50–59. Young specialists aged 18–29 make up 12.2%, while those aged 60 and older account for only 2.4%. Overall, it can be said that the veteran support system is currently staffed mainly by working-age specialists of middle age who already have a certain amount of professional and life experience.

Please indicate your age:



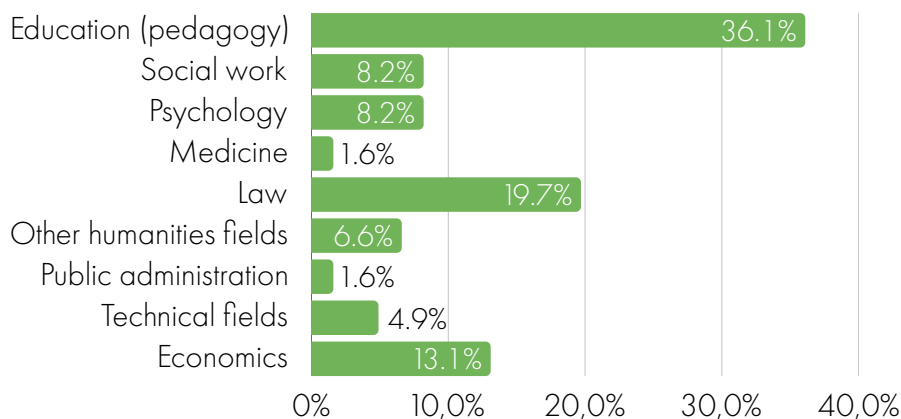
Respondents' educational backgrounds are quite diverse. Most often, specialists have a background in education (30.5%), meaning they have the skills and experience needed for communication and working with people. Nearly one in five has a background in economics (18.6%), another 14.4% in law, and 11% in psychology. Smaller shares of respondents have a background in technical fields (7.6%), social work (5.9%), other humanities fields (5.9%), public administration (3.4%), and medicine (2.5%). This structure shows that the veteran support system draws on specialists with backgrounds in various fields, which can positively contribute to the comprehensiveness of assistance, but also results in varying levels of preparedness on specific veteran policy issues.

In which field did you receive your education?

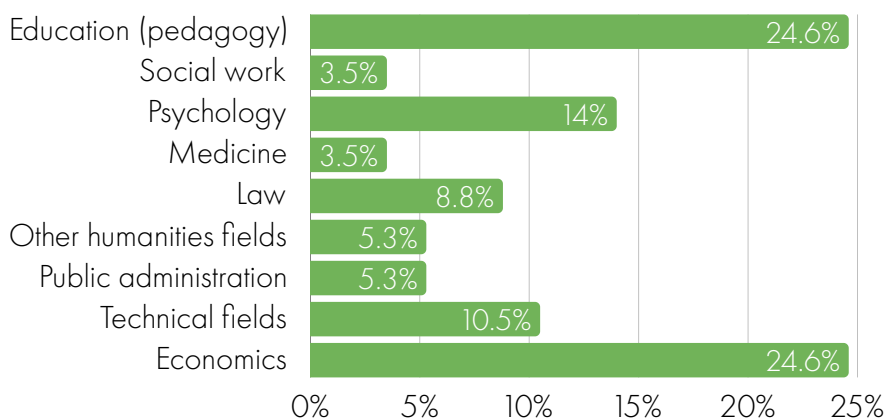


The educational background of specialists in the two regions shows some differences. In the Lviv region, specialists with a background in education (36.1%) and law (19.7%) are more common, while in the Ivano-Frankivsk region there are more specialists with a background in psychology (14%), technical fields (10.5%), and economics (24.6%). The share of specialists with a background in social work is also somewhat higher in the Lviv region (8.2% compared to 3.5% in the Ivano-Frankivsk region).

**In which field did you receive your education?
Lviv region**

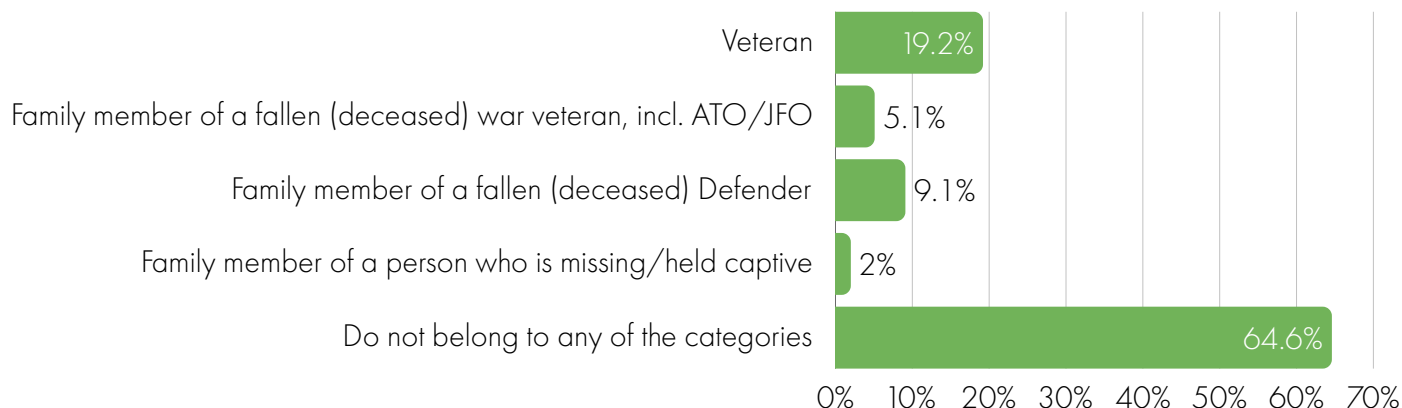


**In which field did you receive your education?
Ivano-Frankivsk region**



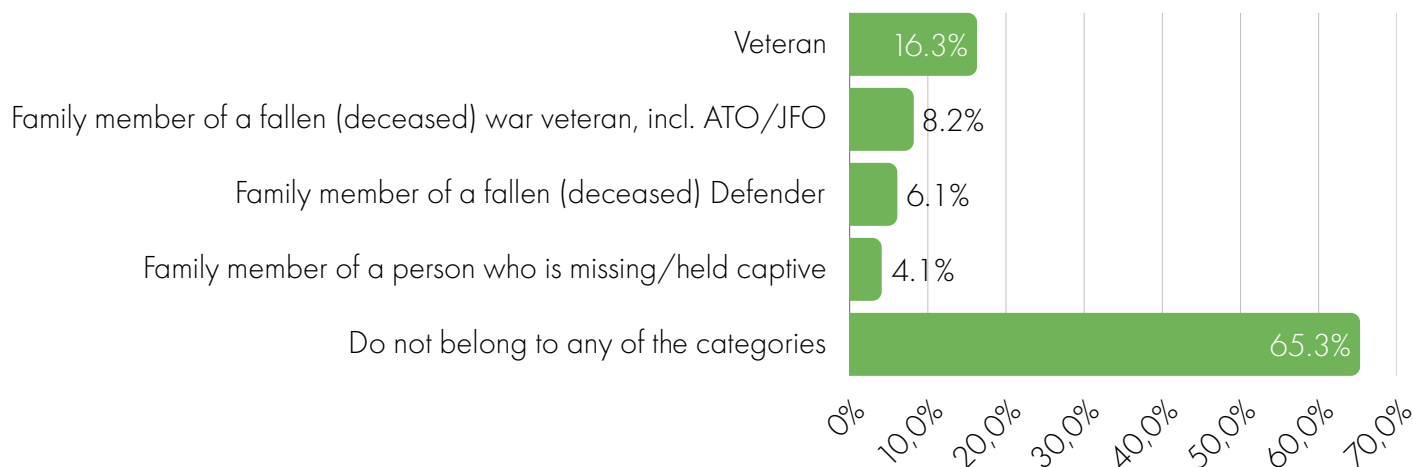
Most study participants (64.6%) do not belong to any of the categories associated with the veteran community. At the same time, nearly one in five specialists (19.2%) is a veteran. Another 9.1% are family members of fallen Defenders, 5.1% are family members of fallen war veterans, including participants of the Anti-Terrorist Operation/Joint Forces Operation, and 2% are family members of persons who are missing or held captive. Thus, more than a third of respondents have direct personal life experience related to the war, which can help them better understand the needs of veterans and their families and build more trusting relationships while providing support.

Do you belong to one of the listed categories?

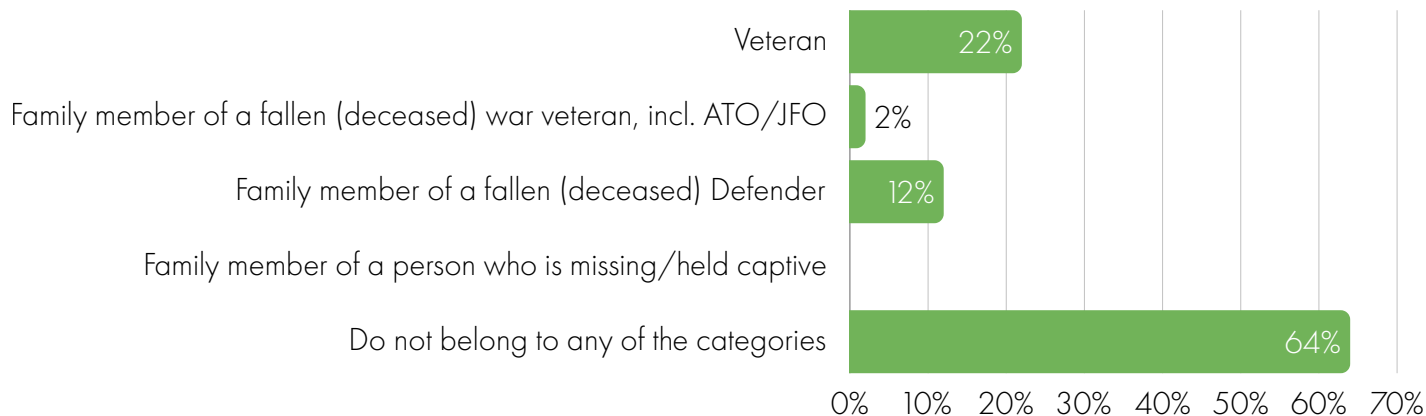


In the Ivano-Frankivsk region, somewhat more specialists are veterans (22% compared to 16.3% in the Lviv region) and family members of fallen Defenders (12% compared to 6.1%). In the Lviv region, family members of fallen war veterans and family members of missing or captive persons are more common. The share of respondents who do not belong to any of the listed categories is practically the same in both regions.

Do you belong to one of the listed categories?
Lviv region



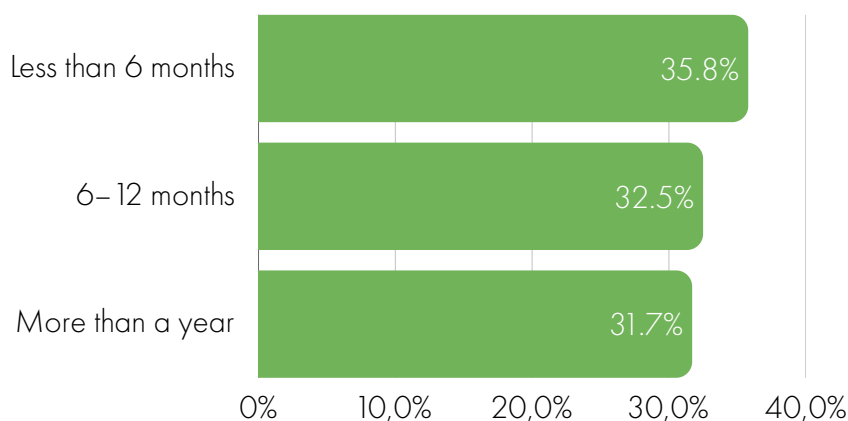
Do you belong to one of the listed categories?
Ivano-Frankivsk region



ORGANIZATION OF WORK AND PROFESSIONAL WORKLOAD OF SPECIALISTS

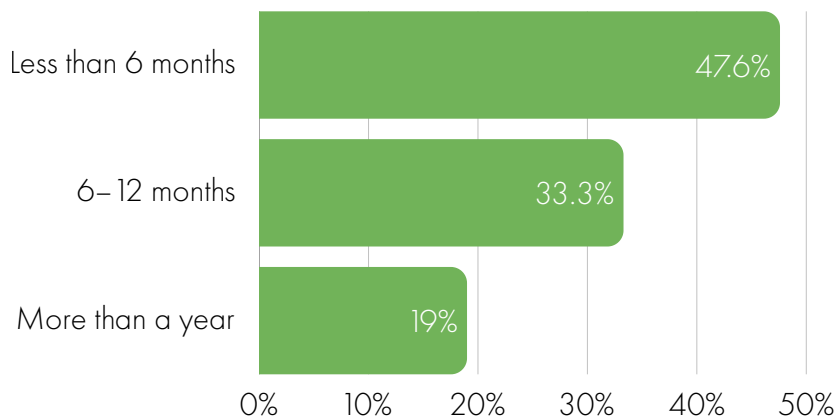
The veteran support system is a relatively new area of work, which is also reflected in how long specialists have held their current positions. Less than six months in this field has been worked by 35.8% of respondents, another 32.5% have between six and twelve months of experience, while 31.7% have more than a year of experience. Thus, almost seven in ten specialists have been working in the system for no more than a year.

