

# Research Terms of Reference

Veterans' Employment Assessment

UKR2506

Ukraine

August 2025

V1

**REACH** Informing  
more effective  
humanitarian action

## 1. Executive Summary

<b>Country of intervention</b>	Ukraine				
<b>Type of Emergency</b>	<input type="checkbox"/>	Natural hazard	<input checked="" type="checkbox"/>	Conflict	<input type="checkbox"/> Other (specify)
<b>Type of Crisis</b>	<input type="checkbox"/>	Sudden onset	<input type="checkbox"/>	Slow onset	<input checked="" type="checkbox"/> Protracted
<b>Mandating Body/ Agency</b>	Foreign, Commonwealth and Development Office				
<b>IMPACT Project Code</b>	UKR2506				
<b>Overall Research Timeframe</b> (from research design to final outputs / M&E)	01/09/2025 to 31/01/2026				
<b>Research Timeframe</b> Add planned deadlines (for first cycle if more than 1)	1. Pilot / training: 13/10/2025		6. Outputs sent for validation: 22/12/2025		
	2. Start collect data: 14/10/2025		7. Outputs published: 31/01/2026		
	3. Data collected: 07/11/2025		8. Final presentation: 31/01/2026		
	4. Data analysed: 28/11/2025				
	5. Data sent for validation: 28/11/2025				
<b>Number of assessments</b>	<input checked="" type="checkbox"/>	Single assessment (one cycle)			
	<input type="checkbox"/>	Multi assessment (more than one cycle)			
<b>Humanitarian milestones</b> Specify <b>what</b> will the assessment inform and <b>when</b> e.g. The shelter cluster will use this data to draft its Revised Flash Appeal;	<b>Milestone</b>		<b>Deadline (can be tentative)</b>		
	<input checked="" type="checkbox"/>	Donor plan/strategy	31/01/2026		
	<input checked="" type="checkbox"/>	<b>Inter-cluster plan/strategy</b> East Area ICWG Area Heads of Humanitarian Agencies (A-HOHA)	31/01/2026		
	<input checked="" type="checkbox"/>	<b>Cluster plan/strategy:</b> Protection Cluster East; GBV AoR East; MHPSS TWG Task Team on MHPSS support for Veterans	31/01/2026		
	<input checked="" type="checkbox"/>	<b>NGO platform plan/strategy</b> NGO East Area Manager Platform	31/01/2026		
<input type="checkbox"/>	Other (Specify):	_/_/_/____			
	<b>Audience type</b>		<b>Dissemination</b>		

<p><b>Audience Type &amp; Dissemination</b> Specify <b>who</b> will the assessment inform and <b>how</b> you will disseminate to inform the audience</p>	<p><input checked="" type="checkbox"/> Strategic <input checked="" type="checkbox"/> Programmatic <input type="checkbox"/> Operational <input type="checkbox"/> [Other, Specify]</p>		<p><input checked="" type="checkbox"/> General Product Mailing <input checked="" type="checkbox"/> Cluster Mailing (MHPSS TWG, Livelihoods WG) and presentation of findings at next cluster meeting <input checked="" type="checkbox"/> Presentation of findings (incl. to MHPSS TWG, Livelihoods WG, veteran-oriented (I)NGOs, Ministry of Veterans) <input checked="" type="checkbox"/> Website Dissemination (Relief Web &amp; REACH Resource Centre) <input type="checkbox"/> [Other, Specify]</p>	
<p><b>Stakeholder mapping</b> Has a detailed stakeholder mapping been conducted during research design to identify all actors that could <b>contribute</b> to and/or <b>benefit from</b> the research?</p>	<p><input checked="" type="checkbox"/></p>	<p>Yes Consultations were held with national NGOs and INGOs that conduct research on the reintegration of veterans in Ukraine and programmatic activities in this area.</p>	<p><input type="checkbox"/></p>	<p>No</p>
<p><b>General Objective</b></p>	<p>The assessment will explore how veterans access job opportunities and services, the challenges they face in securing and retaining work, and ways to better integrate them into the labour market while supporting their reintegration into civilian life, considering cross-cutting needs. The findings will inform stakeholders involved in veterans' reintegration in Ukraine, as well as potential employers, in a bid to help sustainably increase veterans' employment, while providing them with services needed to reintegrate into civilian life.</p>			
<p><b>Specific Objective(s)</b></p>	<ol style="list-style-type: none"> <li>1. To examine the pathways veterans follow to secure employment after discharge from military service.</li> <li>2. To assess the accessibility, availability, and effectiveness of employment services for veterans.</li> <li>3. To identify how veterans obtain information about job opportunities and support mechanisms.</li> <li>4. To identify personal, social and structural barriers veterans face in securing and retaining employment, including health-related challenges.</li> <li>5. To evaluate effectiveness of veteran-oriented employment programmes and benefits at work.</li> <li>6. To explore veterans' employment preferences, motivations and the factors influencing their choices.</li> <li>7. To analyse the skills and strengths veterans bring to the civilian labour market, and assess the alignment between veterans' skills and labour market needs, and identify gaps.</li> <li>8. To explore how veterans' employment experiences and needs vary by geographic location (oblast, rural vs. urban) and by demographic group (e.g., age, disability, displacement status).</li> </ol>			
<p><b>Research Questions</b></p>	<ol style="list-style-type: none"> <li>1. How do veterans secure new employment after being discharged from the military service?             <ol style="list-style-type: none"> <li>a.                 <ol style="list-style-type: none"> <li>a. What are the push- and pull- factors for veterans reintegrating into civilian workforce?</li> </ol> </li> </ol> </li> </ol>			

