

R&D-Report

Project model, routines and ways of integration into the Ukrainian state system “Norway-Ukraine. Professional Adaptation. Integration into the State System” (NUPASS) project

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Nord University
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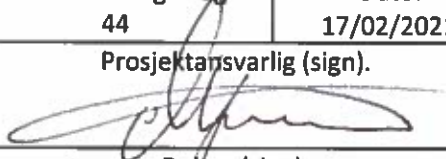


INTERNATIONAL FOUNDATION
FOR SOCIAL ADAPTATION



PROJECT
«NORWAY – UKRAINE»



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Sammendrag: Rapporten analyserer og sammenligner modellen for profesjonell og sosial tilpasning utviklet under norsk-ukrainsk samarbeid og dagens statlige system for sosial tilpasning av veteraner, sammen med initiativer utviklet av departementet for veteranpolitier i Ukraina.	Emneord: veteraner, sosial tilpasning, omskolering, modell, statlig system, integrering	
Summary: The report analyses and compares the model of professional and social adaptation developed under Norwegian-Ukrainian cooperation and the current state system of social adaptation of veterans, together with initiatives developed by the Ministry of Veterans Affairs of Ukraine.	Keywords: veterans, social adaptation, retraining, model, state system, integration	

“Norway-Ukraine. Professional Adaptation.
Integration into the State System”
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REPORT

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LIST OF ABBREVIATIONS

ATO	Anti-terroristic operation
DCAF	the Geneva Centre for the Democratic Control of Armed Forces
IFSA	International Foundation for Social Adaptation
JFO	Joint forces operation
MFA	Ministry of Foreign Affairs of Norway
NGOs	Non-governmental organizations
NUPASS	Norway-Ukraine. Professional Adaptation. Integration into the State System
SAMs	Social adaptation managers
SPN	Social partnership network

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EXECUTIVE SUMMARY

The report analyses and compares the model of professional and social adaptation developed under Norwegian-Ukrainian cooperation and the current state system of social adaptation of veterans, together with initiatives developed by the Ministry of Veterans Affairs of Ukraine.

The model of professional and social adaptation consists of four main stages:

- 1) Informing (spreading information about rights and opportunities after dismissal from military service and consulting potential participants on professional, social adaptation and assistance in employment);
- 2) Selection (choosing regions, cities and universities for the implementation of retraining and social adaptation activities during the forthcoming semester; based on local market needs, defining retraining specifications; selection of applicants and forming training groups of participants);
- 3) Retraining and social adaptation;
- 4) Completion and follow-up (ensuring actual integration of graduates into civilian society).

Currently, different Ukrainian state institutions coordinate the professional and social adaptation of veterans. Recently, the Ministry of Veterans Affairs proposed establishing "veterans' spaces", to promote the effective rehabilitation and psychosocial adaptation of veterans and their family members (e.g., preservation of their mental health, obtaining educational services to increase competitiveness in the labour market, and productive employment, ensuring their social and professional adaptation).

The comparative analysis of both models shows significant divergence between them:

- firstly, in the groups of beneficiaries who are entitled to receive professional and social adaptation;
- secondly, in the process of professional, psychological and social adaptation;
- thirdly, in the coordination of professional, psychological and social adaptation by stakeholders.

The main conclusion of the report is that integration of the professional and social adaptation model into the state system of Ukraine requires a set of immediate actions: competence-building and geographical expansion; increasing the role of the Ministry of Veterans Affairs, by establishing long-term commitments (partnerships between the ministry and universities in different regions of Ukraine); co-creation of the model of professional and social adaptation through formalized policies; and, finally, institutionalization of the model, which will signify the completed process of its integration into the state system, with its further sustainable functioning.

PREFACE

Due to the ongoing conflict with the Russian Federation in Eastern Ukraine, the military sector in Ukraine has grown. According to the Ministry of Veterans Affairs of Ukraine, the number of Ukrainian combatants reached 403,148 persons in November 2020. Every year, up to 30,000 military officers leave the Armed Forces of Ukraine (Global Security Organization, 2019 ¹).

Veterans face many difficulties when returning to civilian life. According to Ukrainian legislature, all veterans have the right to professional and social adaptation to the conditions of civilian life, including professional retraining, psychological adaptation and assistance in employment. All servicemen dismissed from the armed forces and other divisions of the security forces and defence sector of Ukraine, as well as veterans of the military conflict in Eastern Ukraine, have this right. However, the latter do not always receive proper professional and social adaptation after their service, despite the acute need and legal rights, as defined by Ukrainian legislature. When dismissed into reserve or through resignation, the veterans are neither professionally nor psychologically ready to change their careers. Veterans receive some social guarantees and benefits, such as medical and to some degree psychological rehabilitation. However, professional retraining possibilities are even more limited.

The report aims to provide a detailed overview of the model of professional and social adaptation developed in 2003-2019 through Norwegian and Ukrainian cooperation, to compare the model with the existing state system and to suggest a roadmap for the model's integration into the Ukrainian state system. An analysis of risks and mitigating strategies is not in the scope of this report and will be published separately. The report draws upon 16 years of experience gained from several projects implemented during 2003-2015, the UKR-14/0033 "Retraining and social adaptation of military officers and their family members in Ukraine" (in short, "Ukraine-Norway") project during 2015-2019 and the legislative framework for social adaptation of veterans and their family members.

The report is structured as follows. After a brief historical overview of Norwegian-Ukrainian cooperation in the field of the retraining and social adaptation of veterans, the first part details the logics of the project model, its key stages and costs' distribution, as well as the impact of the pandemic in 2020 on the model. Next, the status of the Ukrainian legislative framework and the state regulation of the professional and social adaptation of veterans is presented, with a specific focus to veterans' spaces as a Ukrainian governmental approach to providing retraining and psychological and social adaptation for veterans and their family members. Next, the main divergences between the project model and the current state system are discussed. The final part provides a roadmap for implementing the model of professional and social adaptation into the Ukrainian state system, based on contributions from the key ministries and other stakeholder representatives.

¹ Global Security Organization (2019), "Military personnel in Ukraine", available at: <https://www.globalsecurity.org/military/world/ukraine/personnel.htm> (Accessed 05 December 2020).

HISTORICAL OVERVIEW OF COOPERATION LEADING TO "NORWAY-UKRAINE. PROFESSIONAL ADAPTATION. INTEGRATION INTO THE STATE SYSTEM" (NUPASS) PROJECT

Cooperation between Norway and Ukraine started in 2003, aiming to reduce the negative social consequences of military and economic reforms in Ukraine for retired military personnel and their family members, and to promote cooperation between Norway and Ukraine.

From 2003, several one-year projects were approved, and a longer three-year project agreement was signed in 2011, followed by the final project for the period 2015-2019. At the beginning, short-term projects were financed by the Ministry of Defence of Norway; later, projects were financed by the Ministry of Foreign Affairs of Norway. These projects addressed the complex problem of the professional and social adaptation and integration of military personnel into civilian life, by improving prospects for employment, including developing their own businesses. Thus, the target group included members of the Armed Forces of Ukraine and other law enforcement agencies: retired or due to be released within a year, participants of anti-terroristic operations (ATO), and their family members. Due to the changing context and needs since the start of the conflict in 2014, the criteria have been more flexibly interpreted, to allow ATO participants and non-commissioned officers and soldiers to join the programme. The overall number of ATO participants enrolling on the courses has grown yearly and, by the end of the project, roughly accounted for half the total number of participants.

Over 2003-2019, around 110 mln NOK were spent allowing more than 10,000 persons to be retrained and socially adapted. As per 2018, the retraining activities were totally organized in 39 Ukrainian cities and towns, with more than 20 higher education institutions providing professional retraining. In 2018, an independent evaluation by external consultants from the Geneva Centre for the Democratic Control of Armed Forces (DCAF) was conducted, highlighting the main strengths of the project, as well as pointing to potential weaknesses.

Results obtained during the final years (2015-2019) show that, on average, over 95% of course participants had a job after three years and almost 100% had been able to find employment after four years. In addition to having a significant positive effect on their psychological well-being and improved living conditions, project participants confirmed that their participation helped in building skills, promoting self-confidence and providing entrepreneurial inspiration, leading to participants establishing their own business (20-25% of participants chose to develop their own business).

Tables 1 and 2 summarize the project statistics for 2015-2019. The total number of retrained military officers, veterans and their family members was 4843 people. The number of project participants financed by means of local funding was 1168 people (31.8%). The percentage of project participants who established their own (family) business was 929 people (19.2%), while the majority of participants chose to work in the private sector (57.8%).

Table 1. Project data for 2015-2019

Indicator	2015		2016		2017		2018		2019		TOTAL
	Spring	Autumn	Spring	Autumn	Spring	Autumn	Spring	Autumn	Spring	Autumn	
<i>Number of applicants</i>	685	712	808	718	704	735	979	812	837	706	7696
<i>Retrained in total</i>	502	482	505	503	485	517	544	525	492	288	4843
<i>Including:</i>											
<i>Financed by the project</i>	375	375	400	375	375	400	400	400	350	225	3675
<i>Co-financing, %</i>	33.8	28.5	26.3	34.1	29.3	29.3	36	31	40.6	28.0	31.8

Table 2. Employment of project graduates 2015-2019 (as per 31.12.2019)

Spheres of employment	2015		2016		2017		2018		2019		TOTAL
	Spring	Autumn	Spring	Autumn	Spring	Autumn	Spring	Autumn	Spring	Autumn	
<i>Public sector</i>	9%	8.1%	13.5%	2.9%	9.9%	8.7%	22.4%	17.9%	14.6%	5.6%	11.6%
<i>NGOs</i>	—	1.5%	1.6%	2.4%	2.3%	1.9%	2.9%	4%	2.8%	1%	2.1%
<i>Distant work</i>	—	—	—	2.8%	1.8%	2.3%	5.3%	3%	3.7%	1.7%	2.1%
<i>Private enterprises</i>	69%	69.3%	61.4%	66.6%	59.6%	64.3%	47.8%	48%	48.2%	35.8%	57.8%
<i>Own enterprises</i>	21%	19.7%	19.4%	21.9%	20.4%	20.5%	20.6%	22.1%	16.5%	2.4%	19.2%
<i>Returned to service in ATO</i>	1%	1.4%	4.1%	3.4%	6%	2.3%	1%	5%	6.3%	—	3.2%
<i>Employed in total</i>	100%	100%	100%	100%	100%	100%	100%	100%	92.1%	46.5%	96%

During the 16 years of the project, an all-Ukrainian network of partners working in the field of the retraining and social adaptation of military personnel, veterans and members of their families was established and strengthened. Due to the joint efforts of partners contributing to the project, a new approach to psychological and social adaptation, based on a social partnership network, was developed, allowing retraining and social adaptation services to be provided as efficiently as possible.