Your experience in the field of veteran support:

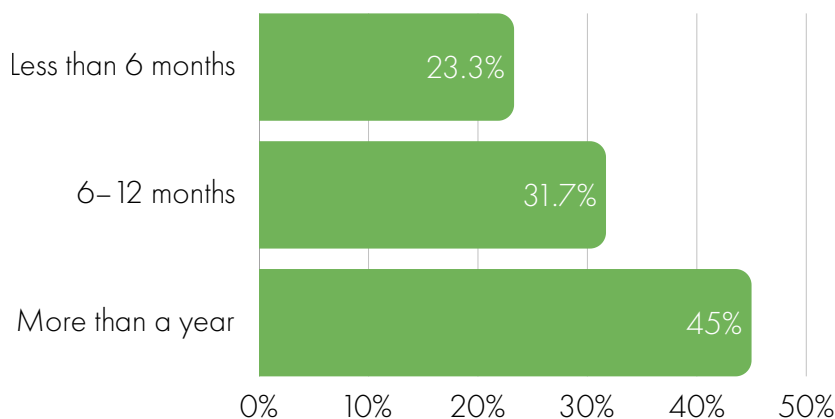


In the Lviv region, specialists who have been working in the field for less than six months predominate (47.6%), while in the Ivano-Frankivsk region nearly half of respondents already have more than a year of professional experience (45%). The share of specialists with six months to a year of experience is nearly the same in both regions.

Your experience in the field of veteran support Lviv region

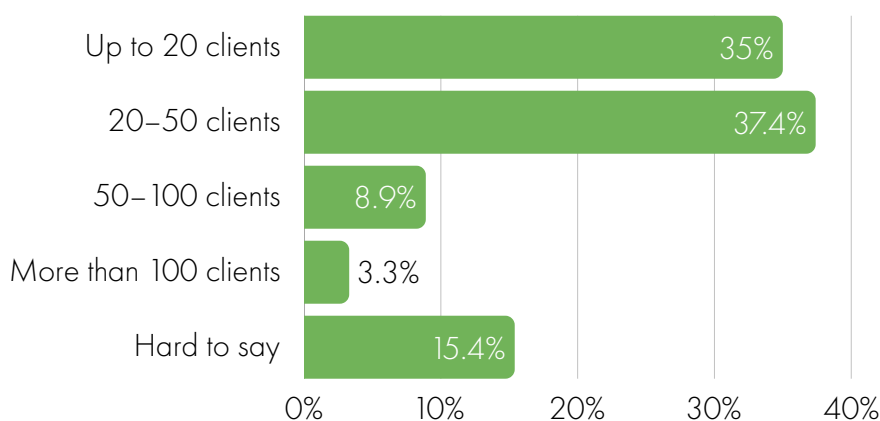


Your experience in the field of veteran support Ivano-Frankivsk region



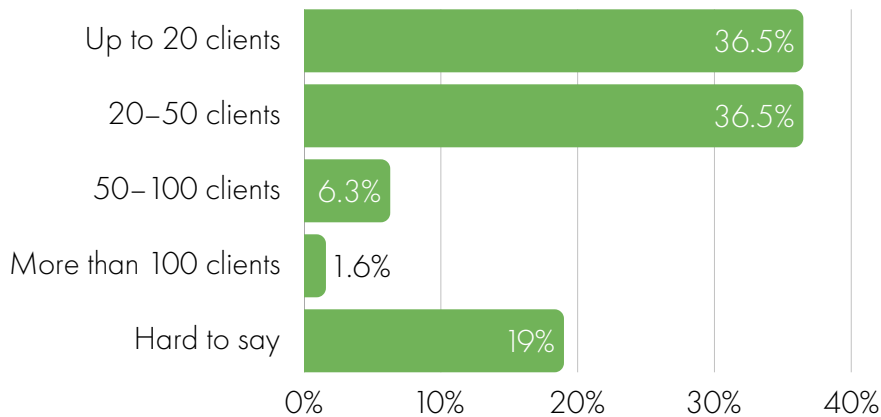
Despite the relatively short length of service, the workload on specialists is quite significant. Most often, they support between 20 and 50 clients per month, as reported by 37.4% of respondents. Up to 20 clients are handled by 35% of respondents, while nearly one in eleven works simultaneously with 50–100 clients, and 3.3% support more than 100 people. Another 15.4% of survey participants were unable to estimate their average number of clients, which may be related to the specifics of how their work is organized or to uneven workload.

What is your average monthly workload?

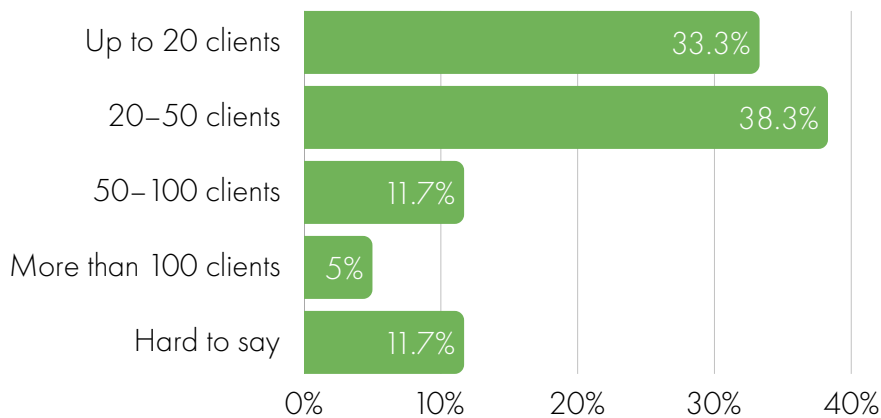


In both regions, supporting between 20 and 50 clients per month is the most common workload. At the same time, workloads exceeding 50 clients are somewhat more common in the Ivano-Frankivsk region, while more respondents in the Lviv region reported that it is difficult for them to estimate their average number of clients.

**What is your average monthly workload?
Lviv region**

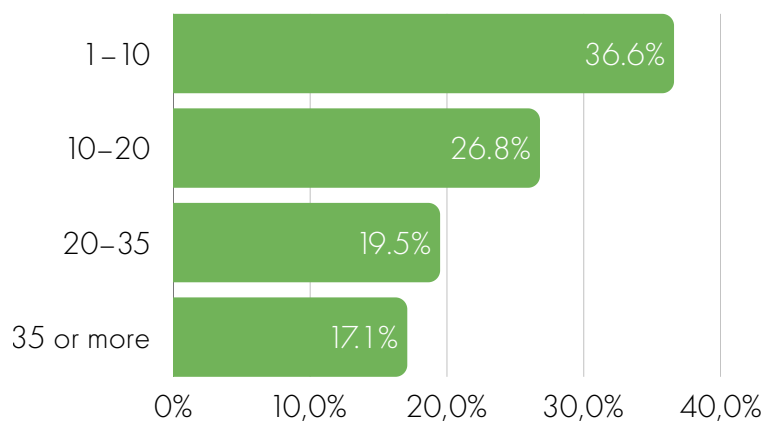


**What is your average monthly workload?
Ivano-Frankivsk region**



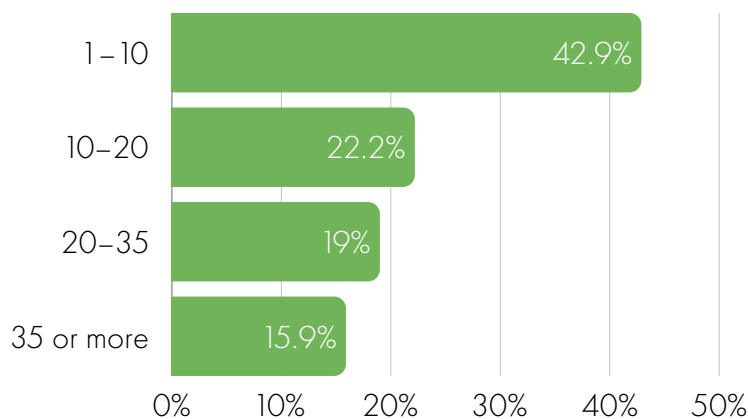
A similar pattern is seen in the number of cases specialists handle each month. The most common practice is to support up to 10 cases, as reported by 36.6% of respondents. At the same time, 26.8% work with 10-20 cases, 19.5% with 20-35, and another 17.1% support more than 35 cases per month. This points to a fairly wide range of workloads.

How many cases do you support during a month?

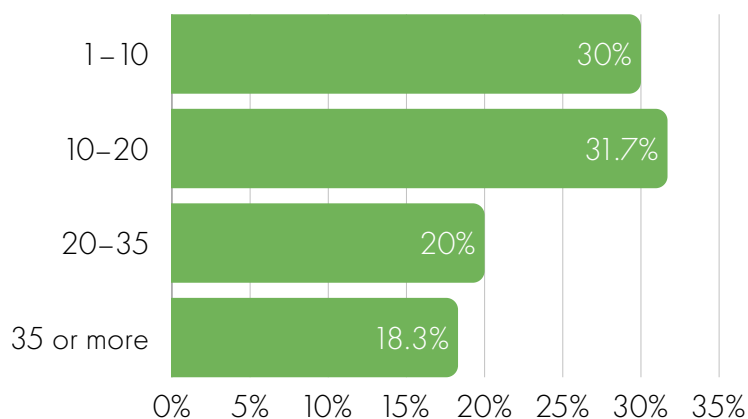


In the Lviv region, supporting up to 10 cases per month is more common (42.9%), while in the Ivano-Frankivsk region, handling 10–20 cases is more widespread (31.7%). The shares of respondents working with a higher number of cases remain similar.

How many cases do you support during a month?
Lviv region

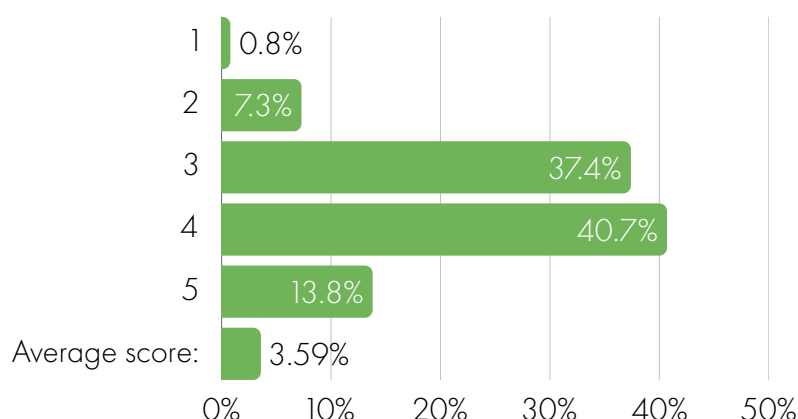


How many cases do you support during a month?
Ivano-Frankivsk region



When rating their own professional workload on a five-point scale, most respondents lean toward scores of 4 and 3. Specialists most often chose 4 points, as reported by 40.7% of survey participants, while another 37.4% – rated their workload at three, and 13.8% – at the maximum 5 points. The average score is 3.59, which may indicate a fairly intense nature of work.