	<ul style="list-style-type: none"> <li>b. What kind of employment do veterans choose and why?</li> <li>c. What is the accessibility of employment services, business support programmes and adaptation programmes at workplaces?</li> <li>d. How do veterans find information about employment opportunities and relevant support?</li> <li>e. What barriers, if any, do veterans experience in securing and retaining employment?</li> <li>f. What are the internal/external/structural barriers and how do they impact veterans' employment?</li> <li>g. b. What are the needs (incl. unmet needs, if any) of veterans that impact their reintegration into workforce?</li> <li>h. c. How do employers perceive veterans, and what factors influence their willingness or reluctance to hire them? What is employers' understanding of veterans' needs? How could veterans' employment be facilitated via reinforcing relevant services and addressing complex needs?</li> <li>i. What is the effectiveness of employment services, business support programmes and adaptation programmes at workplaces?</li> <li>j. How can employment-related support services and programmes be improved to address the needs of veterans?</li> <li>k. How can cooperation between private and public stakeholders be strengthened to facilitate veterans' integration into workforce?</li> </ul> <p>2. How do these issues differ, if at all, by geographic area?</p> <ul style="list-style-type: none"> <li>a. By oblast</li> <li>b. By oblast centre vs. outside of oblast centre</li> </ul> <p>3. How do these issues differ, if at all, by demographic groups of veterans?</p> <ul style="list-style-type: none"> <li>a. By disability status</li> <li>b. By displacement status</li> </ul>								
<b>Geographic Coverage</b>	This assessment will be conducted in Zhytomyrska, Kharkivska, Mykolaivska oblasts (incl. oblast centres and settlements outside of oblast centre).								
<b>Secondary data sources</b>	<p>Secondary data will include the following (for more details see section 3.3):</p> <ul style="list-style-type: none"> <li>- Studies by IOM and UNDP/SEED provide qualitative data on veterans' reintegration following the onset of the full-scale invasion in 2022.</li> <li>- Additional studies and relevant context analyses published in 2023-2024 are available from Ukrainian NGOs such as Pryncyp, Cedos, and Veteran Hub, as well as the public institution Ukrainian Veterans Foundation.</li> <li>- Data available from Ministry of Veterans Affairs.</li> <li>- The Area-Based Assessment on Veterans' Access to Services in Dnipro Municipality, published by REACH in April 2024, and the Veterans' Reintegration Assessment in Frontline Areas, published by REACH in March 2025, will allow for triangulation of findings regarding oblast centres.</li> <li>- Research conducted by both Ukrainian and international actors focuses on the reintegration of ATO/JFO veterans.</li> </ul>								
<b>Population(s)</b> Select all that apply	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;"><input type="checkbox"/> IDPs in camp</td> <td style="width: 50%;"><input type="checkbox"/> IDPs in informal sites</td> </tr> <tr> <td><input type="checkbox"/> IDPs in host communities</td> <td><input type="checkbox"/> IDPs [Other, Specify]</td> </tr> <tr> <td><input type="checkbox"/> Refugees in camp</td> <td><input type="checkbox"/> Refugees in informal sites</td> </tr> <tr> <td><input type="checkbox"/> Refugees in host communities</td> <td><input type="checkbox"/> Refugees [Other, Specify]</td> </tr> </table>	<input type="checkbox"/> IDPs in camp	<input type="checkbox"/> IDPs in informal sites	<input type="checkbox"/> IDPs in host communities	<input type="checkbox"/> IDPs [Other, Specify]	<input type="checkbox"/> Refugees in camp	<input type="checkbox"/> Refugees in informal sites	<input type="checkbox"/> Refugees in host communities	<input type="checkbox"/> Refugees [Other, Specify]
<input type="checkbox"/> IDPs in camp	<input type="checkbox"/> IDPs in informal sites								
<input type="checkbox"/> IDPs in host communities	<input type="checkbox"/> IDPs [Other, Specify]								
<input type="checkbox"/> Refugees in camp	<input type="checkbox"/> Refugees in informal sites								
<input type="checkbox"/> Refugees in host communities	<input type="checkbox"/> Refugees [Other, Specify]								