The project was recognized as valuable for Ukrainian society, as it has shown substantial results. To ensure the sustainable continuation of the established model of retraining and social adaptation of veterans performed under the project, the decision was made to integrate the model into the Ukrainian state system. This resulted in a new project, funded during 2020-2022 by the Ministry of Foreign Affairs of Norway (MFA) – project #53320,

“Norway-Ukraine. Professional adaptation. Integration into the state system” (henceforth – NUPASS project).

The overall objective of the NUPASS project is to integrate the professional and social adaptation model (henceforth – NUPASS model), developed over 2003-2019, into the state system of Ukraine for the efficient professional, social and psychological adaptation of veterans and their family members into civilian society. The NUPASS model is a high-quality, flexible and responsive system that ensures this.

Key stakeholders involved in the NUPASS project are presented in Figure 1.

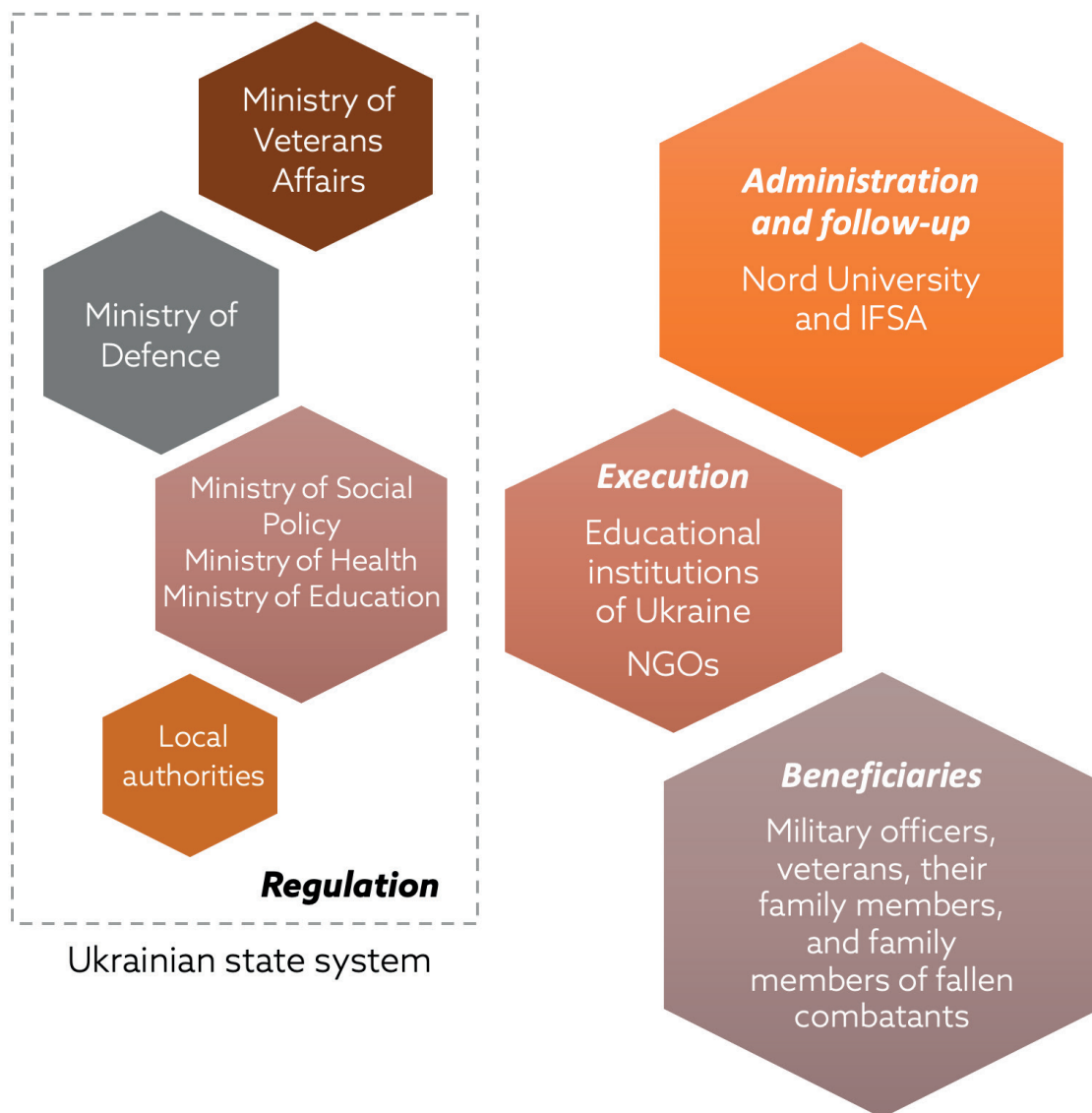


Figure 1. Key stakeholders and their functions in the NUPASS project

The network of Ukrainian partners, universities and non-governmental organizations (NGOs) is coordinated by the International Foundation for Social Adaptation (IFSA), which is responsible for administration. IFSA is an important link between Nord University (responsible for scientific follow-up), on one side, and Ukrainian universities and NGOs (responsible for the implementation of professional and social adaptation activities), on the other. In addition, IFSA ensures that financial discipline is demonstrated by all Ukrainian partners. Ukrainian universities provide retraining services, while NGOs carry out activities connected with social adaptation. The role of NGOs is important because, according to the legislature, Ukrainian universities are not able to provide services other than teaching or education. Therefore, NGOs contribute to the project process of social adaptation, by providing legal, psychological and employment assistance.

Last but not least, the NUPASS project has two target groups. The first is beneficiaries or participants. This group of stakeholders includes the following categories:

- 1) Military officers of the Armed Forces of Ukraine and other military formations created to protect the sovereignty and territorial integrity of Ukraine; professional soldiers, educated in military educational institutions, who have devoted their lives to military service.
- 2) Veterans, those participating in hostilities in the East of Ukraine (anti-terroristic operation (ATO), joint forces operation (JFO) (from 2018)), called up to the Armed Forces of Ukraine for mobilization from the reserve.
- 3) Family members of military personnel and combatants.
- 4) Family members of those fallen for the independence of Ukraine in the war with the Russian Federation in the East of Ukraine.

All these categories differ significantly: first, in the level and profile of the education received (higher, secondary, military, civil, technical, humanitarian, etc.); second, in the presence or absence of a civilian speciality, practical work experience, the availability of benefits and the right to receive a pension; and third, in various degrees of their mental state (e.g., post-traumatic disorder of combatants).

The second target group of the NUPASS project constitutes representatives of the Ministry of Veterans in the regions, NGOs and local governments (so-called "social adaptation managers" (SAMs)). These people require improvement in their competence to integrate the NUPASS model into the state system of Ukraine, to ensure the efficient professional, social and psychological adaptation of the project's beneficiaries to civilian society.

Given the aim of this report, the focus will be placed on the NUPASS project's beneficiaries/ participants (i.e., military officers, veterans, their family members and family members of fallen combatants) and not on SAMs.

The NUPASS model aims to:

- retrain project participants in civilian specialities which are in demand in the Ukrainian labour market, in order to increase their professional competitiveness;
- provide project participants with psychological adaptation, in order to increase their motivation for active social adaptation to civilian society;
- provide project participants with legal adaptation, in order to improve their social protection in the conditions of life in a civilian society;
- provide project participants with employment assistance, in order to improve the living conditions of their families;
- provide project participants with assistance in the creation of their own (family) businesses in conditions of unemployment in Ukraine;
- promote cooperation between educational and business institutions in Ukraine and Norway.



PART 1.

NUPASS MODEL: CONCEPTUAL DESCRIPTION AND COST ANALYSIS

The NUPASS model (Figure 2) includes four main stages: (1) informing; (2) selection; (3) retraining and social adaptation; (4) completion and follow-up.

A detailed description of the stages of the NUPASS model is provided below. Next, an overview of the cost percentage of each stage is presented. The section ends with an overview of project activities influenced by the global pandemic of COVID-19 in 2020.

STAGE 1. INFORMING

The aim of Stage 1:

To spread information about rights and opportunities after dismissal from military service and to provide consulting services to potential project participants in matters of professional and social adaptation, as well as assistance in employment, through different communication channels (e.g., social media, TV, information flyers, etc.).

Involved stakeholders:

- IFSA, NGOs and universities
- Potential participants
- Potential partners (for co-financing and other support)
- Ministries and local authorities
- The public

Description of main activities:

NGOs and universities handle the process of informing potential participants and partners. The information is delivered to military enlistment offices, commanding officers of military units or garrisons, departments of the Armed Forces of Ukraine, representatives of the state service of Ukraine for war veterans and ATO participants.

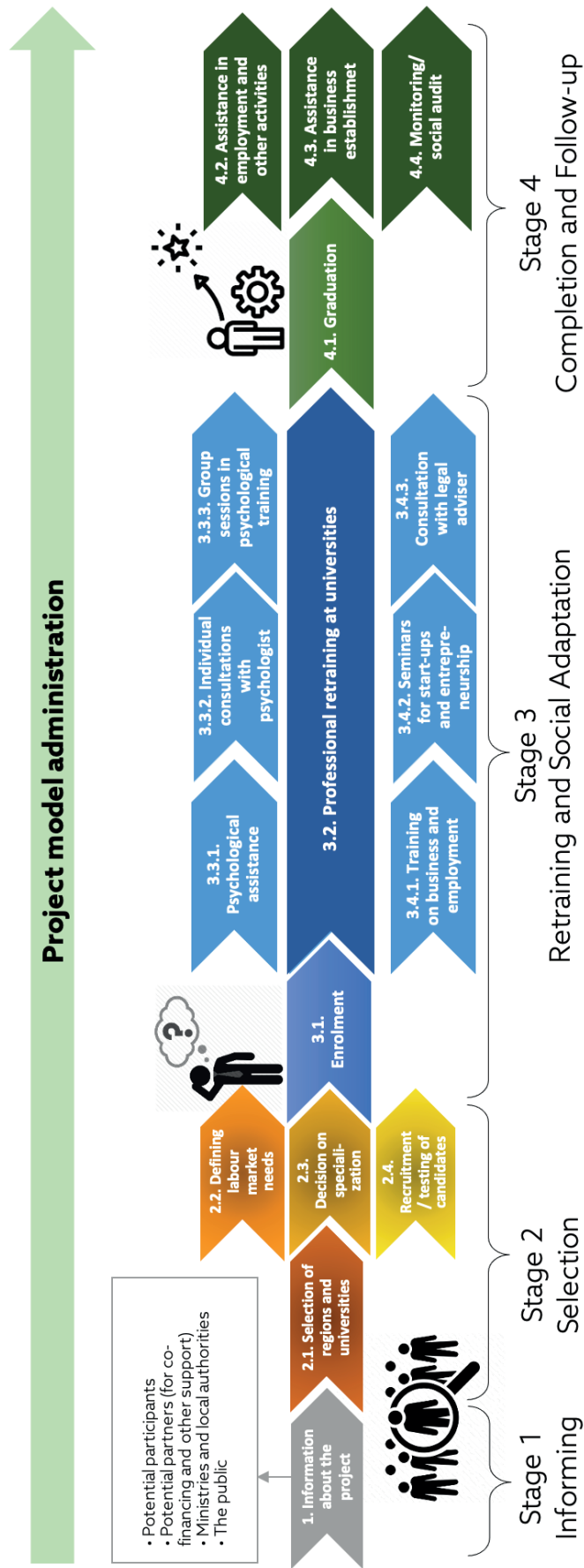


Figure 2. NUPASS model of professional and social adaptation of military officers, veterans, their family members, and family members of fallen combatants