Rate your professional workload level on a scale of 1 to 5

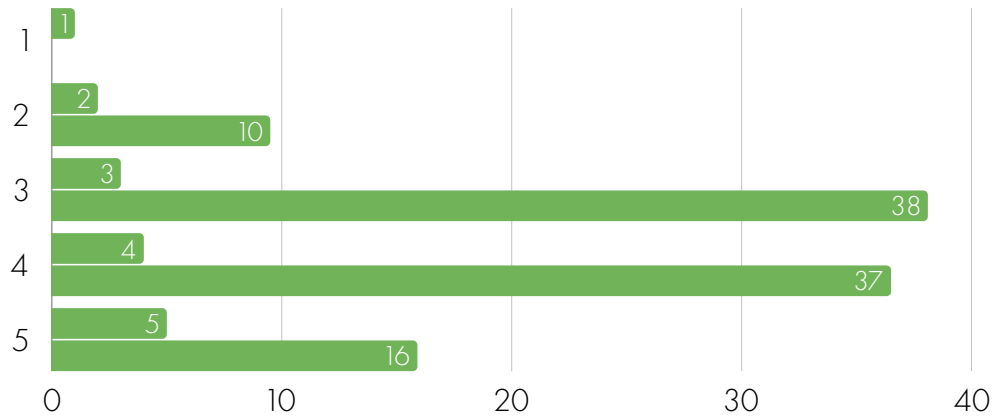


At the same time, a two-dimensional analysis does not confirm that a high workload rating is the result of insufficient professional experience. On the contrary, as length of service increases, the share of specialists who rate their own workload at 4–5 points gradually rises: from 40.9% among those working less than six months to 71.8% among specialists with more than a year of experience. At the same time, the share of those who rate their workload at a medium level (3 points) decreases as experience is gained. This suggests that a high workload intensity is characteristic not only of newly appointed specialists, but also of those who have already been working in veteran support for more than a year.

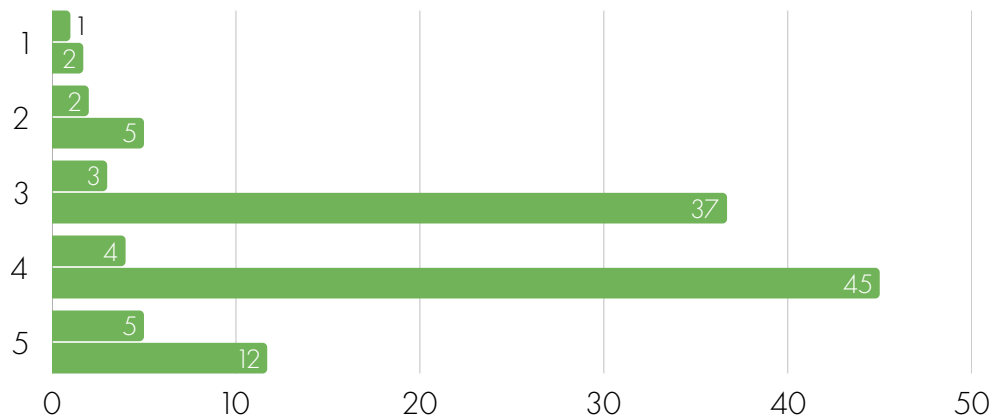
Rate your professional workload level on a scale of 1 to 5	Experience in the field of veteran support		
	Less than 6 months	6–12 months	More than a year
1	2.3%		
2	11.4%	10%	
3	45.5%	37.5%	28.2%
4	38.6%	32.5%	51.3%
5	2.3%	20%	20.5%

Specialists in both regions rate their own professional workload mostly at a high level. In the Ivano-Frankivsk region, a rating of 4 points was somewhat more common, while in the Lviv region slightly more respondents gave the maximum rating of 5 points.

**Rate your professional workload level on a scale of 1 to 5
Lviv region**

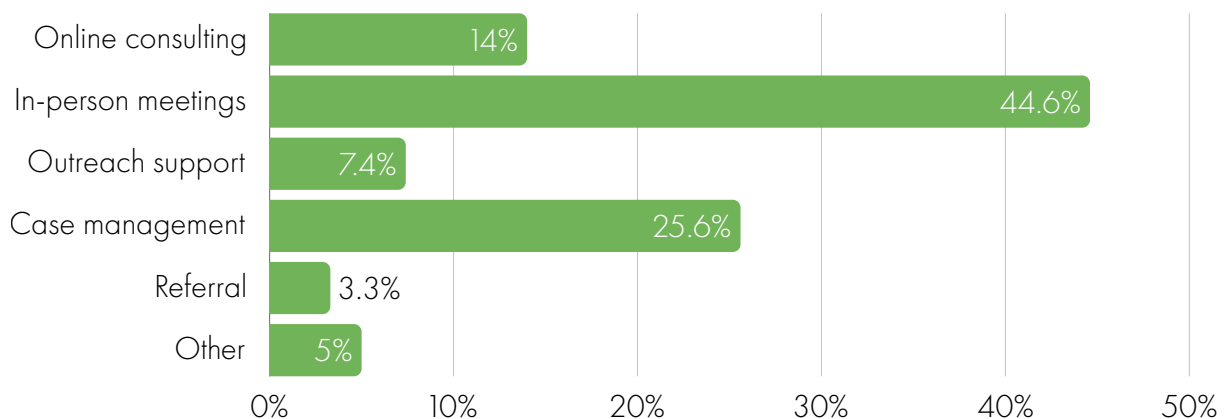


**Rate your professional workload level on a scale of 1 to 5
Ivano-Frankivsk region**



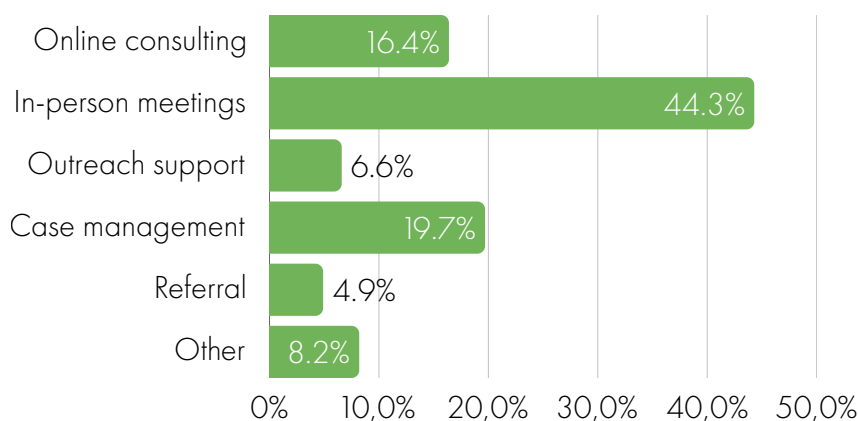
The main format of work remains direct, personal communication with veterans and their family members. Nearly half of respondents, 44.6%, most often provide support during in-person meetings. Another 25.6% work mainly in a case-management format, 14% use online consulting, and 7.4% regularly provide outreach support by visiting clients. Only 3.3% of respondents named referral to other institutions as their main format of work.

In what format have you most often provided support to veterans over the past 6 months?

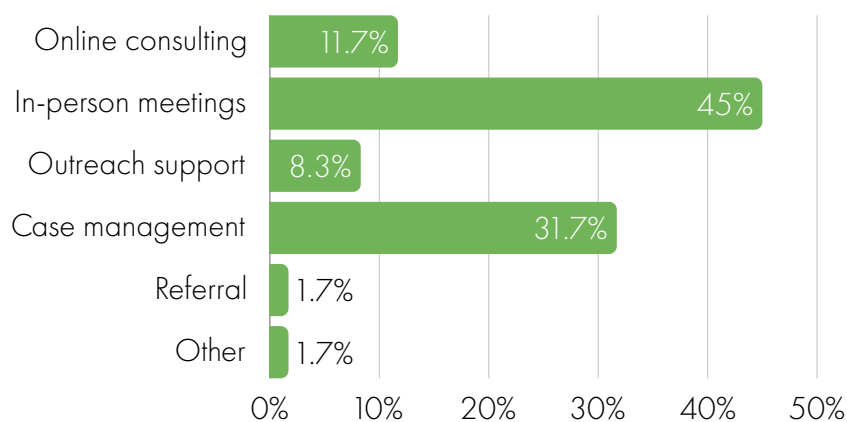


In-person meetings remain the main format of work in both regions. At the same time, case management is used significantly more often in the Ivano-Frankivsk region (31.7% compared to 19.7%), while online consulting and other support formats are somewhat more common in the Lviv region.

In what format have you most often provided support to veterans over the past 6 months?
Lviv region



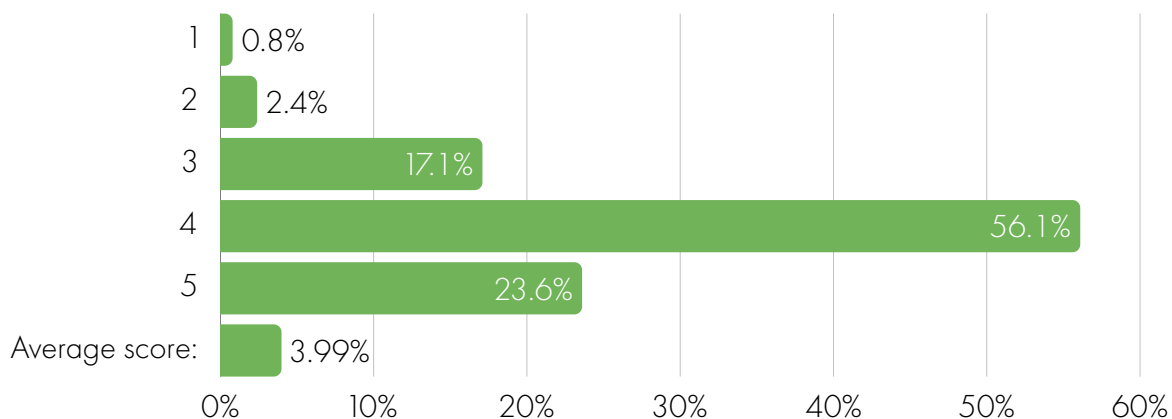
In what format have you most often provided support to veterans over the past 6 months?
Ivano-Frankivsk region



In assessing their own ability to effectively support veterans and their family members, most specialists show a fairly high level of professional confidence, competence, and readiness to work with the requests of veterans and their family members. More than half of respondents rated their capacity at 4 points, and nearly one in four gave the highest rating of 5 points. Only a small share of respondents consider their own readiness insufficient. On average, specialists rate their own effectiveness at 3.99 out of 5.

At the same time, these results should be considered together with responses to subsequent questions in the study, in which respondents emphasize the need for additional training, methodological materials, supervision, and clear work algorithms. This suggests that high personal motivation and self-confidence go hand in hand with an awareness of the need for further professional development and stronger organizational support.

How would you rate your own ability to effectively support veterans and their families?



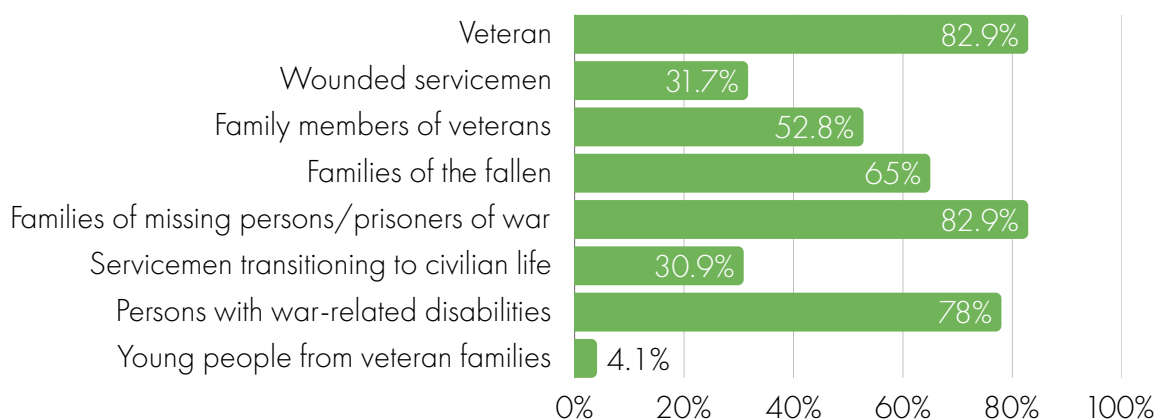
How would you rate your own ability to effectively support veterans and their families?	Experience in the field of veteran support		
	Less than 6 months	6–12 months	More than a year
1	2.3%		
2	4.5%		2.6%
3	18.2%	17.5%	15.4%
4	54.5%	55.0%	59.0%
5	20.5%	27.5%	23.1%

Ratings of one's own ability to effectively support veterans show almost no difference between the two regions. In most cases, respondents chose 4 or 5 points, consistent with the overall study findings.