	<input type="checkbox"/>	Host communities		<input checked="" type="checkbox"/>	Veterans	
<b>Stratification</b> <i>Select type(s) and enter number of strata</i>	<input checked="" type="checkbox"/>	Geographical #: 2 (by oblast and by type of area) Population size per strata is known? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/>	Group #: 1 (by IDP status) Population size per strata is known? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input checked="" type="checkbox"/>	[Other Specify] #: 1 (by disability status) Population size per strata is known? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
<b>Data collection tool(s)</b>	<input type="checkbox"/>	Structured (Quantitative)		<input checked="" type="checkbox"/>	Semi-structured (Qualitative)	
	<b>Sampling method</b>			<b>Data collection method</b>		
<b>Semi-structured data collection tool (s) # 1</b> <i>Individual interviews with veterans</i>	<input checked="" type="checkbox"/> Purposive <input checked="" type="checkbox"/> Snowballing <input type="checkbox"/> [Other, Specify]			<input type="checkbox"/> Key informant interview (Target #): _____ <input checked="" type="checkbox"/> Individual interview (Target #): 36-48 <input type="checkbox"/> Focus group discussion (Target #): _____ <input type="checkbox"/> [Other, Specify] (Target #): _____		
<b>Semi-structured data collection tool (s) # 2</b> <i>Key Informant Interviews with service providers</i>	<input checked="" type="checkbox"/> Purposive <input checked="" type="checkbox"/> Snowballing <input type="checkbox"/> [Other, Specify]			<input checked="" type="checkbox"/> Key informant interview (Target #): 24-36 <input type="checkbox"/> Individual interview (Target #): _____ <input type="checkbox"/> Focus group discussion (Target #): _____ <input type="checkbox"/> [Other, Specify] (Target #): _____		
<b>Semi-structured data collection tool (s) # 3</b> <i>Key Informant Interviews with employers</i>	<input checked="" type="checkbox"/> Purposive <input checked="" type="checkbox"/> Snowballing <input type="checkbox"/> [Other, Specify]			<input checked="" type="checkbox"/> Key informant interview (Target #): 18 <input type="checkbox"/> Individual interview (Target #): _____ <input type="checkbox"/> Focus group discussion (Target #): _____ <input type="checkbox"/> [Other, Specify] (Target #): _____		
<b>Target level of precision if probability sampling</b>	NA – Qualitative data collection			NA		
<b>Disaggregation by gender and age</b> <i>Are you planning to conduct sex/age disaggregated analysis?</i>	Gender			Age		
	<input type="checkbox"/>	Yes		<input type="checkbox"/>	Yes	
	<input checked="" type="checkbox"/>	No		<input checked="" type="checkbox"/>	No	
<b>Data management platform(s)</b>	<input checked="" type="checkbox"/>	IMPACT		<input type="checkbox"/>	UNHCR	
	<input type="checkbox"/>	[Other, Specify]				
<b>Expected output type(s)</b>	<input type="checkbox"/>	Situation overview #: __	<input checked="" type="checkbox"/>	Report #: 1	<input type="checkbox"/>	Profile #: __
	<input type="checkbox"/>	Presentation (Preliminary findings) #: __	<input checked="" type="checkbox"/>	Presentation (Final) #: 1	<input type="checkbox"/>	Factsheet #: __
	<input type="checkbox"/>	Interactive dashboard #: _	<input type="checkbox"/>	Webmap #: __	<input type="checkbox"/>	Map #: __
	<input type="checkbox"/>	[Other, Specify] #: __				
<b>Access</b>	<input checked="" type="checkbox"/>	Public (available on REACH resource center and other humanitarian platforms)				
	<input type="checkbox"/>	Restricted (bilateral dissemination only upon agreed dissemination list, no publication on REACH or other platforms)				
	<b>REACH</b>					

Visibility Specify which logos should be on outputs	Donor: FCDO
	Coordination Framework: N/A
	Partners: N/A

## 2. Rationale

### 2.1 Background

According to the Ministry of Veterans Affairs, as of May 2024, there were 1.2 million registered veterans.<sup>1</sup> The Ministry estimates that after the war, the number of veterans and their family members could reach 5 to 6 million people.<sup>2</sup> According to the Ukrainian Veteran Fund's study conducted in 2024, almost a third of veterans was unemployed and over a half were in need of financial support<sup>29</sup>. Moreover, employment has been recognised by the veterans not only as a source of finances, but also as a crucial factor facilitating integration in a community and strengthening veterans' sense of belonging<sup>3</sup>.

As per the REACH study in frontline oblasts, available services facilitating veterans' reintegration into workforce include training and retraining opportunities, career advice and individual counselling provided by both government and NGOs. Additionally, referral mechanisms of Employment Centres can direct veterans to relevant employers or help arrange interviews. There are also government-provided business support programmes for veterans, such as the course "On Basics of Entrepreneurship", guidance on applying for business grants, and the "Made in Ukraine" initiative, which provides resources on business development, including business plan writing. Adaptation programmes were also developed at some workplaces, entailing, e.g., vocational training, psychological support, inclusive office spaces, and additional leave days.

Several veterans and informants described the quality of government employment services as satisfactory, although some expressed dissatisfaction, noting that the services were not well adapted to the realities of wartime economy and their specific needs. A considerable number of veterans reported not having received any veteran-specific workplace adaptations, indicating a gap in support for their needs<sup>4</sup>.