Ways of spreading information:

- Social media and 'word of mouth' (transferring information through family and friends);
- Placing information on the websites of IFSA, the Ministry of Social Policy, the Ministry of Veterans Affairs, the Ministry of Defence and other interested organizations;
- Publication of informational articles in newspapers and magazines; organization of discussions on radio and television;
- Conducting information seminars in military units, ministries and organizations;
- Development, publication and distribution of informational booklets;
- Participation in seminars and information events organized by the Ministry of Veterans Affairs, the Ministry of Social Policy of Ukraine and other international programmes;
- Participation in working groups on the development of amendments to the existing laws, regulations and state programmes for the professional and social adaptation of project participants;
- Creation and operation of "Norwegian Classes" and "Business Centres" in universities participating in the project.

The information includes the following:

- 1) A brief summary of current legislation and possible updates on the rights of and benefits for veterans, as well as state support in addressing the issues of professional and social adaptation and assistance in the employment of potential participants;
- 2) Places where support can be provided: state, municipal and public service centres, e.g., veterans' spaces, veteran hubs, offices of regional representatives of the Ministry of Veterans Affairs, employment centres of the State Employment Service, helplines and centres of psychological assistance;
- 3) Types of benefits which potential participants can receive from various state structures in Ukraine (for more information, see an extensive overview of 26 state structures and their responsibilities in the White Book prepared by NGO Legal Hundred² in 2014 (in Ukrainian)).
- 4) Possibilities for employment and the creation of one's own business: business education, loans and business insurance, government and international support, regional programmes to support entrepreneurship;
- 5) Content of the project, conditions and possibilities of receiving assistance;
- 6) The role of the project in the state system of professional and social adaptation.

² Legal 100 (n.d.), "White book", available at: <https://legal100.org.ua/wp-content/uploads/2019/06/Bila-Knyga-Legal100.pdf> (Accessed 05 December 2020).

RECOMMENDATION FOR STAGE 1

According to statistical data (December 2020), the majority of participants receive information from: Internet/social networks and friends/acquaintances.

Combined methods show the best results, as they allow the most effective dissemination, depending on the specifics of the region.

Methods of informing named as most effective in the regions are:

- Neighbours or colleagues
- Representatives of non-profit organizations for veterans of the armed forces
- Internet and social media
- Mass media (press, television, radio)
- Flyers distributed in the military unit
- Commanding officers of a military unit

STAGE 2. SELECTION

The aim of Stage 2:

To conduct preparatory activities defining:

- 1) Geographical areas, regions, cities and universities for the implementation of retraining and social adaptation activities during the forthcoming semester;
- 2) Depending on market needs, training plans for selected directions of retraining for 500 academic hours;
- 3) Partner NGOs working on social adaptation and employment assistance;
- 4) Procedure and terms for the deployment of training for groups of participants.

Involved stakeholders:

- IFSA and Nord University
- Universities and NGOs
- Local governments
- Potential project participants

Description of main activities (sub-stages):

2.1. Selection of regions and universities

Project geography is conditioned by the analysis of the national situation, with the possibility of participants receiving access to retraining and social adaptation services. This means that project activities are primarily initiated in those regions where the need for such services is the greatest. IFSA monitors the situation within the country and selects and motivates the choice of regions. One argument for selecting a region could be the closure of a military base located there.

Among project targets is the covering of all 24 Ukrainian regions. Currently, the project is mostly running in western and central-eastern parts of Ukraine (Figure 3), in 14 regions and 18 cities. Before the annexation of Crimea in 2014, the project was running in the peninsula, where IFSA cooperated with Vernadsky Taurida National University.



Figure 3. Geography of the project (as per 01.12.2020)

Source: <https://ifsa.kiev.ua/en/publication/nformaczjnij-buklet-pro-proekt-ukrana-norvegya.html>

Another important factor when choosing the region, besides the actual need for the retraining and social adaptation of participants, is the existence of a local university which could perform the retraining. Generally, Ukrainian universities are selected based on three key principles: competence, consistency and responsibility. To be included in the project:

- Universities should have a good reputation in the region and be positively perceived by project participants;
- Retraining programmes should be balanced and contain a sufficient level of theoretical training, as well as practical classes;
- Lecturers selected to provide retraining need to possess a high level of theoretical knowledge, as well as practical experience in the field;
- Universities' training and infrastructure should facilitate the efficient work of the project participants during theoretical and practical classes and permanent remote consultations;
- Universities should have good sports and cultural facilities for participants;
- Universities should ensure participants' accesses to libraries, business incubators, training centres, recreation centres, museums and cultural centres;

- Financial literacy should be at a good level. Accounting departments of universities should have experience in bookkeeping and accounting regarding the targeted use of funds within international projects;
- Responsible lecturers within universities should organize the training process and ensure close interaction with local NGO project partners and IFSA.

2.2. Defining labour market needs

To define labour market needs, IFSA and regional partners (universities and NGOs) study official documents of the State Employment Service on the analysis of Ukrainian labour market dynamics. In addition, an independent analysis is carried out in each region, through a survey of successful local enterprises and local administrations. Current regional development programmes are studied, as well as plans for development programmes for the upcoming three to five years. By forming an understanding of the local labour market's needs, the partners ensure the relevance of local retraining programmes and increase the chances of obtaining local funding for start-ups developed by project participants.

2.3. Decision on specialization

The choice of retraining specialization is based on an analysis of the labour market in the regions, the availability of specialists at universities and the wishes of the students. IFSA and Nord University develop a retraining and social adaptation programme and cooperate with Ukrainian universities, NGOs and other relevant actors, to ensure its successful implementation.

Considering that 70-80% of veterans expressed a desire to create their own business (IFSA's research and survey results presented at the III International Veteran and Volunteer Forum, "Where we are, there is Ukraine", August 23, 2020, Kiev), business education in the field of "Entrepreneurship" is prioritized. This specialization is usually taught in Ternopil, Chernivtsi, Zhytomyr, Melitopol, Ivano-Frankivsk, Uzhhorod and Kropyvnytsky.

At the same time, the labour market is analysed for the presence of "unfilled niches" and the possibility of retrained participants filling them. In particular, the specialization, "Energy audit and energy management", was selected in Dnipro, Zaporizhzhia and Mykolaiv. In addition, the preferences of regional business development are taken into consideration. This is how the course, "Information technologies in business", was approved in Vinnitsia, Chernihiv, L'viv and Lutsk. Cooperation with the Ukrainian Association of Industrialists and Entrepreneurs, which unites almost 50,000 enterprises, suggested the specialization, "Ensuring business security in Ukraine", for participants retraining at KROK University in Kyiv. An update on the choice of retraining specialization is carried out at the end of each semester, after a preliminary assessment of the quality of the work performed.

2.4. Recruitment/testing of candidates

The peculiarity of the NUPASS model is that the training groups engage the adult population, aged from 20 to 50 years, with different educational backgrounds and life experience.

To enter the proposed training programme, all potential participants attend an interview and pass tests. NGOs are responsible for recruiting candidates, making them aware of the conditions of the programme and running initial psychological tests that define candidates' willingness, preparedness and commitment.

In most cases, joint commissions of representatives from NGOs and universities select the candidates for participation in the project, collect their documents and register applicants. Entry to the programme must include screening, so that only candidates with sufficient knowledge and strong motivation will be allowed to attend classes and complete the retraining and social adaptation programme. Participants are informed that the project does not provide social services (such as primary education, food subsidies, healthcare, etc.). Instead, it offers mentoring, employment and psychological assistance to all project participants.

The closest family members (husband/wife) can also be enrolled in the group with the main participant, if they want to create a family business. Another advantage of enrolling family members is creating a better psychological climate in a group. Candidates are selected based on their motivation and ability to successfully accomplish the educational programme, find a job or create their own business.

The training groups are formed in such a way that 20% of participants are co-financed by universities and at least 30% are female (requirements of MFA).

Due to a funding shortage, the project cannot help all potential participants. This is one of the project's limitations: support is provided only to motivated candidates, those with higher chances of demonstrating improved performance after completing the project. Other candidates wishing to participate in the project, but not selected, receive only consultation services from psychologists and employment specialists. More on this limitation is described in Part 4.

Although the selection criteria are the same for all project partners, some NGOs use creative ways to select the candidates. For example, an NGO in Uzhhorod asked potential applicants to record a short video about themselves and to introduce themselves, talk about their career interests, outline their motivation and present their business ideas.

Allowing flexibility in retraining and social adaptation, candidates can determine the most suitable approach for obtaining retraining services. When a project is carried out in a combined mode (online and offline), everyone is invited to join at the initial stage of the project (the first two weeks) and express their study preferences. At the end of recruitment, the lists of selected participants are submitted to IFSA to prepare agreements for project implementation.

RECOMMENDATION FOR STAGE 2

Regions are selected to conduct retraining and social adaptation based on local needs and an existing local university capable of providing retraining services. The universities are selected based on three principles: competence, consistency and responsibility.

The choice of a specialization should meet three important criteria: (1) the demands of the local labour market, (2) the capacity of a local university to carry out high-quality training, and (3) the ability of enrolled participants to master the material. Thus, it is up to each region to satisfy these criteria.

The most advanced way to select specializations is through "order-based" retraining (in 2018, in L'viv, a local company expressed a need for IT specialists and guaranteed their further recruitment; based on available labour market demand, the NGO and the university retrained participants specifically in IT specialization).

The best way to conduct recruiting is to involve a local university in the assessment of the recruited group from the start.