VETERAN SUPPORT PRACTICE: CATEGORIES OF SERVICE RECIPIENTS, REQUESTS, AND PROFESSIONAL CHALLENGES

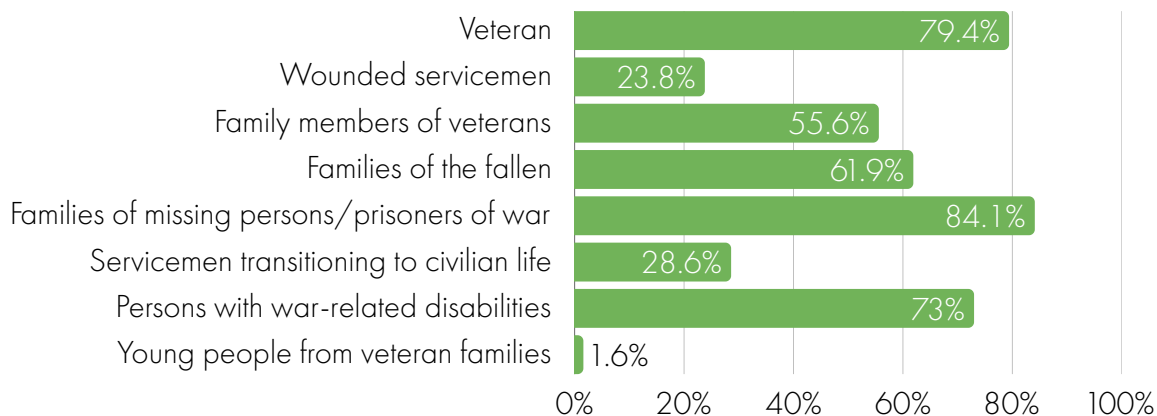
Specialists most often work with several categories of service recipients at the same time. The largest share of respondents indicated that they regularly support veterans, as well as families of missing persons or prisoners of war, each cited by 82.9%. Almost as often, they work with people with war-related disabilities, named by 78% of respondents, and with families of fallen Defenders, cited by 65%. More than half of respondents regularly interact with family members of veterans, and nearly a third support servicemen who are in the process of transitioning to civilian life. Young people from veteran families are mentioned as service recipients considerably less often.

Which categories of service recipients do you work with most often?

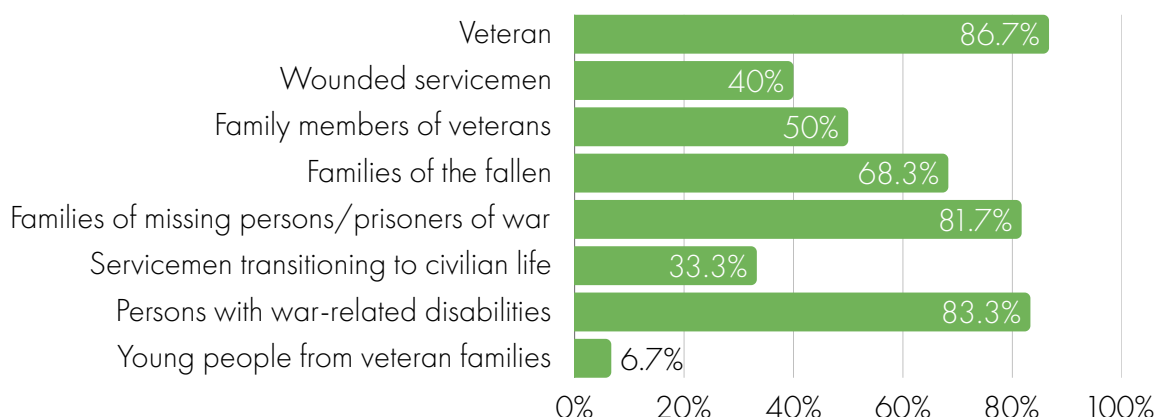


In both regions, specialists most often, and to a fairly similar extent, work with veterans, families of missing persons, and people with war-related disabilities. In the Ivano-Frankivsk region, support for wounded servicemen (40% compared to 23.8%) and people with war-related disabilities (83.3% compared to 73%) is more common. In the Lviv region, somewhat more attention is given to family members of veterans.

Which categories of service recipients do you work with most often? Lviv region

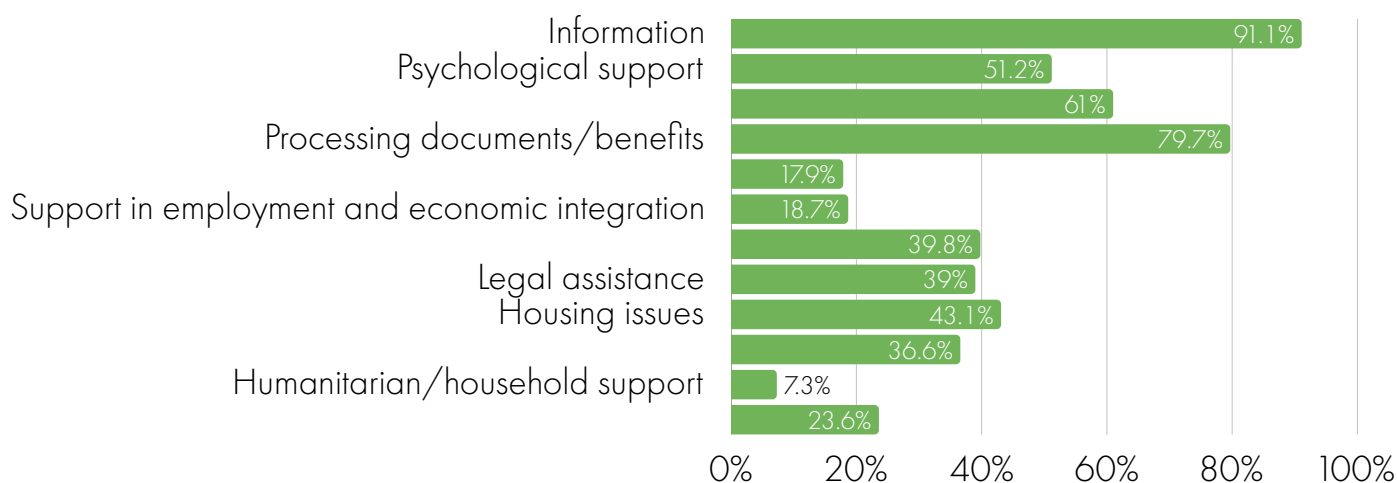


**Which categories of service recipients do you work with most often?
Ivano-Frankivsk region**



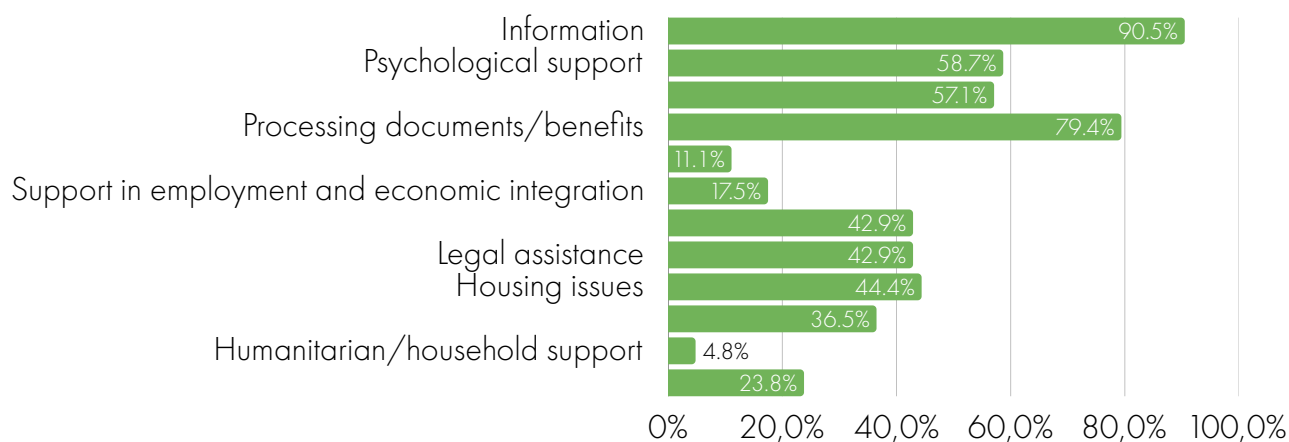
Specialists deal daily with a wide range of life situations, which often require the involvement of several institutions and specialists at the same time. Nearly all of them regularly provide information support, an area highlighted by 91.1% of respondents. Requests related to processing documents and benefits, social support, psychological support, housing issues, medical support, rehabilitation, and legal assistance are also common. Requests related to employment, economic integration, document restoration, humanitarian assistance, or family support are much less frequent.

Which requests from veterans and their families do you receive most often?

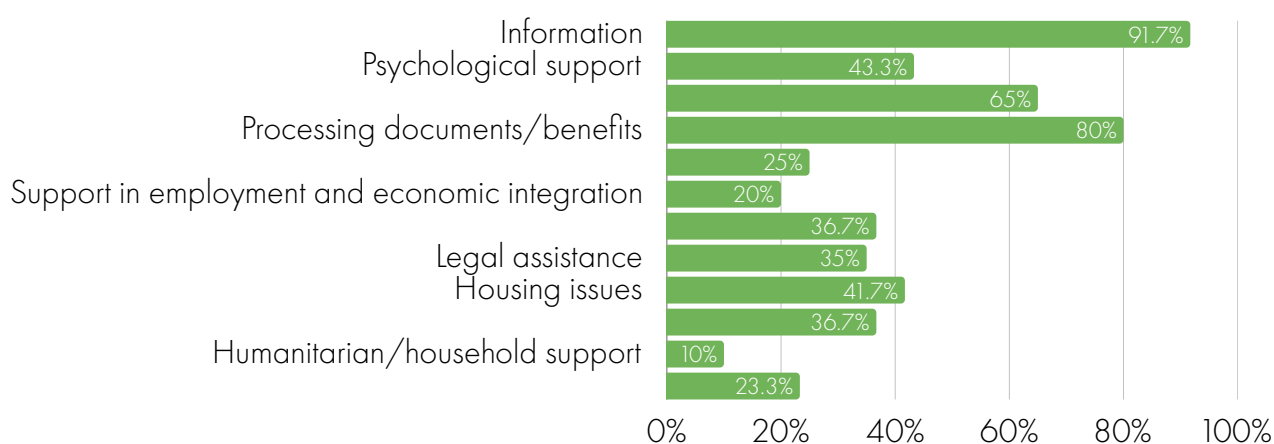


The structure of requests is generally similar in the two regions. In the Lviv region, requests related to psychological support, legal assistance, and rehabilitation are more common. In the Ivano-Frankivsk region, requests related to social support, document restoration, and humanitarian assistance are more common.

Which requests from veterans and their families do you receive most often?
Lviv region

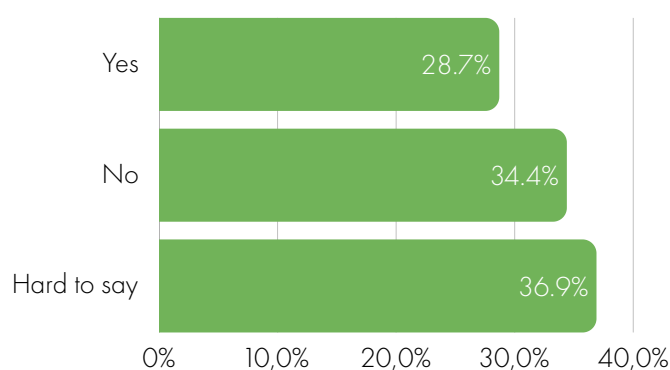


Which requests from veterans and their families do you receive most often?
Ivano-Frankivsk region



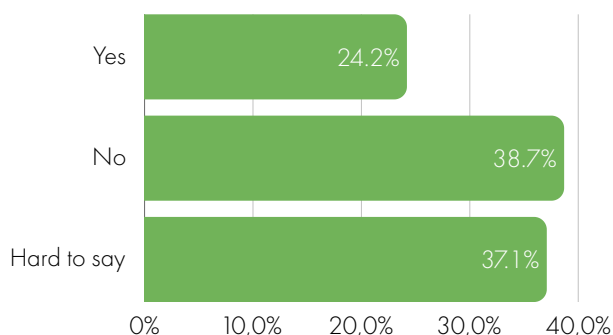
Despite having a defined list of job duties, specialists' work often extends well beyond it. Nearly a third of respondents said they regularly encounter requests that formally fall outside their duties, and another third or so were unable to give a clear assessment of how often this happens.

Do you often encounter requests that fall outside your job duties but that you are still required to handle?

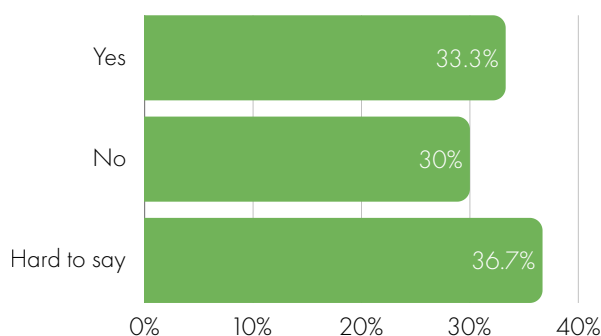


In the Ivano-Frankivsk region, the share of specialists who regularly perform tasks outside their job duties is somewhat higher (33.3% compared to 24.2%). In the Lviv region, respondents more often reported that they do not encounter such situations.