In the REACH study, many veterans reported being unable to return to their previous jobs, either because their former workplaces no longer existed, were located in occupied territories, or veterans suffered health-related issues that limited their ability to work. According to a study conducted by the IOM after the beginning of the full-scale invasion, approximately 73% of surveyed veterans reported having sustained an injury or illness directly related to their military service, while 31% had been diagnosed with a disability.<sup>5</sup> Veterans are also at greater risk of PTSD and a range of psychological disorders.<sup>6</sup> Additionally, service providers noted common unavailability of suitable vacancies for veterans and emphasised the perceived inadequacy of salaries, likely influenced by the relatively higher salaries of active service members. Veterans also cited

<sup>1</sup> Government portal, "The Ministry of Veterans together with big business will develop employment opportunities for veterans, - Oleksandr Porkhun", 25.04.2024, <https://www.kmu.gov.ua/news/minveteraniv-razom-z-velykym-biznesom-rozvyvatymut-mozhlyvosti-pratsevlashtuvannia-veteraniv-i-veteranok-oleksandr-porkhun>.

<sup>2</sup> Ministry of Veterans Affairs of Ukraine, "The Ministry of Veterans is forming a new state veterans' policy, taking into account the needs and requests of the veteran community, - Maksym Kushnir", <https://mva.gov.ua/en/prescenter/category/86-novini/minveteraniv-formue-novu-derzhavno-veteransku-politiku-z-urahuvannyam-potreb-ta-zapitu-veteranskoi-spilnoti-maksim-kushnir>.

<sup>3</sup> REACH 2025

<sup>4</sup> [Veterans' Reintegration Assessment in Frontline Oblasts](#) – REACH (2025)

<sup>5</sup> IOM, *The Social Reintegration of Veterans in Ukraine*, 2023, <https://ukraine.iom.int/resources/social-reintegration-veterans-ukraine>.

<sup>6</sup> *Scars on Their Souls: PTSD and Veterans of Ukraine*, Globsec, 2023.

obstacles in receiving small business grants, such as bureaucracy in receiving grants for establishing businesses, but also veterans' lack of knowledge or experience in such endeavours.

Meanwhile, internal barriers hindering veterans from accessing employment and business support services included veterans' difficult psychological condition and insufficient information on available support. A challenge reported in accessing state-provided training opportunities was older age, which often went in pair with limited digital skills. Informants observed as well that some veterans did not want to access employment services or even feared social stigma for seeking such assistance<sup>7</sup>.

International organizations, along with Ukrainian NGOs and public institutions, have been conducting studies since the beginning of the full-scale invasion in 2022 to enhance understanding of the current challenges in veterans' reintegration. Quantitative surveys conducted by IOM, UNDP/Seed, and the Ukrainian Veterans Foundation provide information regarding veterans' needs, accessibility, and perceived efficiency of various services, as well as other aspects of social and economic reintegration. There is also an increasing number of qualitative studies that highlight the experiences of veterans and their families in reintegrating into civilian life. REACH conducted two assessments (an area-based assessment in Dnipro city and an assessment in frontline oblasts Kharkivska and Zaporizka) regarding veterans' access to basic services, including employment support, which provided key insights on employment-related challenges that veterans face, in particular in areas closer to the frontline.

Many current studies provide an extensive overview of veterans' experiences at the national level. However, access to services and the process of obtaining benefits may vary significantly across different locations due to decentralisation, the differing capacities of hromadas, the presence of veterans' NGOs, and differing security situation or labour landscape. Access to services and economic integration may also have unique characteristics in areas closer to the frontline, considering the specific security and economic conditions.

There is a need for further research on access to public employment support services at the local level, as well as on employment support programs provided by NGOs, INGOs, private entities, and those offered in the workplace. This assessment's approach would enable the recreation of a comprehensive veterans' pathway back into civilian life and enhance understanding of veterans' needs and preferences regarding employment, as well as incorporate perspectives of service providers and employers. Given the inter-connected nature of veterans' needs and issues, including in employment, MHPSS and health, the assessment will apply a deeper and holistic approach to veterans' reintegration into workforce.

## **2.2 Intended impact**

The assessment aims to deepen the understanding of veterans' experiences in accessing employment as well as faced barriers and unmet needs. It will explore veterans' pathways in reintegration into civilian workforce, for a deeper understanding of potential inter-related needs, barriers and opportunities (e.g., in MHPSS, healthcare). This assessment also seeks to identify good practices in integrating veterans into workforce, through sharing experiences, perspectives and recommendations of veterans, service providers and employers.