The group composition considered to be the best is when:

- not less than 30% are women (including 10% servicemen);
- no more than 30% are family members;
- the age of participants is up to 50 years (exceptions may apply).

STAGE 3. RETRAINING AND SOCIAL ADAPTATION

The aim of Stage 3: to implement activities related to professional retraining and social adaptation.

Involved stakeholders:

- IFSA, Nord University
- NGOs and universities
- Project participants

Description of main activities (sub-stages):

3.1. Enrolment

Enrolment is a rather short, yet important, sub-stage. After the selection process, which lasts around two months, the process of enrolment takes around 15 days to sort participants into the right groups. This is important because there are usually several times more applicants than it is possible to retrain. As the primary interests of the participants may slightly diverge, during enrolment the participants can decide whether they wish to receive basic retraining, e.g., improve English language or computer skills or continue with the full retraining programme. In the case of the former, they are directed to employment centres to receive support, while the latter start the retraining programme.

In addition, during the first week, psychologists work to assess the psychological state of the participants, consolidate training groups and shape a friendly atmosphere within groups.

By the end of the enrolment process, the final lists are approved, and the retraining and social adaptation process can start. While universities carry out educational activities, such activities as psychological adaptation, employment and legal assistance, and the creation of one's own business are under NGOs' supervision. NGOs also maintain connection with other foundations, government agencies, local governments and small businesses, to gain support and possible co-financing of projects developed by participants.

3.2. Professional retraining

At this sub-stage, universities play an important role, while facing several complexities. They need to comply with national educational quality standards and, at the same time, to be dynamic and flexible, while retraining participants in line with labour market needs and responding to the demanding expectations of project participants. Thus, for partner universities in the project, it is crucial to find the right balance in the theoretical and practical components of the course.

All partner universities develop a study course lasting 500 academic hours. The syllabus (see Appendix 1 for example) is approved every semester by Nord University and IFSA. The theoretical component of the course usually consists of lectures provided at the beginning, which occupy a smaller part of the course. The group work and practical classes constitute the major part of the course and are introduced later in the retraining process. At the end of retraining, the participants visit successful small and medium enterprises, to learn about best practices and to meet with potential employers.

3.3. Psychological assistance

Both psychological and business training sessions are an essential part of the model and provided to the participants during the whole training process to resolve the following tasks:

- defining of individual participants' peculiarities, including personal physical features;
- group teambuilding and effective retention of training materials;
- mediation of conflicts, prevention of psychological tensions within the group;
- personal development and increasing self-confidence;
- increasing of competitiveness in the labour market.

Each region had its own peculiarities in the organization of psychological training, depending on the composition of a training group, the selected speciality and the project's capacity for psychological support. During the first week of training, the psychologists assessed the initial state of all participants in each group and selected the optimal plan for training activities with each group.

Types of psychological training:

- Motivation training
 - Training on Personal Development, Training on Group Consolidation and Team Building, Training on Communicative Competence, Training on Goal Setting. Each training includes four classes of 1.5 hours' duration. Simultaneously, the training can engage up to 25 persons.
- Psychological training
 - Training on Emotional Self-Control;
 - Psychology of Conflict-Free Interaction;
 - Training on Prophylactic and Mediation of Conflicts;
 - Individual psychological consultations – training for veterans requiring an individual approach. Usually, five individual consultations are provided for each veteran and three trainings for a group of participants with common problems. The duration of individual consultations is around 30 minutes and depends on the condition of the participant. Individual consultations are generally provided in a confidential atmosphere;
 - Training on establishing interpersonal contact and reducing emotional tension. Training includes the presentation of situational problems, their discussion with a group and consolidation in the form of different actions. Training duration – 45 minutes with the participation of the whole group.

If necessary, the following additional psychological training can be conducted especially for war veterans:

- Training to relieve post-traumatic stress. The training informs participants on the specifics of the post-traumatic stress course and methods to prevent its further development. Training duration – four hours, participants – war veterans (optional);
- Therapeutic training “Life after war”. Participants study the methods of psychological self-care for war veterans and their wives. Training duration – four hours, participants – families of military officers – war veterans.
- Training on tolerance of methods of psychological influence. Participants study the methods of psychological influence on people and the creation of an effective defence against such influence. Training duration – four hours. Training engages the war veterans (optional). The number of participants in general does not exceed 10 persons.

3.4. Training on business and employment

During the process of retraining and social adaptation, project participants are offered employment training, covering the following issues: modern labour market dynamics, peculiarities of employment for war veterans, cases of successful employment of war veterans and retired military officers, labour migration, personal career planning, human

resource management in a small enterprise, entrepreneurship and the requirements of an entrepreneur. Specifically:

- 1) Employment training – preparation for interviews with potential employers. The training provides situations for participants to communicate with potential employers and an analysis of their prepared CV, etc. Each group of participants undergoes nine similar training sessions, each of 1.5 hours' duration.
- 2) Practical training on managerial decision-making. The training uses the method of situational management for prompt reaction related to changes in the external environment of a small business. Training duration – 1.5 hours, participants – two subgroups, each of 15 people.
- 3) Training on self-development, duration 45 minutes, participants – two subgroups, each of 10 people;
- 4) Training on goal setting and strategic planning. Training duration is 6 hours, the whole group participates.

To summarize, sub-stages 3.2-3.4 are conducted with close coordination between various stakeholders. During the retraining, the lecturers cooperate closely with psychologists and trainers on employment, to act as motivators for the participants, promoting participants' self-management. The combination of educational retraining by university lecturers, together with the training activity of psychologists and employment specialists, has shown a positive effect on the participants, by preparing them to master the educational material and sustain a high level of motivation.

RECOMMENDATION FOR STAGE 3

Professional retraining is usually organized on a 30/70 basis, with theoretical classes taking up 30% of the schedule and practical classes 70%.

Additional activities enhance the results of professional retraining: handouts, group lessons and individual consultations. While teaching, the lecturers should consider the specifics of the audience and their experience. Lecturers from similar scientific fields located in different regions share their experience in conducting lectures, which motivates them to work better.

Participants actively provide feedback on, and evaluate, lecturers' performance.

Psychological assistance yields the best results when using combined methods (group, individual) and when participants receive many training sessions at the start, as this helps to unite the group and increase the effectiveness of further group work.

Training on business and employment shows the best results when the following activities are applied in combination: business practices, inviting practitioners/business experts to conduct masterclasses, job vacancies, individual consultations and training.

Seminars for start-ups and entrepreneurship are the most effective for participants when several of these events are attended: business planning classes (at universities), individual consultations, consultations on fundraising, investment search, and business training.

STAGE 4. COMPLETION AND FOLLOW-UP

The aim of Stage 4: to ensure the actual integration of participants into civilian society.

Involved stakeholders:

- IFSA, Nord University
- NGOs
- Local administrations and other public bodies
- Local businesses
- Participants

Description of main activities (sub-stages):

4.1. Graduation

The preparation activities for the ceremonial graduation of participants play a symbolic yet very important role for all project partners. IFSA informs all relevant stakeholders of the forthcoming ceremonial events. This has a positive effect on the dissemination of the project's results.

During the graduation ceremony, graduates receive documents certifying the completion of education:

- Diploma of Royal Norwegian Ministry of Defence and Ministry of Foreign Affairs;
- Joint Certificate of NORD University and local Ukrainian university;
- Certificate of Retraining from local Ukrainian university.

Participants with the most outstanding results in the accomplishment of training receive honorary certificates from IFSA and the NGOs supporting the project. Lecturers who actively contributed to the project receive a certificate of participation in an international project from IFSA and the Ukrainian university.

4.2. Assistance in employment and other activities

NGOs continue to assist participants in finding employment and in business creation for a year after the end of the semester. This is done through communication channels, such as social media – Viber, WhatsApp, Facebook – to disseminate information about opportunities for new training, seminars and webinars relevant to graduates. NGOs also involve local associations of entrepreneurs to help with the employment of participants.

Assistance in employment is also facilitated by other local NGOs and enterprises. They contribute their own financial means to assist the universities, NGOs and project participants, by:

- organizing business practice for participants in enterprises and organizations;
- organizing consultations on employment in small enterprises;
- purchasing technical training equipment, stands and equipment for thematic lecture halls where the training takes place;
- disseminating information related to the content and results of the project's implementation.

Local administrations contribute to the project, according to the signed Memoranda of Cooperation between the administration, IFSA and a university. The support differs in different regions and mainly consists of the following activities:

- providing transportation for participants to the locations of public events in the city and the region: cultural events, holiday concerts, excursions to points of interest, participation in charitable events, sport competitions, etc.;
- providing meals for participants at city events;
- organizing excursions to municipal enterprises (e.g., water service companies, district electric networks, city and district heating networks, disposal facilities, housing service enterprises, etc.), to improve participants' practical understanding of local administrative problems and engage them in developing projects to solve existing problems; this might be especially interesting for those participants planning to work in the public sector;
- providing transportation and locations for the training activities of on-site groups of lecturers in places at the disposal of military units;
- holding meetings and group consultations with representatives of employment centres, Service for war veterans and ATO participants, Departments for Social Protection of the Population of oblast administrations;
- publishing the project's activities, progress and results, as well as interviews with relevant stakeholders, in the local mass media;
- proposing socially important projects to participants, to further submit to competition committees to receive initial financing;
- allocating financial assistance for events related to the social adaptation of the project's war veteran participants;
- organizing additional training for those project participants who show an interest in starting their own business (with the assistance of Entrepreneurship Support Centres), providing services at city business incubators.

4.3. Assistance in business establishment

NGOs assist the graduates in business establishment by providing consultations with lawyers and tax office representatives. Since communication between graduates and NGOs is maintained on a regular basis, the graduates receive information about competitions on business projects, grants and other opportunities to fund their start-up. In some cases, NGOs invite successful graduates to act as consultants to the participants, to share their experience in establishing their own business. The graduates also confirm that they feel more comfortable when working with other veterans, as they share similar values, and it is easier for them to gain mutual understanding.

Moreover, graduates are invited to join the alumni clubs and continue developing their network to share experiences and support for each other in developing a business, and to obtain relevant information and organizational support from NGOs, partner universities and other institutions. The communication can be maintained via specially created online platforms, based on social networks' and partner-organizations' websites.

4.4. Monitoring/social audit

The project is implemented in accordance with requirements and quality standards. The main criterion is not graduation but their successful career self-realization in civilian society and in their living standards. Under the supervision of IFSA, regional NGOs constantly monitor the change in the results of graduates (employment, career growth, and business development). Evaluation of the project is carried out after the completion of the training course, in three months and in a year. IFSA supervises the quality of the model's implementation. In the case of the slightest threat to the reputation of the project related to corruption, organizational or other reasons, IFSA eliminates the posed threats by excluding a partner violator from the project until all issues are resolved.