Do you often encounter requests that fall outside your job duties but that you are still required to handle?
Lviv region



Do you often encounter requests that fall outside your job duties but that you are still required to handle?
Ivano-Frankivsk region



Open-ended responses show that in practice, specialists often act as coordinators, drivers, veterans' advocates, crisis counselors, and even event organizers. A significant share of such requests relate to legal support, interaction with military units, the TCR&SS, courts and other government institutions, document processing, accompanying people to medical facilities, resolving household problems, and finding housing or transport. A separate category consists of requests for emotional support outside of working hours, when veterans call in the evening or at night, needing help or simply someone to talk to.

The scale of these additional duties is well illustrated by the specialists' own words:

"Most often, I encounter requests that sit at the intersection of legal support, everyday assistance, and resolving bureaucratic issues. This includes helping with the processing of statuses and benefits, restoring lost documents, and communicating with social protection authorities or the TCR&SS. There are also frequent requests related to housing, employment, or retraining of veterans, which go beyond purely psychological or basic medical support but are critically important for their adaptation".

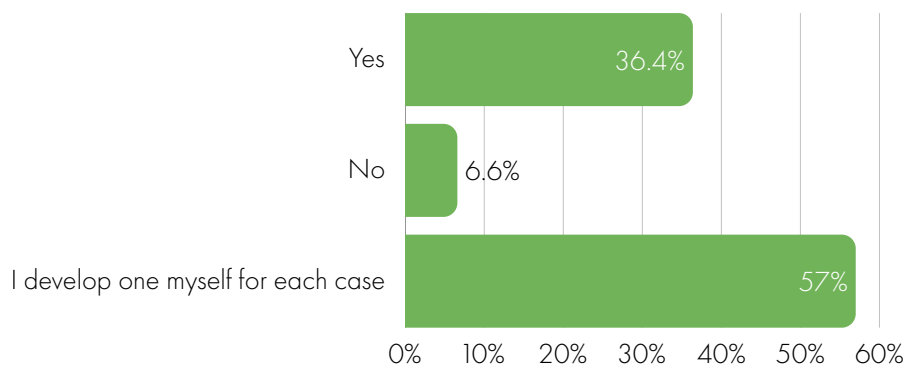
“Registering petitions. Psychological support at night. Meeting veterans who are intoxicated and helping them get home. Buying tickets. Organizing commemorative events, as well as theater performances as part of drama therapy”.

“Discharge of servicemen, preparation and submission of documents for the EKOPFO (Expert Team for Assessment of Person's Daily Functioning), appeals against Military Medical Commission decisions, preparation of various types of reports to the Armed Forces of Ukraine, deferrals for conscripts, processing of benefits and inheritance matters, and preparation of medical documents”.

“Driving to a veteran’s home in my own car, or driving them to hospitals and other government institutions. Being asked to go and search for someone missing at the front. Writing reports”.

The study revealed a lack of standardization in practical work and a strong dependence of support quality on the personal experience and competence of the individual specialist. 57% of respondents said they do not have a ready-made algorithm for resolving typical veteran requests and have to develop one themselves for each individual case. 6.6% reported having no such algorithm at all. And only 36.4% – use a clear “roadmap”. This means that most specialists have developed their own basic crisis-response skills, while the system of support for such cases is not yet sufficiently standardized.

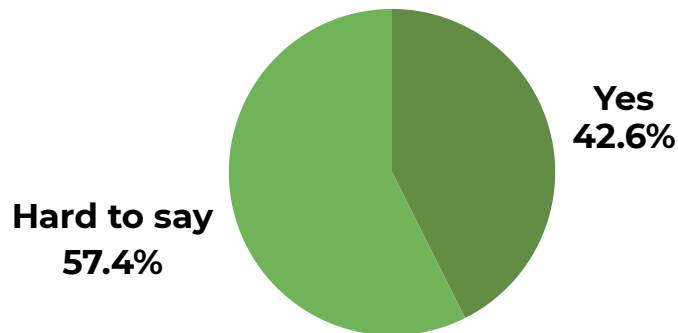
Do you have a clear “roadmap” (algorithm) for resolving the most typical veteran requests?



Respondents’ answers in the two regions are practically the same. Most specialists develop their own algorithm for each case, while a little over a third use ready-made algorithms.

Despite this, most respondents rate their skills in recognizing crisis states fairly highly. Almost all respondents said they are able to identify signs of suicidal behavior, aggression, or other crisis manifestations.

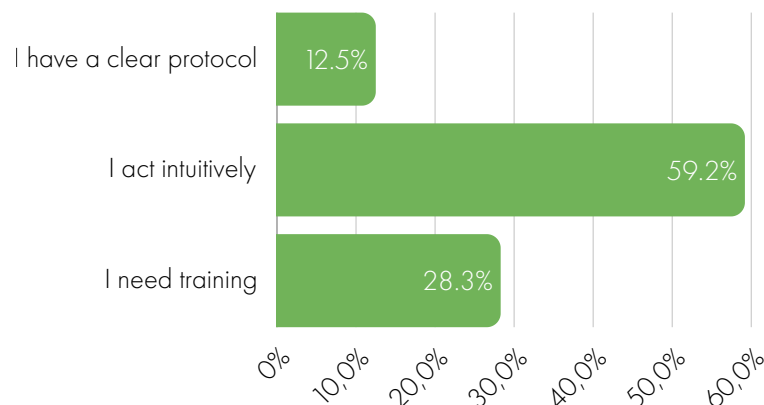
Are you able to recognize signs of crisis states (risk of suicide, aggression)?



Confidence levels in recognizing crisis states are nearly the same among specialists in both regions.

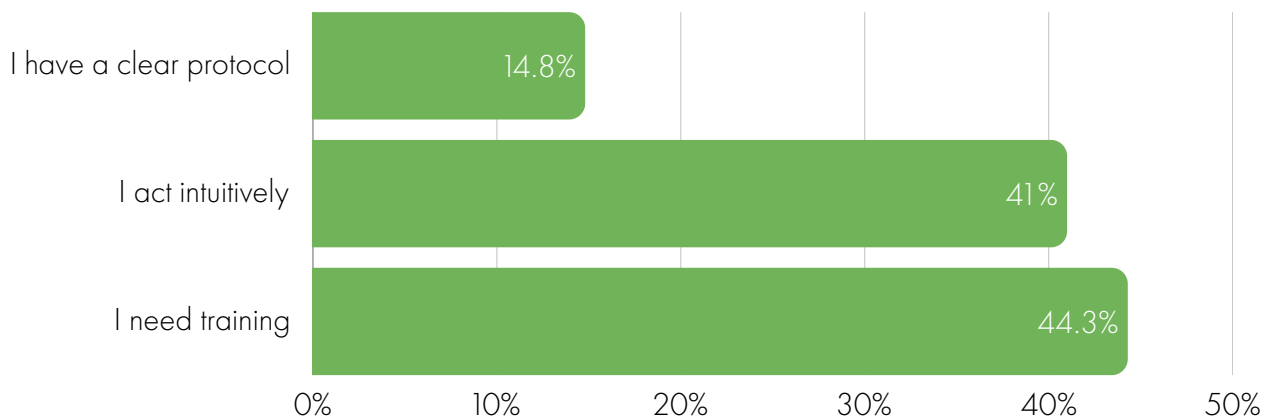
At the same time, responses about further actions reveal a certain lack of confidence. Only 12.5% have a clear response protocol, while 59.2% mostly act intuitively, relying on their own experience. Another 28.3% openly acknowledge that they need additional training specifically in crisis response. This confirms that the problem lies not so much in identifying crisis states, but in the lack of clear algorithms for subsequent action.

How do you usually act when you identify a crisis state in a veteran or another category of client?

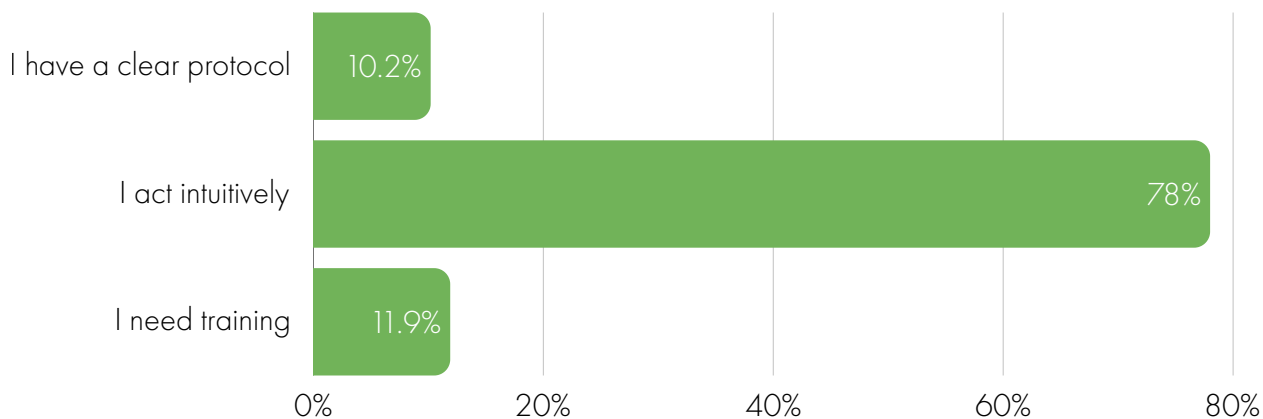


This question shows the most noticeable regional differences. In the Ivano-Frankivsk region, most specialists act intuitively (78%), while in the Lviv region this figure is 41%. By contrast, significantly more respondents in the Lviv region said they need additional training in crisis response (44.3%), compared to just 11.9% in the Ivano-Frankivsk region.

How do you usually act when you identify a crisis state in a veteran or another category of client?
Lviv region



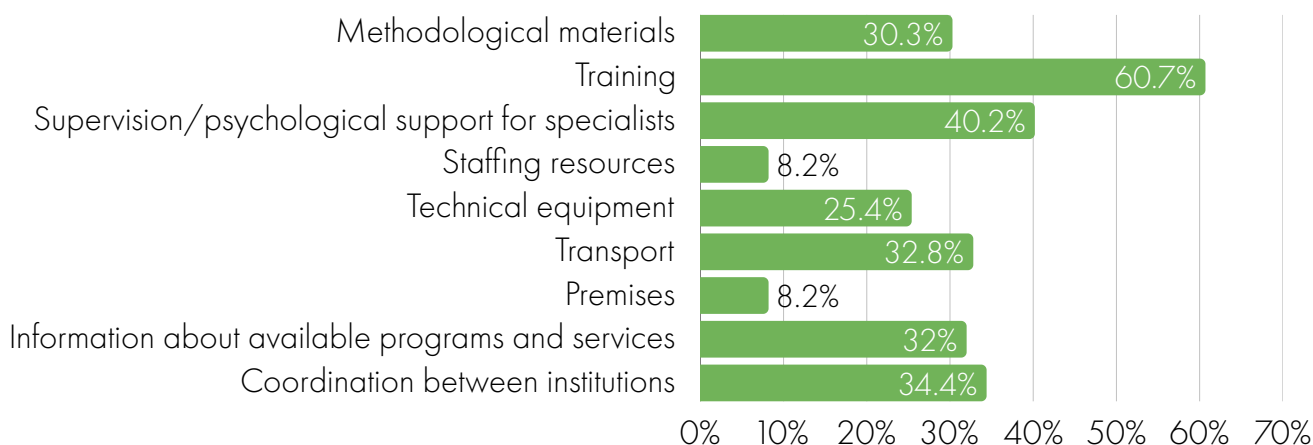
How do you usually act when you identify a crisis state in a veteran or another category of client?
Ivano-Frankivsk region



RESOURCE PROVISION AND INTER-AGENCY COOPERATION

Among the resources most lacking for quality work, specialists primarily cite training. This need was noted by 60.7% of respondents. A significant share of respondents also point to the need for psychological support and supervision for specialists themselves, better coordination between institutions, transport provision, access to up-to-date information about veteran support programs, and methodological materials. Staffing resources and premises are mentioned considerably less often.