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<sup>7</sup> [Veterans' Reintegration Assessment in Frontline Oblasts](#) – REACH (2025)

*The assessment will provide in-depth, up-to-date information for stakeholders engaged in strategic and programmatic activities in the area of veterans' workforce reintegration in Ukraine, including the IOM, UNDP, as well as INGOs, national, and local NGOs. The Ministry of Veterans Affairs, the Ukrainian Veterans Foundation, and other governmental agencies may use the findings in their activities of improving access to public services and benefits for veterans, as well as to plan future programs based on the identified needs and preferences of veterans. Additionally, the assessment will be a useful resource for the private sector entities employing or planning to employ veterans, by sharing good practices and recommendations to ensure effective inclusion of veterans into workforce.*

*The assessment will provide relevant information for local authorities in Kharkivska, Mykolaivska and Zhytomyrska oblasts, including oblast administration and hromada authorities, who are engaged in implementing governmental programs and planning activities at the local level.*

### **3. Methodology**

#### **3.1 Methodology overview**

*Preliminary Secondary Data Review and external consultations with international organisations and national NGOs allowed to identify potential gaps in understanding veterans' reintegration, outline thematic focus, and data needed by stakeholders. Secondary data, including the area-based Veterans' Reintegration Assessment conducted by REACH in Dnipro (2024) and Veterans' Reintegration Assessment in Frontline Areas conducted by REACH in Kharkivska and Zaporizka oblasts (2025), will further enable triangulation of findings.*

*The assessment will be conducted at the oblast level and will rely on a qualitative approach, combining Individual Interviews with veterans and Key Informant Interviews with service providers and employers in Kharkivska, Mykolaivska and Zhytomyrska oblasts. This approach will allow for capturing detailed accounts of veterans' pathways to civilian employment, as well as information on service provision from the supply side. The assessment will result in a report and presentation.*

*In this assessment, we define the veteran pathway approach as a method for evaluating the accessibility and quality of services by mapping and analysing the steps a veteran takes to receive a specific type of service. These steps include becoming aware of the employment support service's availability and how to access it, accessing the service, interacting with the provider, and receiving the expected outcome, as well as relevant pathway to employment.*

*Individual Interviews with veterans will focus on the detailed analysis of their pathways in accessing employment support services as well as employment itself. The veteran pathway approach provides an opportunity to understand service provision from the recipient's perspective (or employment from employees' perspective). Within this assessment, this approach will help capture veterans' experiences at each stage of reintegrating into civilian workforce and identify potential related needs in other areas (e.g., MHPSS, healthcare).*

*Key Informant Interviews (KIIs) will be conducted with government and NGO service providers in employment support services, who provide services to the veterans. This will allow to provide information on the range of available services,*

barriers to access, role of family support in veterans' reintegration and cooperation between service providers. KIIs will also be conducted with employers, to understand their perspectives and approaches to employing veterans, and identify good practices.

Consultations with employers or service providers from locations outside the assessed oblasts may be conducted to be explored as case studies and help identify and share good practices in employing veterans.

A workshop with employers and service providers will be conducted after the assessment (core data collection), aiming to further shape recommendations in veterans' employment and as part of communication efforts. This workshop will also provide an opportunity to collect feedback and additional information on veterans' reintegration experiences.

#### Key Definitions:

**Reintegration:** Military service and veteran (MSMV) reintegration is "A process and outcome of resuming roles in family, community, and workplace which may be influenced at different levels<sup>8</sup>. In this assessment, we do not focus on reintegration itself but rather on the services designed to assist veterans in this process.

**Veteran:** according to Ukrainian legislation, war veterans are individuals who took part in the defence of the homeland or in military actions on the territory of other states, including participants in military operations, individuals with disabilities because of war, and war participants.<sup>9</sup> This assessment primarily targets veterans who have served since February 24, 2022, and have been demobilised, however veterans of ATO/JFO who served from 2014 to 2022 may also be included. Considering the prolonged bureaucratic procedures for registering the status of a participant in military operations, veterans without an official certificate may also be interviewed.

**Oblast:** the highest administrative unit in Ukraine below the national level.

**Rayon:** second level of administrative unit in Ukraine, a part of an oblast.

**Hromada:** basic administrative unit in Ukraine, a part of a rayon.

## 3.2 Population of interest

### Geographical area assessed:

The assessment will focus on Kharkivska, Mykolaivska and Zhytomyrska oblasts. Kharkivska and Mykolaivska oblasts are located close to the frontline, with some rayons being occupied as of September 2025. The assessment will include non-occupied areas of these two oblasts. In addition to the challenging security situation, consultations indicated<sup>10</sup>. Kharkivska oblast also has the second highest number of IDPs,<sup>11</sup> allowing for the inclusion of veterans with IDP status. Including

<sup>8</sup> Christine A. Elnitsky, Michael P. Fisher, and Cara L. Blevins, "Military Service Member and Veteran Reintegration: A Conceptual Analysis, Unified Definition, and Key Domains," *Frontiers in Psychology* 8 (March 14, 2017): 369, <https://doi.org/10.3389/fpsyg.2017.00369>.

<sup>9</sup> Ukrainian Veterans Foundation, *How to write about veterans*, 2023.

<sup>10</sup> IOM, *Ukraine Internal Displacement Report - General Population Survey Round 16, 2024*, <https://dtm.iom.int/reports/ukraine-internal-displacement-report-general-population-survey-round-16-april-2024>.