Risk management is an important part of the model. It includes constant risk analysis and updating of mitigation strategies. Based on the Committee of Sponsoring Organizations of the Treadway Commission (COSO) framework, the internal control system was created by a Nord University team, to show how the principles of control environment, risk assessment, control, information and communication, and monitoring are enacted in professional and social adaptation. All the aspects related to the risks of professional and social adaptation and the internal control system are outlined in more detail in a separate report.

Permanent monitoring by participants, NGOs, universities, IFSA and Nord University is organized, to evaluate the quality of project implementation. Given the high degree of engagement in its evaluation by numerous stakeholders, the NUPASS project is evaluated based on a social audit approach. A concept closely linked to corporate social responsibility, the social audit was developed as an attempt to measure, monitor and evaluate the performance of a particular organization in respect of its social programmes and objectives (Carroll, 1974³ ; Turnbull, 1995⁴). Currently, social auditing has become an internationally applied tool for evaluating international projects under the supervision of such organizations as the International Budget Partnership⁵ and the INTOSAI Capacity Building Committee⁶.

Thus, a social audit is a complex process for evaluating a project's non-financial goals, through continuous systematic monitoring from the stakeholders' perspective. A detailed analysis of the social audit is outside the scope of this report. A separate report focusing in greater detail on social auditing in the context of the NUPASS project has been developed by the Nord University team (the one mentioned above).

The social audit uses data collected from multiple sources:

1. Questionnaires. To evaluate the level of participants' motivation, their capacity to study on the programme and to actively engage in self-marketing. Evaluation of activities of lecturers, psychologists and employment trainers.

3 Carroll, A. B. (1974). Corporate Social responsibility: Its managerial impact and implications, *Journal of Business Research*, Vol. 2, No. 1, pp. 76-88.

4 Turnbull, S. (1995). The need for stakeholder councils in social audits, *Social and Environmental Accounting*, Vol. 15, No. 2, pp. 10-13.

5 International Budget Partnership: <https://www.internationalbudget.org/> (Accessed 12 December 2020).

6 INTOSAI Capacity Building Committee: <https://www.intosaicbc.org/> (Accessed 12 December 2020).

2. Focus-groups. The task is to discover the group's evaluation of project executors' and lecturers' activities, detecting weak spots and ways to improve the project.
3. Psychological tests. The task is to define entrepreneurial skills and to detect the level of psychological stability and satisfaction derived from participation in the project.
4. Oral discussion of the training's quality after it has ended, to intervene proactively in the training process for its further improvement.
5. Oral discussion of the quality of events conducted in the project, directly before their finalization. The last week of the project is one of explicit discussions.
6. Discussion of the results of the execution of project tasks at the "Project Participants Club", called three months after each semester, with the engagement of graduates from previous training periods.
7. Re-questioning of the project's participants before the finalization of retraining, with an evaluation of all events and participants.
8. Active information exchange by the project's participants on social media.
9. Information exchange in special closed groups on Facebook, Messenger, Viber.
10. Conducting joint events at enterprises and cultural heritage monuments, participating in the celebration of "Ukraine Defender's Day" and charitable events, organizing joint walking tours and art-crawls, with informal discussions of joint successes in accomplishing the project's tasks.
11. Collection of video interviews with project graduates and the production of information films about them, as well as separate videos with feedback. Graduates who participated in video interviews also noted that their participation in data collection motivated them to carry out a more detailed analysis of their successes (as they prepare in advance for interviews), perspectives and opportunities, summarizing results and making plans, and to be more aware in the further achieving of their goals. Interviews with graduates at their working places/ companies accurately reflect the results of their participation in the project.

RECOMMENDATION FOR STAGE 4

Graduation: invitations to local authorities and businesses, to involve them in cooperation, as well as to representatives of power structures, military commissariats and unit commanders, to strengthen the network. During graduation, the Ukrainian university is being promoted to the public, potential and current students, some of whom are family members of military personnel and veterans.

The best practice in this stage is to maintain flexibility and a personal approach to follow up graduates in their employment or in the business establishment of those who individually approach NGOs with their specific requests.

Monitoring is maintained by using the database of alumni clubs, which are created through offline and online communities. Data collection is done online, by sending out questionnaires and conducting focus groups.

COST ANALYSIS OF NUPASS PROJECT MODEL

The distribution of shares of the costs of each stage of the NUPASS model is presented in Figure 4. The greatest part of expenditure is allocated to sub-stage 2.2, Professional retraining at universities. This is due to the resource-intensive part of the programme, which requires the engagement of teaching staff at the universities to conduct 500-hour retraining courses.

Such items as “methodological support of all stages” and “administration” (together 22%) are associated with the coordination and facilitation of the retraining and social adaptation process and are attributed to indirect costs.

PROJECT ACTIVITIES IN TIMES OF COVID-19 PANDEMIC

In March 2020, Ukraine announced a national lockdown. Under the quarantine conditions, the selection of project participants and the recruitment of study groups were conducted through online surveys and questionnaires. Prior to spring 2020, many participants (approx. 80%) had no experience of distance working and out-of-class learning. In the first two weeks, along with the work of psychologists, the training courses were organized remotely.

The immediate positive side of the online mode of communication was that it allowed the geography of the project to be expanded beyond the cities where its participants lived. Other positive aspects included the possibility of additional study of the academic disciplines at a convenient time, without wasting time on the road, and active interaction with teachers online.

At the same time, the online teaching has increased teachers' workload, forcing them to spend more time (up to 15%) on the development of courses, recording classes and maintaining a constant dialogue with project participants. The low quality of Internet communications in the rural areas, the dependence on weather conditions, as well as the load on the network, caused additional difficulties for teachers. Those teachers used to traditional education methods faced some difficulties in teaching a “virtual” audience. Some experts refused to hold consultations with an “empty audience”.

Additional effort was needed from local project organizers and IFSA to control the attendance of classes and the quality of the implementation of the curriculum by teachers, and to maintain the quality of activities. All lectures were open to scrutiny by the university administrators and community leaders, as well as IFSA representatives. Facing the challenge of rapid reorientation to online mode, universities actively exchanged educational materials and online working methods.

Overall, analysis of the online retraining organization in the spring semester, in combination with the classroom practical classes and individual consultations, showed a high level of efficiency. More than 60% of project participants were in favour of further improving the educational part of the project in a hybrid format.

When it comes to psychological assistance and training in business establishment, several challenges also occurred. Given the restrictions due to the adaptive quarantine adopted by the Ukrainian government, most of the activities that could not be carried out online were carried out in small groups of 3 to 10 people. Thus, the share of individual work with project

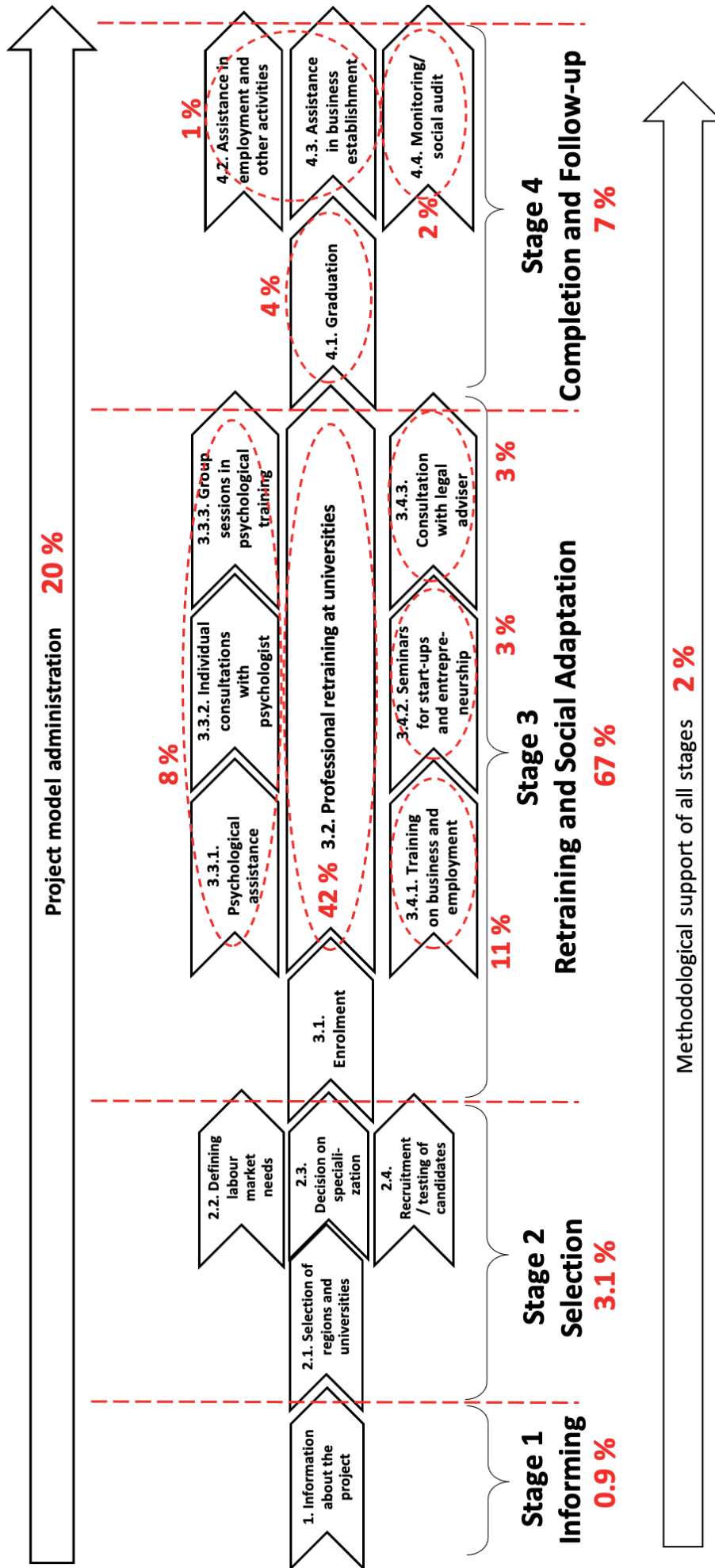


Figure 4. NUPASS model reflecting the share of expenditure on each stage

participants has increased, on the part of both university teachers and public organizations' representatives.

Unfortunately, in most cities, graduation ceremonies for spring and autumn semesters in 2020 had to be cancelled, to ensure the safety of participants. In those places where the level of the contamination was moderate, graduations were organized in small groups.