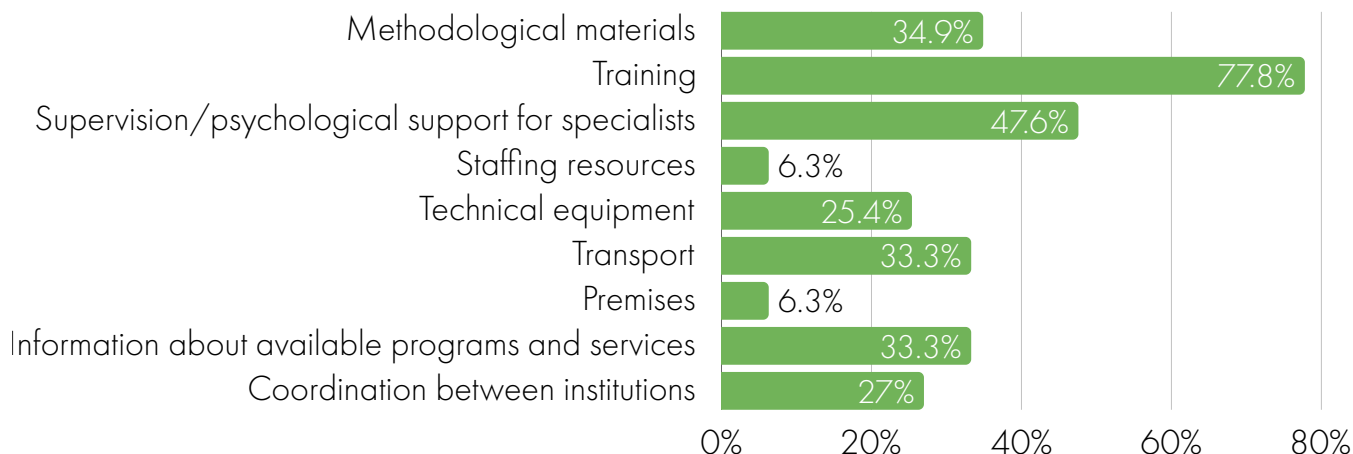
What resources do you lack most for your work?



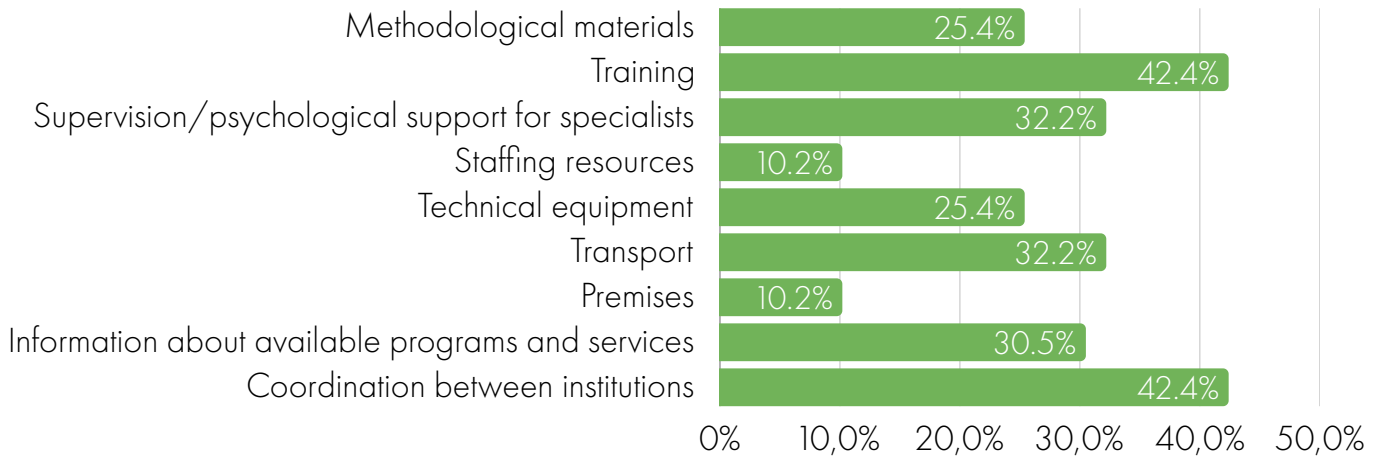
In the Lviv region, the need for training (77.8%), methodological materials (34.9%), and supervision (47.6%) is cited significantly more often. In the Ivano-Frankivsk region, the need to improve coordination between institutions is more pressing (42.4%), while the need for training is less pronounced (42.4%).

What resources do you lack most for your work?

Lviv region



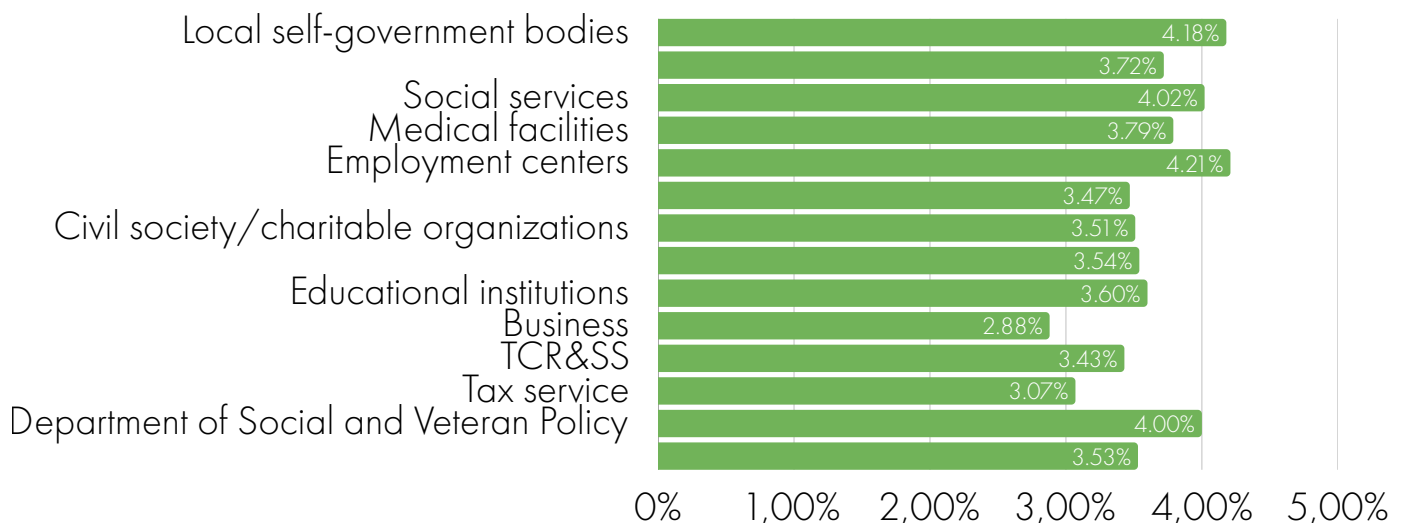
**What resources do you lack most for your work?
Ivano-Frankivsk region**



When assessing inter-agency cooperation, respondents give the most positive feedback on their interaction with local self-government bodies, medical facilities, social services, the Pension Fund of Ukraine, and employment centers. These institutions received the highest cooperation ratings. Cooperation with civil society and charitable organizations, psychologists, rehabilitation centers, veteran spaces, and National Police units was rated somewhat lower.

At the same time, specialists consider cooperation with territorial recruitment and social support centers, educational institutions, business, and the tax service to be the least effective. This shows that these are the areas most in need of further development and clearer mechanisms of cooperation.

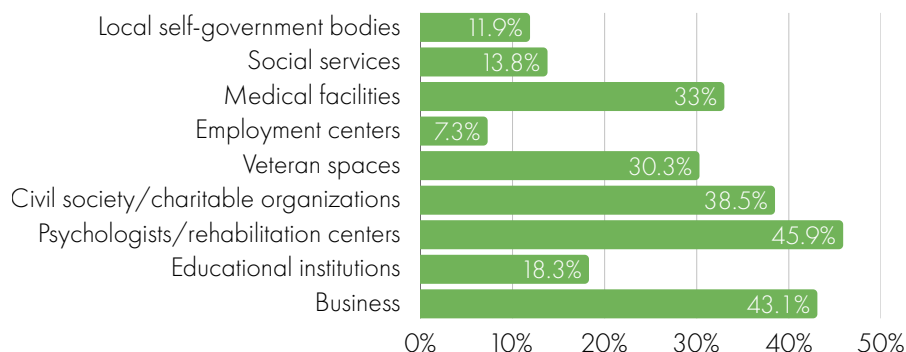
Rate the level of inter-agency cooperation with:



Ratings of cooperation with most institutions are similar, but in the Ivano-Frankivsk region ratings are somewhat higher for cooperation with employment centers, veteran spaces, business, territorial recruitment and social support centers, the tax service, and departments of social and veteran policy. In the Lviv region, cooperation with social protection authorities and the Pension Fund of Ukraine is rated slightly better.

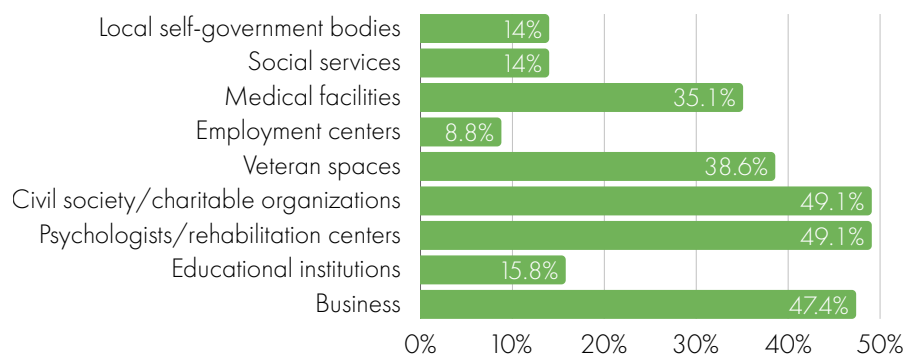
When respondents were asked which institutions most need stronger cooperation, psychologists and rehabilitation centers, business, civil society and charitable organizations, medical facilities, and veteran spaces were mentioned most often. The need to strengthen cooperation with the structural units of LSGBs, social services, or employment centers arises much less often. This once again confirms that cross-sector cooperation, which would make it possible to comprehensively respond to veterans' requests, is what needs the most development today.

With which institutions/organizations do you need to build cooperation?

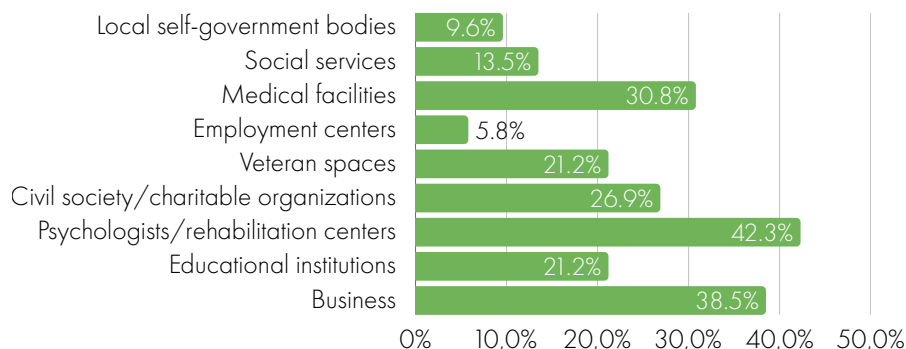


Specialists in the Lviv region more often express a need to develop cooperation with civil society and charitable organizations, veteran spaces, business, and psychologists or rehabilitation centers. In the Ivano-Frankivsk region, the need to strengthen cooperation with educational institutions is mentioned relatively more often.

With which institutions/organizations do you need to build cooperation? Lviv region



With which institutions/organizations do you need to build cooperation? Ivano-Frankivsk region



Responses to the open-ended question about difficulties in their work show that specialists' problems are mostly systemic in nature. Most often, they relate to complicated interaction with military units, the TCR&SS, the Pension Fund, law enforcement agencies, and other government structures. Respondents regularly mention long waiting times for responses to requests, bureaucratic procedures, insufficient coordination between institutions, and the need to repeatedly duplicate the same information.

A separate set of problems relates to digital tools. Specialists often report an unstable electronic cabinet, the "Oscar" CRM system, difficulty correcting errors in entered data, and significant time spent working with online services. Equally pressing issues remain the limited authority of specialists themselves, the lack of a unified status for the profession, and the inability to promptly obtain the necessary information from government institutions.

In addition to organizational difficulties, respondents also point to the challenges of working directly with veterans and their families. This includes emotionally intense situations, psychological exhaustion, the need to work with people who have experienced trauma, and limited access to quality psychological and rehabilitation support.