Zhytomyrska oblast in the study will allow for a comparison between areas closer vs. further away from the frontline. In each oblast, oblast centre and other areas (urban or rural) will be included to facilitate comparisons between type of locations.

Population assessed:

Population of interest are veterans residing in both rural and urban areas of Kharkivska, Mykolaivska and Zhytomyrska oblast, including the oblast centres and smaller urban settlements.

Unit of measurement

Interviews with veterans will be conducted at the individual level, while Key Informant Interviews will be conducted at the community level to assess the accessibility of services for veterans residing in a particular area.

**3.3 Secondary data review**

Secondary source	Purpose of source
<a href="#">Veterans' Reintegration Area-Based Assessment on Veterans' Access to Services in Dnipro Municipality</a> – REACH (2024)	<ul style="list-style-type: none"> <li>- Provide information on range of available services for veterans in oblast centre, accessibility and quality of healthcare, MHPSS, administrative and employment services.</li> <li>- Triangulate findings.</li> </ul>
<a href="#">Veterans' Reintegration Assessment in Frontline Oblasts</a> – REACH (2025)	<ul style="list-style-type: none"> <li>- Provide information on range of available services for veterans in oblast centre, accessibility and quality of healthcare, MHPSS, administrative and employment services.</li> <li>- Triangulate findings.</li> </ul>
<a href="#">Returning Home: Understanding the Perspectives of Veterans in Ukraine after the 24th of February 2022</a> – UNDP (2024)	<ul style="list-style-type: none"> <li>- Provide information on access to services and veterans' perception of their efficiency.</li> <li>- Understand veterans' wellbeing and economic security.</li> </ul>
<a href="#">The Social Reintegration of Veterans in Ukraine</a> – IOM (2023)	<ul style="list-style-type: none"> <li>- Provide information on the demography of veterans and their families and their household income.</li> <li>- Provide information on access to services, social integration, trust in institutions, and civic engagement, as well as personal relationships and life satisfaction of veterans, families of veterans, and families of fallen soldiers.</li> <li>- Understand veterans' needs and barriers to accessing MHPSS services.</li> </ul>

	<ul style="list-style-type: none"> <li>- Understand what services veterans' organizations provide, how they engage with veterans, and what challenges they encounter.</li> </ul>
<a href="#">Veteran Profiles and Reintegration Challenges in Ukraine</a> – IOM (2025)	<ul style="list-style-type: none"> <li>- Provide information on the demography of veterans and their families and their household income.</li> <li>- Provide information on access to services, social integration, trust in institutions, and civic engagement, as well as personal relationships and life satisfaction of veterans, families of veterans, and families of fallen soldiers.</li> <li>- Understand veterans' needs and barriers to accessing MHPSS services.</li> </ul>
<a href="#">Current needs and vision of career and professional development opportunities for veterans</a> – Ukrainian Veteran Foundation (2024)	<ul style="list-style-type: none"> <li>- Inform on veterans' needs in employment support and career development</li> </ul>
<a href="#">From injury to return: Ethnographic research of the path of veterans and their relatives</a> – Pryncyp (2023)	<ul style="list-style-type: none"> <li>- Inform on experiences of injured veterans' and challenges they face during treatment, rehabilitation and while accessing services.</li> </ul>
<a href="#">Veterans and Their Families as Actors of Recovery</a> – Pryncyp (2025)	<ul style="list-style-type: none"> <li>- Inform on the opportunities in reintegrating veterans into civilian life and involving them in recovery efforts.</li> </ul>
<a href="#">Transition From Military Service To Civilian Life: Contexts, Experiences, Solutions</a> – Pryncyp (2025)	<ul style="list-style-type: none"> <li>- Provide information on access to services, social integration, trust in institutions, and civic engagement, as well as personal relationships and life satisfaction of veterans, families of veterans, and families of fallen soldiers.</li> </ul>
<a href="#">Needs and obstacles of veterans in employment</a> – Ukrainian Veteran Foundation (2023)	<ul style="list-style-type: none"> <li>- Inform on veterans' needs regarding employment, access to employment services, and employers' experiences in hiring veterans, as well as the adaptation programs they offer in the workplace.</li> <li>-</li> </ul>
<a href="#">The Journey of the Warrior's Beloved One Study of unique experience of women-partners of military servants and veterans</a> – Veteran Hub (2023)	<ul style="list-style-type: none"> <li>- Understand personal experience of partners and families of veterans.</li> </ul>

<p><a href="#">Labour Resources for Ukraine's Post-War Recovery: Current State, problems, solutions</a> – Razumkov Centre (2024)</p>	<ul style="list-style-type: none"> <li>- Help understand the structure of labour force in Ukraine after full-scale invasion</li> <li>- Provide a background for comparison of veteran-specific employment challenges vs. Overall labour force challenges</li> </ul>
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### 3.4 Primary Data Collection

Primary data collection will include three components: Individual Interviews with veterans, Key Informant Interviews with representatives of service providers and Key Informant Interviews with employers.