PART 2.

CURRENT STATUS OF STATE REGULATION OF PROFESSIONAL AND SOCIAL ADAPTATION OF VETERANS (THE EXAMPLE OF VETERANS' SPACES)

As of 2020, the retraining and social adaptation of veterans is complicated, since it is being regulated by 56 legislative acts under several ministries, each with independent functions (e.g., the Ministry of Social Policy is responsible for employment centres, social welfare directorates and retraining centres; the Ministry of Health manages rehabilitation centres and hospitals; the Ministry of Defence has military hospitals, medical centres, rehabilitation centres, military commissariats, regional centres of acquisition and social services; the Ministry of Education is responsible for universities, academies, institutes and vocational technical schools). In addition, other initiatives, such as the Legal Hundred, a Ukrainian non-governmental organization; Veteran Hub, a project funded by charity foundations; and international programmes (e.g., IREX), help by providing consultations and support for the professional, psychological and social adaptation of veterans.

The weak capacities of Ukrainian institutions and the lack of coordination between numerous involved stakeholders have resulted in insufficient funding and unsystematic work in addressing the needs of veterans.

One of the key institutions aiming to ensure the provision of social guarantees to active servicemen, veterans, representatives of the security and defence sectors, members of their families and the families of the victims is the Ministry of Veterans Affairs. It is a structural unit in the system of central executive bodies of Ukraine, established in 2018. The main aim of the ministry is to ensure the formation and implementation of state policy in the sphere of the social protection of veterans and their family members, who are subject to the Law of Ukraine, "On the status of war veterans, guarantees of their social protection" ⁷.

In 2020, the Ministry of Veterans Affairs issued methodological recommendations on the creation and establishment of veterans' spaces ⁸, to assist in the implementation of the most effective means of rehabilitation and psychosocial adaptation for veterans and their family members. These methodological recommendations are expected to contribute to the social protection of veterans and members of their families, in particular by: the preservation of their mental health and obtaining educational services to increase their competitiveness in the labour market, as well as productive

7 The Law of Ukraine, "On the status of war veterans, guarantees of their social protection", available online: <https://zakon.rada.gov.ua/laws/show/3551-12#Text> (Accessed 23 November 2020)

8 The Order "On approval of Methodical recommendations concerning creation and activity of veterans' spaces", available online: <https://zakon.rada.gov.ua/rada/show/v0008917-20#Text> (Accessed 23 November 2020)

employment, ensuring their social and professional adaptation. Therefore, veterans' spaces can be considered the closest prototype of the NUPASS model provided by the Ukrainian state for the professional, psychological and social adaptation of veterans and their family members.

Below, a detailed explanation is presented of what veterans' spaces are and how they are planned to function, in accordance with the methodological recommendations.

What is a "veterans' space"? The Veterans' space is a legal entity, which can be created in the following, but not exclusively, organizational and legal forms: utility company, public association (public organization, public union) or charitable organization, to provide assistance and social services, which are specifically defined and adapted to this location, for veterans and their family members.

The veterans' spaces should be based on the general principles of respect for human rights and the rule of law, legality and confidentiality; while providing assistance, they should avoid conflicts of interest, prioritize the interests of persons applying to the veterans' spaces, and prohibit discrimination on the grounds of age, sex, religion, political views, etc.

Veterans' spaces' activities should be built on principles of "no charge", accessibility and professionalism. The following activities can be performed at veterans' spaces:

1. Psychological assistance in the form of psychological rehabilitation can be provided, through: psychological diagnostics, psychological education and information, psychological counselling, psychological support and accompaniment, group work.
2. Legal assistance may include: providing legal information, consultations and clarifications on legal issues; the preparation of applications, complaints, procedural and other legal documents; assistance to a person in ensuring access to secondary legal aid and mediation, aimed at ensuring the realization of the rights and freedoms of persons applying to the veterans' spaces; protection of their rights and freedoms and restoration of these in the case of violation.
3. Increase of a level of professional competences, vocational guidance.
4. Creation of a business incubator for veterans.
5. Organization of sports classes and physical rehabilitation. Sports and physical rehabilitation are carried out, if possible, in a separate room, with the necessary equipment to perform physical exercises to restore the health of veterans and their family members.
6. Organization of mobile help groups to provide both individual and group consultations (e.g., primary legal and psychological assistance). These groups provide psychological and legal assistance to persons who are unable to visit the veterans' spaces, for example those living in remote areas of the region. It is recommended that mobile groups are provided with road transport to travel to remote areas.
7. Organization of a regional training centre.
8. Provision of a leisure centre for those persons who are eligible for the services.

As stated in the methodological recommendations, residents of the region should be informed about the overall activities of the veterans' spaces and particularly the opportunity to receive legal assistance. Thus, all available and acceptable tools should be used, including: website and/or social media, local and national media, partners in the region and at the national level, regional authorities and state authorities. It is recommended that the veterans' spaces take an active part in events held in the region and at the national level, in order to be involved in the work of advisory bodies and expert councils, to increase their influence and visibility. In addition, the work of mobile groups should also be advertised. For instance, mobile departures should be carried out in accordance with the approved schedule, previously agreed with partner companies, institutions and organizations. The schedule of mobile groups' departures should be published in all possible media, social media, and the website of the Veterans' space (if created).

Documentation of the work performed through the veterans' spaces for veterans and their family members is carried out in accordance with the internal organizational document accounting practice determined by the service providers. It is recommended to:

- Keep track of the total number of service recipients, based on the number of visitors served by each veteran specialist.
- Ensure that the accounting unit is one application (visit), registered in the accounting documents or a single database. The number of participants present at group and mass events is counted by one person who attended a particular event.
- Count the number of events (training, seminars, conferences, etc.). An event of a complex nature, which includes various forms (for example, a seminar and a masterclass), is considered one event. When conducting cycles of activities (self-help groups, weekly meetings, every 10th day meetings or monthly meetings), each event included in the cycle is taken into account. Attendance at public events is included in the total number of visits.

The following forms of accounting for work with service recipients can be used:

- Journal of the daily work of a Veterans' space specialist (contains data on participants of individual and group actions). In the case of a relevant consultation by telephone, it should be recorded by the specialist who provided the consultation, in the journal of daily work as a "telephone consultation".
- Journal of participants of mass events.
- Note for organizing an external event outside a Veterans' space location.

The head of a Veterans' space is responsible for accounting, organizing work with service recipients and archiving the documentation pertaining to service recipients. The specialists are responsible for storing information, including personal data, contained in the working records of service recipients, in accordance with the applicable law.

The transfer of documentation and databases during a change in the head and staff of a Veterans' space is carried out in accordance with the requirements set by the Ministry of Justice. After the expiration of the established archival periods, the accounting documents are subject to destruction, in accordance with the procedure established by the Ministry of Justice.

PART 3.

COMPARATIVE ANALYSIS OF THE NUPASS MODEL AND THE CURRENT STATE SYSTEM

DIVERGENCE 1. BENEFICIARIES

One of the key advantages of the NUPASS model is its wider circle of beneficiaries, which includes:

1. Military officers of the Armed Forces of Ukraine and other military formations created to protect the sovereignty and territorial integrity of Ukraine; professional soldiers, educated in military educational institutions, who have devoted their lives to military service.
2. Participants in hostilities in the East of Ukraine, called up to the Armed Forces of Ukraine for mobilization from the reserve.
3. Family members (wife/husband) of military personnel and combatants.
4. Family members of those fallen for the independence of Ukraine in the war with the Russian Federation in the East of Ukraine.

Thus, the NUPASS project works as an exclusive provider of professional and social adaptation to “professional military personnel”, who were dismissed from the security forces or included in the dismissal plan and who do not have the status of participants of military actions. This category will be persistently exist as it is connected with armed forces.

The challenge for this category of beneficiaries derives from not receiving civilian specialization, since military educational institutions do not provide it. This means that after dismissal, the military personnel require professional adaptation.

The beneficiaries of the Ministry of Veterans Affairs are persons who are subject to the Law of Ukraine, “On the Status of Veterans and their Social Protection”, that is, all the participants in the NUPASS project, with the exception of the first point (military personnel who are not combatants) and including participants of the Revolution of Dignity 2013-2014. The total number of veterans under the responsibility of the Ministry of Veterans Affairs is 1.2-1.5 million. According to the current regulations, starting from 2011, the Ministry of Social Policy should deal with dismissed professional military personnel. However, in 2018, the corresponding department within the Ministry of Social Policy was eliminated. Currently, attempts are being made by the Ministry of Defence and the Ministry of Veterans Affairs to include this category of military officers within the circle of their interests.

DIVERGENCE 2. PROCESS OF PROFESSIONAL, PSYCHOLOGICAL AND SOCIAL ADAPTATION

The aim of both the NUPASS model and the veterans’ spaces is quite similar: to provide psychological, legal and professional retraining to veterans and their family members. In addition, the NUPASS model seeks to foster entrepreneurial spirit among participants

and to promote the establishment of their own businesses. Nevertheless, the practical implementation is quite different. Table 3 below details the main differences.