The nature of these difficulties is best described by the study participants themselves:

"Interaction with institutions: the 'human factor' problem and an outdated approach in some government structures, which creates artificial queues and requires collecting an excessive number of paper certificates. Work in electronic systems: lack of integration between different databases. A large amount of time is spent on manual data entry and dealing with technical errors during authorization or document uploads".

"The biggest problem is that the specialist profession has no official status, and the whole job relies on communication skills, but in many cases that is not enough to provide veterans with the full support they need".

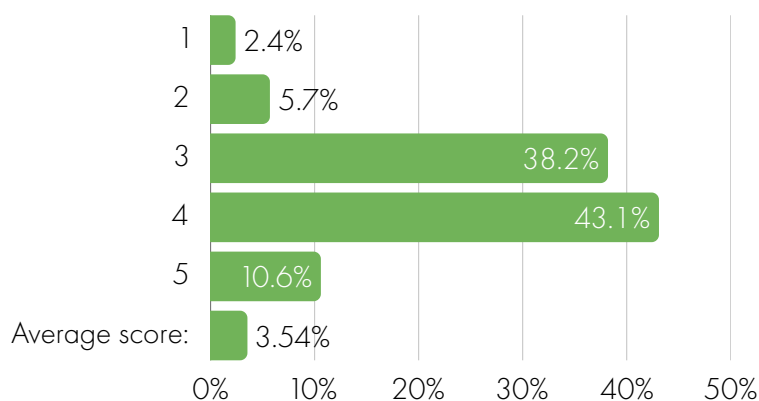
"How long it takes to obtain official documents from third-party institutions. Unstable operation of online services and electronic cabinets. Legislation or internal agency instructions frequently change".

"Families of missing persons complain about the indifference of investigators; veterans often have to remind military units of their rights; people released from captivity wait a very long time for sanatorium and resort treatment"

PROFESSIONAL DEVELOPMENT OF SPECIALISTS AND AREAS FOR IMPROVING THE SUPPORT SYSTEM

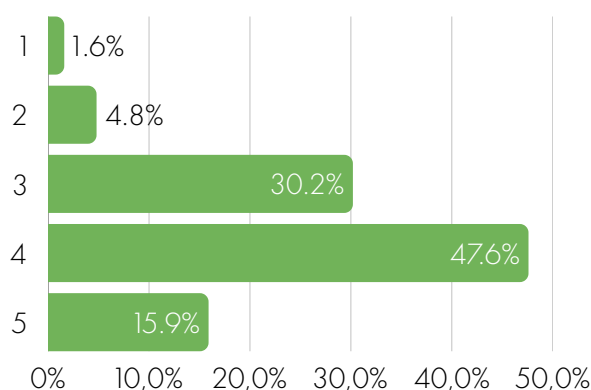
Almost all study participants confirm a strong need for professional development. The largest share of respondents rated their own need to build competencies at the maximum level, with an average score of 3.54 out of five.

Rate your need to build professional competencies on a scale of 1 to 5:

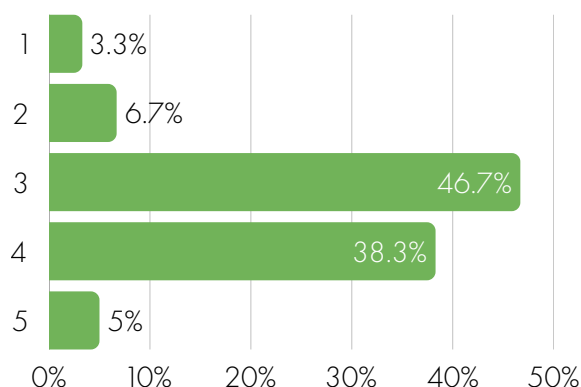


Specialists in the Lviv region show a stronger demand for professional development. They more often rated their need to build competencies at 4–5 points, while a rating of 3 points predominates in the Ivano-Frankivsk region.

**Rate your need to build professional competencies on a scale of 1 to 5
Lviv region**

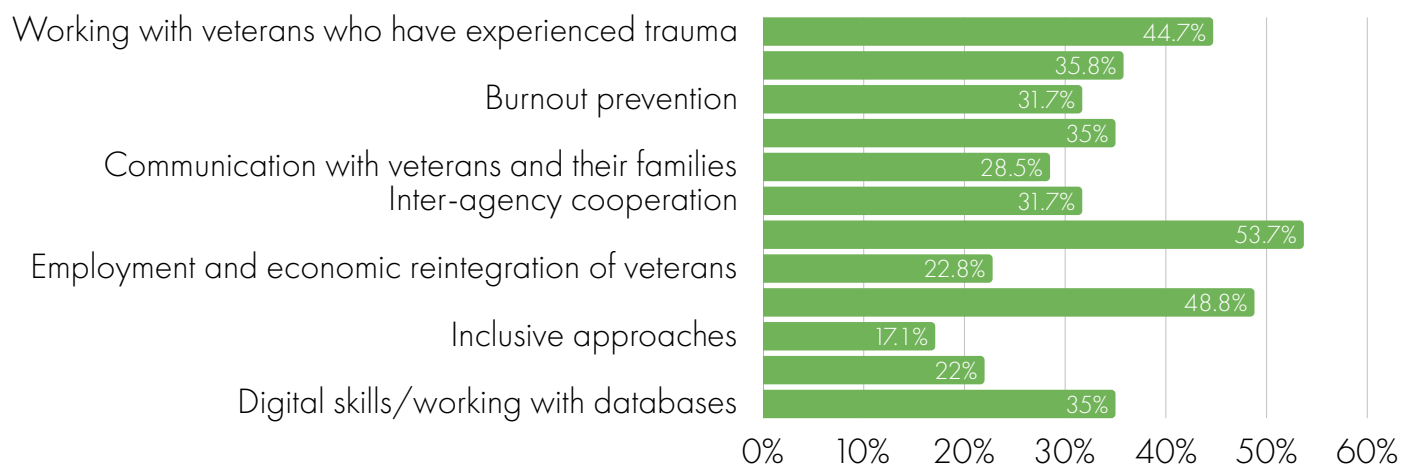


Rate your need to build professional competencies on a scale of 1 to 5 Ivano-Frankivsk region



The study found that specialists primarily need applied knowledge that will help them handle complex life situations. Thus, respondents named the most relevant training topics as legislation and social guarantees for veterans, working with the families of the fallen and missing, the specifics of working with people who have experienced trauma, psychological support, and crisis counseling. There is also considerable interest in case management, digital skills, inter-agency cooperation, burnout prevention, and communication with veterans and their family members.

Which training topics are most relevant to you?



Regarding training topics, the two regions show both shared priorities and certain differences related to specialists' professional needs.

Legislation and social guarantees for veterans is the most relevant topic for representatives of both regions. At the same time, this need was cited more often in the Lviv region (58.7%) than in the Ivano-Frankivsk region (48.3%).

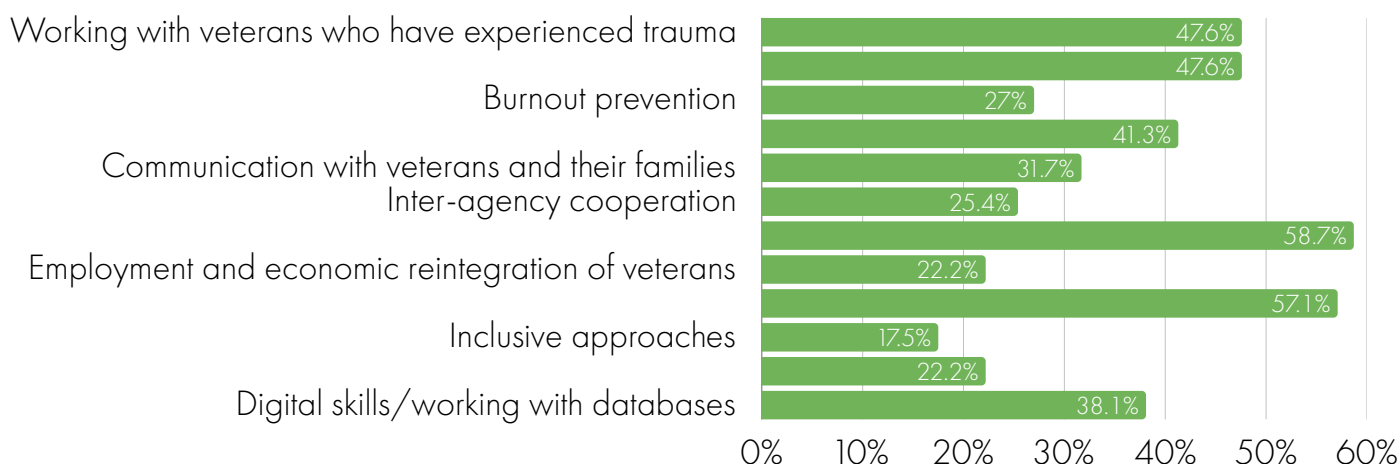
Specialists in the Lviv region expressed a significantly greater need for training in psychological support and crisis counseling (47.6% compared to 23.3%), case management (41.3% compared to 28.3%), working with families of the fallen and missing (57.1% compared to 40%), and digital skills and working with databases (38.1% compared to 31.7%). Interest in training on working with veterans who have experienced trauma (47.6% compared to 41.7%) and communication with veterans and their family members (31.7% compared to 25%) was also somewhat higher.

By contrast, inter-agency cooperation issues are more relevant in the Ivano-Frankivsk region, chosen by 38.3% of respondents compared to 25.4% in the Lviv region. The need for training in burnout prevention was also mentioned more often (36.7% compared to 27%).

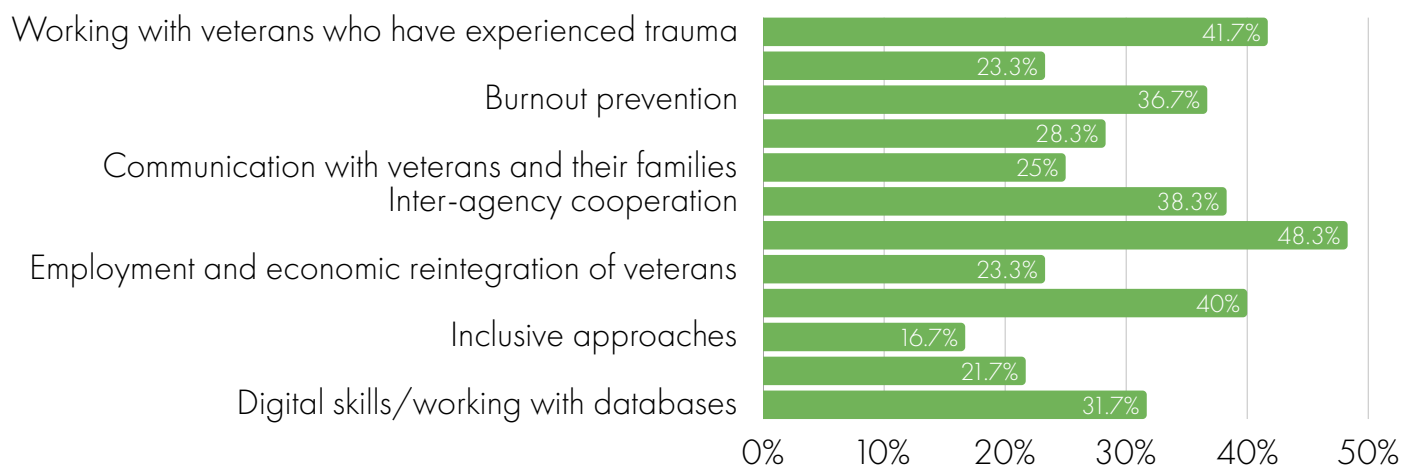
Employment and economic reintegration of veterans, inclusive approaches, and conflict management and mediation received nearly the same level of interest in both regions. The shares of respondents choosing these topics differ by only 1–2 percentage points, indicating a shared view of their importance regardless of region.

Overall, specialists in the Lviv region show a stronger demand for developing practical competencies directly related to veteran and family support, psychological support, and case management. In the Ivano-Frankivsk region, somewhat more attention is given to developing inter-agency cooperation and preventing professional burnout, consistent with the working patterns identified elsewhere in the study.