Data Collection Component	Respondents	Target Number of Interviews	Main areas of focus
Individual Interviews	Veterans	Total: 36-48, disaggregated by oblast and location type (oblast centre/urban/rural).	<ol style="list-style-type: none"> <li>1. How do veterans secure new employment after being discharged from the military service?               <ol style="list-style-type: none"> <li>a. What is the accessibility and effectiveness of employment services?</li> <li>b. What is the effectiveness of veteran-oriented employment programmes and benefits?</li> <li>c. How do veterans find information about employment opportunities and relevant support?</li> </ol> </li> <li>2. What kind of employment do veterans choose and why?               <ol style="list-style-type: none"> <li>a. What are the strengths and skills veterans can apply to work?</li> <li>b. What motivates veterans regarding employment opportunities?</li> </ol> </li> <li>3. What barriers, if any, do veterans experience in securing and retaining employment?               <ol style="list-style-type: none"> <li>a. What are the external/structural barriers and how do they impact veterans' employment?</li> <li>b. What issues withhold veterans from securing/retaining employment (incl. Issues regarding health conditions)?</li> </ol> </li> <li>4. How could veterans' employment be facilitated?</li> </ol>

			<p>a. What are the needs (incl. unmet needs, if any) of veterans regarding employment?</p> <p>b. How could veterans' skills be better matched to available employment opportunities?</p>
Key Informant Interviews	<ul style="list-style-type: none"> <li>Representatives of public/NGO service providers related to employment or other veteran-oriented services</li> </ul>	<p>Total: 24-36, disaggregated by type of service, oblast, location type (oblast centre/urban/rural) and by type of the actor (public services/NGO)</p>	<p>1. How do veterans secure new employment after being discharged from the military service?</p> <p>a. What is the accessibility and effectiveness of employment services?</p> <p>b. What is the effectiveness of veteran-oriented employment programmes and benefits?</p> <p>2a. What are the strengths and skills veterans can apply to work?</p> <p>3. What barriers, if any, do veterans experience in securing and retaining employment?</p> <p>a. What are the external/structural barriers and how do they impact veterans' employment?</p> <p>4. How could veterans' employment be facilitated?</p> <p>b. How could veterans' skills be better matched to available employment opportunities?</p> <p>d. How can cooperation between private and public stakeholders be strengthened to facilitate veterans' integration into workforce?</p>
Key Informant Interviews	<ul style="list-style-type: none"> <li>Representatives of private companies, public institutions and NGOs which employ/employed veterans</li> </ul>	<p>Total: 18, disaggregated by type of service, oblast, location type (oblast centre/urban/rural) and by type of the actor (public services/NGO)</p>	<p>How do veterans secure new employment after being discharged from the military service?</p> <p>a. What is the accessibility and effectiveness of employment services?</p> <p>b. What is the effectiveness of veteran-oriented employment programmes and benefits?</p>

			<p>2a. What are the strengths and skills veterans can apply to work?</p> <p>3. What barriers, if any, do veterans experience in securing and retaining employment?</p> <p>a. What are the external/structural barriers and how do they impact veterans' employment?</p> <p>4. How could veterans' employment be facilitated?</p> <p>b. How could veterans' skills be better matched to available employment opportunities?</p> <p>c. How do employers perceive veterans, and what factors influence their willingness or reluctance to hire them?</p> <p>d. How can cooperation between private and public stakeholders be strengthened to facilitate veterans' integration into workforce?</p>
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**Individual Interviews** with veterans will be conducted by the IMPACT Field Team in October-November 2025. Data collection will include a pilot phase, after which the results will be discussed, and the Assessment Team will review the debrief forms to make improvements to the tool if needed. Some of the interviews may also be conducted by the AO to ensure tool quality. Interviews will be conducted either face-to-face or by phone, depending on logistical capacity and the security situation.

To engage participants in individual/household interviews, the Field Team and Assessment Team will reach out to local NGOs, as well as other service providers working with veterans. In order to receive contacts of potential respondents, a form will be sent to veterans where they can fill in their contact information, including their first name, phone number and hromada. Purposive sampling will allow to gather experiences and understand the pathways of veterans from different demographic groups. In each oblast at least two IIs will be conducted with the following categories of veterans: Employed veterans (workers), Self-employed veterans, Unemployed veterans. In addition in each oblast at least two IIs will be conducted with the following categories:

- Female Veterans
- Male Veterans
- Veterans with disability or chronic illness
- Veterans without disability or chronic illness
- Displaced Veterans
- Non-displaced veterans

- Veterans aged 18-25 y.o.
- Veterans aged 25-60 y.o.
- Veterans age 60+ y.o.
- Veterans who participated in the Veteran Assistant programme
- Professional military
- Mobilised (not professional military)

Additional categories may be added during ongoing consultations and data collection. Snowball sampling will help reach the targeted number of respondents. Disaggregation by location will enable us to explore possible differences in access to services between urban and rural populations and by oblast. Out of a total of 36-48 IIs, 6-8 will be conducted in each type of location (oblast centre vs. non-oblast centres) in each oblast. The 6-8 IIs per location include 3-4 interviews with unemployed veterans, 3-4 interviews with employed veterans, 0-2 with interviews with self-employed veterans. Conducting 6-8 IIs per location will allow to include at least two veterans from each category listed above and add new categories if needed. Disaggregation will also be made by location (oblast centre, urban areas, rural areas) to enable comparisons between different types of locations.