Table 3. Comparison of the NUPASS model and veterans' spaces according to the stages of retraining and social adaptation

NUPASS model	Stages	Veterans' spaces
<p>Spreading information about rights and opportunities on professional, social adaptation and assistance in employment, by means of different techniques (social media, TV, information flyers, etc.).</p>	<p>Stage 1. Informing</p>	<p>All available and acceptable tools should be used to inform the potential participants: website and/or social media, local and national media, partners at the regional and national levels, regional authorities and state authorities. The veterans' spaces can take an active part in regional and national events, participate in the work of advisory bodies and expert councils, to increase visibility.</p>
<p>The project geography is conditioned by (1) location, where the need for retraining and social adaptation is high; and (2) existence of university that could fulfil the functions of a partner. Depending on local labour market needs, the decision on specialization is made. After that, the recruitment and testing of the most motivated candidates is conducted.</p>	<p>Stage 2. Selection</p>	<p>Undefined procedure for selecting regions and geographical location. No specified selection criteria for the candidates. Everyone who meets the law on the status of veterans and their social guarantees, depending on financial capabilities, has the right to finance the retraining of veterans and their families. There is no selection, everyone is accepted, but, due to a lack of state funds, not everyone can be supported.</p>
<p>The enrolment process takes around 2 weeks, during which the participants are sorted according to their interests. Those who wish to complete the full programme continue further. Professional retraining at universities, psychological support and training on business establishment is the most time-consuming and demanding process.</p> <p>During these sub-stages, universities and NGOs cooperate to ensure effective retraining and social adaptation. The participants receive significant practical and theoretical education (total 500 academic hours) on specialization, psychological assistance, as well as training on business, employment, start-ups, entrepreneurship and legal consultations.</p>	<p>Stage 3. Retraining and Social Adaptation</p>	<p>There is no specific timing/schedule for enrolment of participants.</p> <p>Retraining is free for participants; veterans can be enrolled on higher educational programmes (bachelor/master) or on more specialized professional courses.</p> <p>Mostly, activities are related to psychological assistance (e.g., psychological diagnostics, psychological education and information, psychological counselling, psychological support and accompaniment, group work) and legal assistance (e.g., primary and secondary legal support). Psychological adaptation is only carried out separately from retraining for veterans with mental disorders.</p> <p>Additional activities: vocational training, physical rehabilitation and leisure activities.</p> <p>A specific role for mobile support groups to satisfy needs of veterans and their family members in remote areas.</p>
<p>Graduation signifies the end of the programme and aims to encourage the graduates to continue working and to disseminate the project's results. Follow-up activities include assistance in employment, business establishment et alia. Previous graduates are informed by NGOs about new relevant activities and can be invited to participate in them several times. The project is constantly monitored and evaluated by using a social audit approach.</p>	<p>Stage 4. Completion and Follow-up</p>	<p>There is no specific procedure for graduation of participants.</p> <p>Significant attention is given to the accounting, reporting and archiving documentation.</p> <p>There is no specific information about follow-up procedures for service recipients or the possible regularity and repetitiveness of receiving services.</p> <p>All participants have the right to receive one-time support.</p>

As can be seen from Table 3, currently all stages of the NUPASS model can be found in the Ukrainian state system; however, the process is different. For example, several channels for informing the veterans are used: ministerial websites, media and others; at the same time, both international and local organizations also share information about veterans' rights and opportunities. Stage 2 Selection is usually handled by veterans' hubs or veterans' spaces, helping veterans to understand their needs in adapting to civilian life. The most complicated is Stage 3 Retraining and Social Adaptation, since, currently in Ukraine, only the "professional retraining" sub-stage is functioning. The Ministry of Education provides a quota to each university for free higher education for veterans. Veterans submit their documents directly to the rector of the university and then are accepted on to a standard bachelor/master programme, the same as for other students. In the case of there being insufficient places for the veterans, the universities enrol a veteran as a student who needs to pay for education and then send this information to the ministry, requesting an increase in the share of state-financed student places. This method is most commonly used in Zaporizhzhia National University and has educated more than 100 veterans. Although the educational programmes provided by the universities are good for retraining, they do not have other necessary elements, such as psychological and social adaptation, which are handled by other state institutions. As for Stage 4, there are no specifications on how veterans are supported after receiving help from veterans' spaces or how exactly the performance of veterans' spaces is monitored and evaluated.

DIVERGENCE 3. COORDINATION OF PROFESSIONAL, PSYCHOLOGICAL AND SOCIAL ADAPTATION

The NUPASS model is a structured, thorough and well-coordinated process, while veterans' spaces is a newly established practice with some limitations, since the Ukrainian state system performs social adaptation functions independently and with little coordination between responsible ministries (for comparison, see Table 4).

The unique feature of the NUPASS model is that it is built on a "social partnership" system. This means that all partners directly involved in the model (IFSA, Ukrainian universities, NGOs) and those contributing to the model in the regions (ministries, local authorities, business, Ukrainian and international organizations) participate in the model, given their best competences, in order to effectively address and solve the complex problem of the social adaptation of project participants.

The complexity of the process of the social adaptation of veterans is conditioned by the number of services (professional retraining, psychological assistance and training on employment and business establishment) which must be synchronized and coordinated by numerous actors, based on local demand and the expectations of potential participants. To achieve the best results from social adaptation, the partners focus on performing their social roles: universities teach the participants and can also co-finance additional participants; NGOs select candidates and help in their employment; local authorities and business contribute to the model, by providing training facilities, financial resources and dissemination.

Moreover, Ukrainian universities can provide their facilities to host veterans' spaces (as was previously done in Odesa, Lviv, and Kropyvnytskyi).

Thus, the NUPASS model is based on the network governance model, in which all the efforts of all actors are well-coordinated towards the aim of jointly addressing the problem of social adaptation.

Table 4. Conceptual comparison of the NUPASS model and veterans' spaces

Characteristic	NUPASS model	Veterans' spaces
Conceptual name	"Social partnership" model	"Capacity on demand"
Governance type	Network	Hierarchical, bureaucratic
Basis for actors' actions	Based on actors' social roles	Based on roles of institutions defined by law
Coordination between actors	Coordinated efforts of different actors to jointly address the problem of social adaptation	All institutions work in their own domains, usually in an uncoordinated way; new institutions use existing capacities
Need for co-financing	Funds used by the project are limited; co-financing is important	Co-financing is not required; funds are allocated annually through the state budget

Veterans' spaces are conceptually very different from the NUPASS model. They are, in most cases, state structures, staffed by civil servants (representatives of the Ministry of Veterans Affairs) and governed from the central level. Given the lack of state funding, veterans' spaces are mostly created in the regions by virtue of veterans' initiative or external grants (e.g., Soros Foundation "Renaissance"). In addition, veterans' spaces lack skilled employees, currently volunteers maintain their functioning. Although veterans' spaces can be created in cooperation with local NGOs or charity funds, they do not possess the whole spectrum of services which participants might need. While, normatively, veterans' spaces aim to provide socio-psychologic, legal and employment assistance, the implementation of these activities in practice might still be challenging, as these functions are also performed by other ministries. As all ministries function in their own domain, with a lack of joint coordination, the veterans' spaces as a new institution can be constrained by the existing institutional and financial capacities of Ukraine. Thus, despite their initially positive aim, veterans' spaces risk becoming a new state institution, providing "support on demand" when candidates apply to them for it.



PART 4.

ROADMAP FOR IMPLEMENTING THE MODEL OF PROFESSIONAL AND SOCIAL ADAPTATION IN THE STATE SYSTEM

This section summarizes the information from previous sections and provides a roadmap for the process of the professional and social adaptation of military officers, veterans, their family members and family members of fallen combatants.

Importantly, the NUPASS project is developed based on the Theory of Change (Appendix 3), which illustrates how and why a desired change is expected to happen in a particular context. The principle for applying the Theory of Change is, first, to analyse the context of the project, second, to identify the desired impact, and then move backwards to map the long-term goals, conditions (outcomes) that must be in place for the impact to be achieved, as well as the assumptions / risk factors that can prevent the final goal from being reached.

The impact of the NUPASS project is coherent with previously run projects – to reduce the negative consequences of military reforms and actions in Ukraine, as well as the consequences of the increasing number of redundant military officers, veterans and their family members experiencing the problems of social adaptation to civilian life. To achieve this impact, two long-term objectives of the NUPASS project can be identified: (1) integration of the professional and social adaptation model into the state system of Ukraine; and (2) ensuring the sustainability of the model of professional and social adaptation based on social partnerships.

Therefore, more immediate actions – steps represented in the roadmap (Figure 5) – include:

1. Competence-building and expansion. Education for leaders of NGOs, representatives of the Ministry of Veterans Affairs in the regions and local authorities (at least 120 SAMs) includes such topics: conceptual meaning of the NUPASS model; legal assistance of veterans; peculiarities of professional and social adaptation of veterans in Ukraine, and other topics. Further, the model will be gradually expanded to all 24 regions of Ukraine.
2. The role of the Ministry of Veterans Affairs is increasing through the establishment of long-term commitments. Partnerships between the ministry and universities in different regions of Ukraine are established by signing the Memoranda of Cooperation. Here, an important problem to be solved is the social adaptation of unmotivated veterans. These people require an individual approach and will be given more psychological assistance after their initial application, under the guidance of NGOs.



Figure 5. The roadmap for integrating the NUPASS model into the state system

3. Co-creation of the system (formalized policies). The project will receive co-financing from the state and local budgets and will gradually become part of the state system, supported by the Ministry of Veterans Affairs. This will require the close collaboration of the NUPASS project, the Ministry of Veterans Affairs and other ministries whose units are located in the regions and provide a full range of services to participants: the Ministry of Social Policy (employment centres, social welfare directorates, retraining centres), the Ministry of Health (rehabilitation centres, hospitals), the Ministry of Defence (military hospitals, medical centres, rehabilitation centres, military commissariats – regional centres of acquisition and social services), the Ministry of Education (universities, academies, institutes and vocational technical schools).
4. Institutionalization will signify the complete integration of the model into the state system and its further functioning.

Currently, steps 1 and 2 are at the active implementation stage. Further, the aim is to jointly co-create the system, by facilitating cooperation between numerous Ukrainian institutions. The strategy for integrating the NUPASS model into the state system is “building together” through dialogue, by engaging educated SAMs into the continuing execution of each model sub-stage to gain relevant experience.

When building the roadmap, it is crucial to count on support from the Ministry of Veterans’ Affairs, as a state authority directly involved in veterans’ integration into civilian society. A letter of intent was signed by the ministry (see Appendix 3), stating which stages will be prioritized in integrating the NUPASS model, in particular:

STAGE 1. INFORMING

- actively informing the veteran community about their rights and opportunities, in solving the problem of professional and social adaptation.

STAGE 2. SELECTION

- introduction of individual interviewing, counselling and assistance, to form teams for joint training and the development of business plans.

STAGE 3. RETRAINING AND SOCIAL ADAPTATION

- combination of veterans' professional retraining and social adaptation with activities on the basis of universities, with the involvement of professional psychologists;
- inclusion of veterans' family members in the process;
- retraining on specialities and areas, performed by university partners of the NUPASS project;
- professional retraining of veterans and family members, combined with the work of mobile groups and online learning in small towns and united territorial communities;
- organization of business education for veterans willing to start their own business, providing assistance in the preparation and promotion of business projects, to obtain start-up funding from regional business development funds and/or foreign partners.

STAGE 4. COMPLETION AND FOLLOW-UP

- applying social auditing, as developed in the NUPASS project, to monitor and evaluate the state system for the professional and social adaptation of military personnel, combatants and family members.