Which training topics are most relevant to you? Lviv region

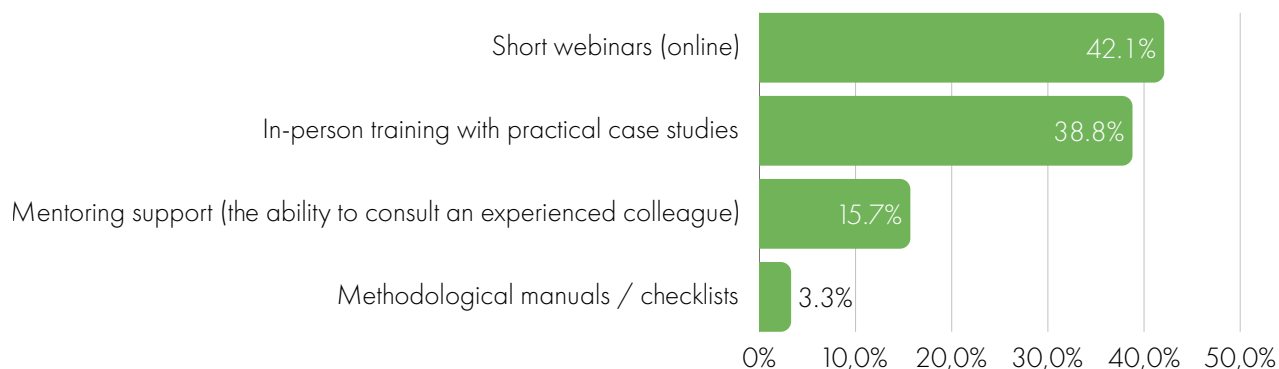


Which training topics are most relevant to you?
Ivano-Frankivsk region



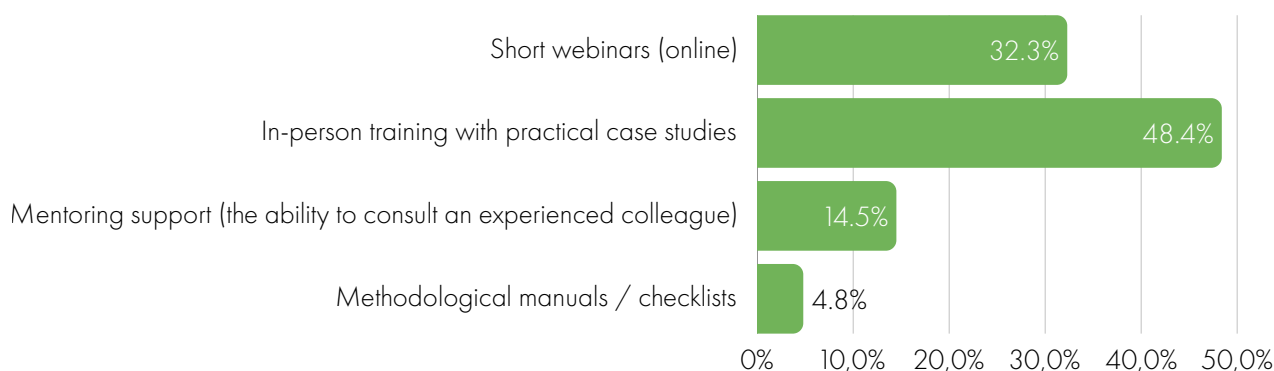
Specialists tend to prefer interactive training formats, short online sessions, and practical in-person workshops. Short online webinars are the most convenient format for respondents, chosen by 42.1%. Another 38.8% prefer in-person training with practical case studies, which allows them to work through specific situations and exchange experience. The need for mentoring support and the opportunity to consult with more experienced colleagues was noted by 15.7% of respondents. Independent study of methodological materials is far less in demand: only 3.3% of respondents chose manuals and checklists as their main way of learning.

Which training format is most convenient for you?

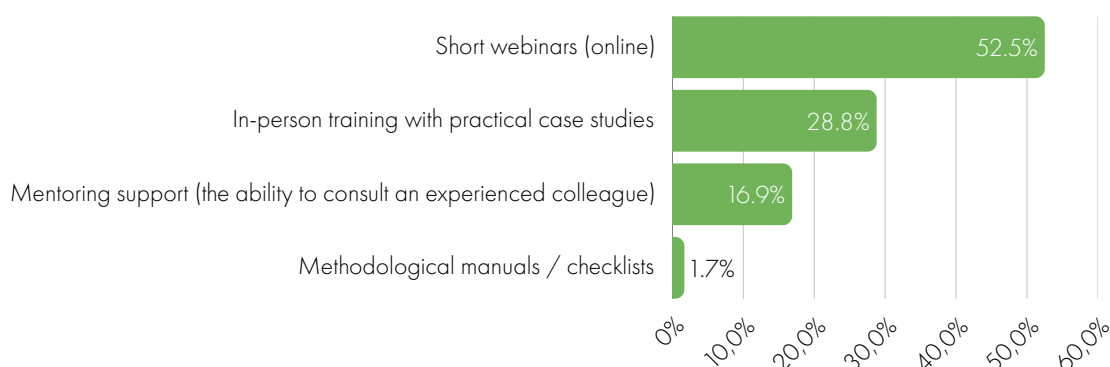


Preferences regarding training format differ. In the Ivano-Frankivsk region, short online webinars are chosen most often (52.5%), while in the Lviv region interest in in-person training with practical case studies predominates (48.4%). The share of those who prefer mentoring support is nearly the same in both regions.

Which training format is most convenient for you?
Lviv region



Which training format is most convenient for you?
Ivano-Frankivsk region



When asked about possible changes to the veteran support system, respondents most often propose reducing the bureaucratic burden, simplifying reporting, improving online services, and ensuring automatic information exchange between government registries. A significant share of proposals relate to expanding specialists' authority, creating clear work algorithms for typical cases, improving cooperation between government institutions, and regular professional training. Respondents also emphasize the need for mentoring support, supervision, and psychological assistance for specialists themselves as an important tool for preventing professional burnout.

These expectations are best reflected in the participants' own responses:

"Introduce step-by-step action algorithms ('roadmaps') for each typical problem veterans face. It is important that these algorithms clearly indicate the specific institution to contact in each case, what documents to bring, and the expected processing time".

"To improve effectiveness, it would help to: set up faster data exchange between partner organizations; introduce regular supervision for the support team; automate reporting as much as possible so specialists can focus on people's individual needs".

"Transform the support system from a 'controlling and paperwork-processing' body into a navigator and a safe source of support, where the specialist has the time and resources to listen to the person and help".

"CUT DOWN on reporting work, because sometimes entering everything into all the systems takes longer than the actual task itself. Give specialists more freedom of movement... A support specialist's job is a 24/7 job. But that needs to be compensated for somehow".

CONCLUSIONS AND RECOMMENDATIONS

The veteran support system is at a stage of active development and professional formation. Most specialists have been working in veteran support for less than a year, yet they are already providing comprehensive support to a significant number of veterans and their family members. Despite their relatively limited professional experience, they show a fairly high level of confidence in their own ability to handle veterans' requests, indicating strong motivation and readiness to develop.

At the same time, given the growing number of war veterans and demobilized persons, the support system is expected to expand further in the coming years, drawing in new specialists. This makes it increasingly important to establish effective mechanisms for professional support, mentoring, and work standardization.

Recommendation: introduce a unified onboarding program for newly appointed specialists, including introductory training, mentoring during the first six months of work, and regular consultations with more experienced colleagues.

Veteran support practice is complex and extends significantly beyond formally defined job duties. Specialists work with a wide range of requests — from processing social guarantees and medical support to crisis situations, psychological support, and interaction with military units, government institutions, and veterans' families. A significant share of such requests require knowledge from various fields and coordination among many institutions.

Recommendation: develop standard inter-agency support pathways for the most common categories of requests (processing statuses and benefits, medical and psychological assistance, employment, legal support, support for families of the fallen and missing), specifying the responsible institutions, required documents, processing timelines, and contact persons.

Specialists' work relies largely on personal experience rather than on unified standards. Most respondents develop their own work algorithms independently, and in crisis situations they often act intuitively. The lack of unified practical tools leads to different approaches to resolving identical situations.

Recommendation: create a unified practical guide for veteran support specialists that includes action algorithms for typical requests, crisis-response protocols, checklists, document templates, a list of contacts for relevant institutions, and examples of resolving complex cases.

Professional development is a key condition for ensuring quality veteran support. Specialists most need practical knowledge on legislation, social guarantees, working with people who have experienced trauma, crisis counseling, case management, and interaction with the families of the fallen and missing. They consider interactive training formats, short online webinars, and practical in-person workshops to be the most effective.

Recommendation: put together an annual professional training calendar consisting of short thematic webinars, practical workshops, analysis of real cases, and thematic training modules, with the option of remote participation for specialists from all territorial communities.

Specialists need ongoing professional support to prevent emotional exhaustion. Their work involves constant contact with people who have experienced loss, trauma, or are in crisis situations. At the same time, a significant share of specialists report a need for supervision, psychological support, and the opportunity to discuss complex cases with colleagues.

Some specialists are veterans themselves or family members of veterans, including of fallen (deceased) Defenders of Ukraine. Carrying out job duties that involve constant contact with traumatic stories, crisis situations, and other people's experiences **creates additional risks of re-traumatization and of being unable to fully process their own traumatic experience.**

Recommendation: introduce a system of regular group supervision (at least once a month), professional peer intervention, and psychological support for specialists, involving certified supervisors and practicing psychologists.

Introduce a differentiated system of psycho-emotional protection and support for specialists who have their own experience of war or loss (veterans, family members of fallen Defenders of Ukraine), with expanded options for individual psychological support.

The effectiveness of veteran support depends significantly on the quality of inter-agency cooperation. The best-established cooperation is with local self-government bodies, social services, employment centers, and medical facilities. At the same time, specialists note the need to strengthen cooperation with psychological and rehabilitation centers, civil society organizations, business, and other partners.

Recommendation: build a regional network of partner organizations with designated responsible contact persons, develop unified case-referral rules, and hold quarterly coordination meetings between representatives of key institutions.

Administrative procedures and digital services remain one of the factors reducing the effectiveness of specialists' work. Respondents regularly report significant time spent on documentation, information duplication, unstable operation of certain electronic services, and the need to repeatedly enter the same data.

Recommendation: conduct an audit of administrative procedures in specialists' work, review the scope of mandatory reporting, eliminate information duplication, and ensure the integration of electronic systems used by different government institutions.

The further development of the veteran support system requires institutional strengthening of the profession. Practice shows that specialists often perform functions that go beyond their job duties, while their ability to promptly interact with individual institutions or obtain necessary information remains limited. This complicates the organization of comprehensive veteran support and creates a strong dependence on the personal initiative and professional contacts of the individual worker.

Recommendation: ensure the practical implementation of the Professional Standard "Specialist in the Support of War Veterans and Demobilized Persons" through the approval of standard work algorithms, inter-agency cooperation regulations, a unified system of methodological support, mentoring and supervision, as well as regular professional development for specialists.

One of the challenges facing support specialists is limited access to transport.

Respondents' open-ended answers show that in order to provide services, they often have to use their own vehicles to visit veterans at home, as well as to accompany them to medical facilities, government authorities, and other institutions. A need for transport support was also indicated by one in three surveyed specialists. The issue of transport access can be especially acute in rural and remote communities, where distances between settlements are considerable and public transport options are limited. A lack of adequate transport support not only makes it harder for veterans to access the services they need, but also increases the burden on specialists themselves, limiting their mobility and effectiveness.

Recommendation: it would be worthwhile to establish mechanisms for providing specialists with transport, in particular through official vehicles, compensation for transport costs, or the organization of specialized services for transporting veterans to service locations, taking into account the resources available in each community.

Could add an annex breaking down respondents by community (separately for the Lviv and Ivano-Frankivsk regions)?

The comparative analysis did not reveal any fundamental differences between the responses of specialists in the Lviv and Ivano-Frankivsk regions.

Both regions show a high degree of similarity in how specialists view their own professional role, the nature of their work, and the main needs of the veteran support system. The differences between the regions mainly relate to the level of professional experience, certain aspects of work organization, and professional development priorities. The Lviv region has more newly appointed specialists, who more often note a need for training, methodological support, and supervision, and who prefer practical in-person training. In the Ivano-Frankivsk region, a larger share of respondents has more than a year of experience, uses case management more often in their work, and places greater emphasis on the need to improve inter-agency coordination. Despite these differences, the study's findings point to shared challenges for both regions: the need to standardize work algorithms, develop inter-agency cooperation, expand professional training opportunities, and strengthen organizational support for specialists.

Recommendation: the regional differences identified should be used not as a basis for creating different support models, but for flexible planning of specialists' professional development. Unified work standards, support algorithms, and methodological materials should remain common to all communities, while training, mentoring, and supervision programs should be shaped to reflect the current needs of each region. In particular, for the Lviv region it would be worthwhile to strengthen support for newly appointed specialists through mentoring, supervision, and practical training, while for the Ivano-Frankivsk region more attention should be given to developing inter-agency cooperation, exchanging successful case-management practices, and improving coordination mechanisms between institutions.