APPENDIXES

APPENDIX 1

CURRICULUM

for professional retraining of reserve military officers in the speciality of

“Project Management”

Lviv Polytechnic National University

Total number of academic hours:

500 academic hours

Number of trainees and location:

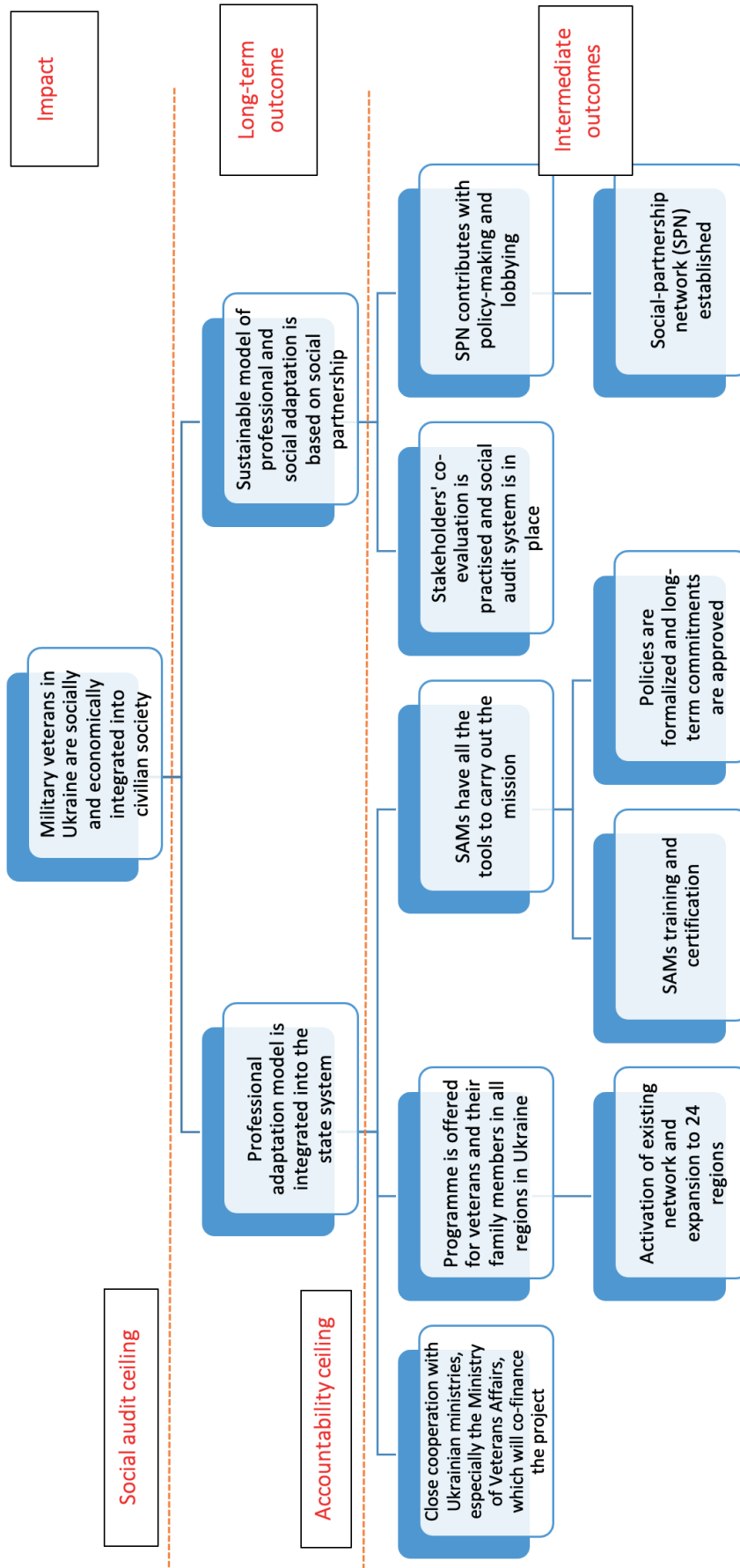
Lviv – 25 people

Table A1. Curriculum Lviv

№	Subject	Number of hours			Progress control
		Total	Lectures	Practical training	
1	Technologies of development and creation of new business	80	16	64	Credit
2	Business administration	192	40	152	Credit
3	Project management in social entrepreneurship	50	6	44	Credit
4	Creation of the financial model for the project	60	12	48	Credit
5	Project financing	8	4	4	Credit
6	Registration of projects in the database of the State Innovative Financial Credit Institution	6		6	Credit
7	Innovative technologies in business	80		80	Credit
8	Project presentation	24		24	Credit
	Total	500	78	422	

APPENDIX 2

Figure 6. Application of the theory of change to the NUPASS project





APPENDIX 3

МІНІСТЕРСТВО У СПРАВАХ ВЕТЕРАНІВ УКРАЇНИ

провулок Музейний, 12, м. Київ, 01001, тел. 0(44)281-08-50, тел./факс 0(44)281-08-57
E-mail: control@mva.gov.ua Web: http://www.mva.gov.ua Код ЄДРПОУ 42657144

№ _____

На № _____

від _____

**Директору Центру ділового
співробітництва в північних
регіонах при Вищій школі бізнесу
NORD університету, Керівнику
робочої групи NUPASS
Професору Фруде Меллемвіку**

Шановний пане Меллемвік!

Міністерство у справах ветеранів України (далі – Мінветеранів) засвідчує високу актуальність проекту «Норвегія-Україна. Професійна адаптація. Інтеграція в державну систему (NUPASS)», а саме проектної моделі професійної та соціальної адаптації військовослужбовців, учасників бойових дій та членів їх сімей. Ми визнаємо ефективність даної моделі та будемо сприяти впровадженню деяких її складових в українську державну програму. Зокрема:

- поєднання індивідуальних співбесід, консультацій та допомоги за першою заявкою ветерана з метою формування команд для спільного навчання та розробки бізнес-планів;

- організація професійної перепідготовки ветеранів за спеціальностями та напрямками, які реалізуються університетами-партнерами проекту NUPASS, шляхом підписання відповідних Меморандумів про співпрацю. Пілотні меморандуми вже підписані між Мінветеранів та Запорізьким національним університетом, Льотною академією Національного авіаційного університету, Національним університетом "Львівська політехніка". В даний час розробляються меморандуми з іншими університетами;

- поєднання професійної перепідготовки та соціальної адаптації ветеранів із заходами, які проводяться на базі університетів із залученням професійних психологів;

Масло А.В.

Міністерство у справах ветеранів України
№ 10293/05/12.3.20 від 30.11.2020



- організація професійної та соціальної адаптації членів сімей ветеранів з метою досягнення ефекту синергії та створення сімейного бізнесу;
- організація бізнес-освіти для ветеранів, які бажають розпочати власну справу, надання допомоги у підготовці та просуванні бізнес-проектів з метою отримання стартового фінансування з обласних фондів розвитку бізнесу та / або іноземних партнерів;
- поєднання професійної перепідготовки ветеранів та членів їх сімей на базі університетів з роботою мобільних груп та онлайн-навчанням у малих містах та об'єднаних територіальних громадах;
- активне інформування ветеранської громади про права та можливості щодо вирішення проблеми професійної та соціальної адаптації;
- створення та посилення регіональних управлінь професійної та соціальної адаптації ветеранів у співпраці між Мінветеранів, університетами, центрами зайнятості, ветеранськими просторами, громадськими організаціями та місцевими адміністраціями, які включені до державних та місцевих програм професійної та соціальної адаптації ветеранів та членів їх сімей.

На додаток до вищезазначеного, ми підтверджуємо, що учасники цільової групи 1 (тобто керівники громадських організацій, регіональні представники Мінветеранів, представники місцевих органів влади), які пройшли навчання за проектом NUPASS, будуть залучені до процесу побудови державної системи, професійної та соціальної адаптації як консультанти.

На завершення, особливий інтерес для Мінветеранів представляє соціальний моніторинг та аудит соціального проекту, розроблені в рамках проекту NUPASS. Ми плануємо співпрацювати з Nord університетом та Міжнародним фондом соціальної адаптації у сфері пошуку можливостей застосування соціального аудиту для моніторингу та оцінки державної системи професійної та соціальної адаптації військовослужбовців, учасників бойових дій та членів їх сімей.

Дозвольте мені скористатися даною можливістю, щоб висловити свою глибоку повагу, Мінветеранів сподівається на цілеспрямоване співробітництво задля підтримки наших спільних цілей.

З повагою,

**Заступник Міністра з питань
європейської інтеграції**

Олексій ІЛЛЯШЕНКО

Unofficial translation

**Director of High North
Center, Nord University,
NUPASS Working
Group leader
Professor Frode Mellemvik**

Dear Mr. Mellemvik,

The Ministry for Veterans Affairs of Ukraine certifies a high relevance of the project “Norway-Ukraine. Professional Adaptation. Integration into the State System (NUPASS)” and specifically the project model for professional and social adaptation of military personnel, excombatants and members of their families. We recognize the effectiveness of the model and will facilitate implementation of some of its parts into Ukrainian state program. In particular:

- a combination of individual interviewing, counseling and assistance upon veteran’s first application for forming teams for joint training and development of business plans;

- organization of professional retraining of veterans in specialties and areas run by universities-partners of the NUPASS project by signing the relevant Memoranda of Cooperation. Pilot Memoranda have been already signed between the Ministry for Veterans Affairs and Zaporizhzhia National University, Flight Academy of the National Aviation University, Lviv Polytechnic National University. Currently, Memoranda with other universities are being developed;

- combination of veterans’ professional retraining and social adaptation with activities on the basis of universities with the involvement of professional psychologists;

- organization of professional and social adaptation of veterans’ family members in order to achieve the synergy effect and create a family business;

- organization of business education for veterans willing to start their own business, providing assistance in the preparation and promotion of business projects to obtain start-up funding from regional business development funds and/or foreign partners;

- combination of professional retraining of veterans and family members on the basis of universities with the work of mobile groups and online learning in small towns and united territorial communities;

- active informing of the veteran community about the rights and opportunities in solving the problem of professional and social adaptation;

- creation and strengthening of regional departments of professional and social adaptation of veterans in cooperation between the Ministry for Veterans Affairs, universities, employment centers, veterans spaces, public organizations and local administrations included in state and local programs for professional and social adaptation of veterans and their family members.

In addition to the above stated, we confirm that participants of Target Group 1 (i.e., heads of public organizations, regional representatives of the Ministry for Veterans Affairs, representatives of local authorities), who were trained under the NUPASS project, will be involved in the process of building the state system, professional and social adaptation as consultants.

Finally, of particular interest to the Ministry for Veterans Affairs is social monitoring and auditing of social project developed under the NUPASS project. We plan to cooperate with Nord University and International Foundation for Social Adaptation in finding possibilities for applying social audit for monitoring and evaluation of the state system for professional and social adaptation of military personnel, combatants and families members.

Let me avail myself of this opportunity to express my highest consideration and esteem, as I look forward to target-orientated cooperation in support our mutual goals.

Sincerely,

**Deputy Minister on
European Integration**



Oleksiy Illiashenko