**Key Informant Interviews** will be conducted by the Field Team simultaneously with Individual Interviews. Interviews may be conducted face-to-face or by phone. Representatives from public institutions (employment centres, social policy departments, veterans' assistants), NGOs (addressing employment or other needs of the veterans) will be engaged as key informants. Additionally, representatives of entities which employ veterans (including public, NGOs, private companies) will be interviewed as key informants.

Service providers will be disaggregated by type of actor (NGO/public services/private) to gather information on the accessibility of different service providers/employers and the level of cooperation between organisations and institutions. Disaggregation will also be made by location (oblast centre, urban areas, rural areas) to enable comparisons between different types of locations. Out of a total of 42-54 KIIs, 7-9 will be conducted in each type of location (oblast centre vs. non-oblast centres) in each oblast. The 7-9 KIIs per location will include 2-4 interviews with public institutions providing services to veterans and 1-3 interviews with NGOs providing services to veterans, 0-1 interviews with veteran associations, as well as 3 with entities employing veterans (including at least one private company, can also include NGOs and public institutions).

Note: As some categories of respondents may overlap, they will be assigned as follows:

- Representatives of service providers who are veterans will be interviewed as service providers (KIIs)
- Employers who are veterans will be interviewed as employed or self-employed veterans, depending on the nature of their employment (IIs)
- Service providers of employment/business support services who employ veterans will be interviewed as service providers (KIIs)
- Service providers of services other than mentioned above will be interviewed as employers (KIIs)

**Sampling per oblast:**

IIs		
	Oblast centre	Urban/rural settlement
Unemployed	3-4	3-4
Employed (worker)	3-4	3-4
Self-employed	1-2	0-2
Total	6-8	6-8
Total sum	12-16	

KIIs with service providers					
	Oblast centre	Urban/rural settlement		Oblast centre	Urban/rural settlement
Public	2-4	2-4	Employment centre	1	0-1
			Social policy department	1	1
			Veterans' affairs department	1	0-1
			Veterans' assistant	0-1	0-1
NGO	2	1-2	Employment-related	0-2	0-2
			Other	0-2	0-2
Advocacy bodies	0-1	0-1	Veterans' organisations	0-1	0-1
Total	4-5	4-5			
Total sum	8-10				

KIIs with employers		
	Oblast centre	Urban/rural settlement
Public	0-2	0-2
NGO	0-2	0-2
Private	2-3	1-3
Total	3	3
Total sum	6	

### 3.5 Data Processing & Analysis

The secondary data will be collected and reviewed by the Assessment Team (Assessment Officer and Senior Assessment Officer). Any new relevant reports, factsheets, briefings and other information, will be added to the stock of secondary data and will be used to triangulate the results of the data collection.

Enumerators will receive a training on qualitative data collection, as well as the specific tools used in this assessment. A pilot data collection of the qualitative components will follow the training. The data collection tools may be adjusted based on the insights from the pilot.

Qualitative data collection will be audio-recorded (dependent on respondents' consent), and the interviewers (Field Team enumerators) will take notes during data collection. Enumerators will transcribe these notes, using recordings to consolidate

them, as soon as possible after the discussions. Collected data will be anonymised. The transcripts will be translated automatically, with translation verified and edited by the Field Team.

The coding system will be exported as a data saturation grid built via MAXQDA to highlight the key themes, areas of consensus, and areas of disagreement. The findings will be disaggregated by oblast. Qualitative data analysis will be performed according to the Data Analysis Plan (see section 6). All data cleaning and analysis will be reviewed by the IMPACT HQ Research Department.

### 3.6 Limitations

- Data will be indicative of the situation at the time of data collection.
- Because recruiting respondents for Individual Interviews will be conducted with the help of local NGOs, the sample will at least partially include veterans who have already contacted or are aware of certain NGOs. It will be more difficult to reach veterans who do not attempt to access NGO services, therefore this group may be underrepresented in the sample. This could affect the assessment’s findings, indicating a higher level of service or employment accessibility than exists in reality.
- Additionally, veterans with certain types of injuries, such as those with vision or hearing loss or complex amputations, may be more difficult to reach, and as a result become underrepresented in the sample.
- The sensitive nature of certain topics may lead veterans to be unwilling to disclose certain issues or needs, particularly those related to physical or mental health, which may limit the coverage of their experiences with reintegration.
- Key Informant Interviews will allow to evaluate services provided to veterans and cooperation between actors from the perspective of providers. However, this may also introduce bias, as respondents might be inclined to present their organisations and institutions in a favourable light. KIIs conducted with employers may also be biased if employers want to present themselves in a favourable light.
- As the Ukrainian government makes changes to the current veteran reintegration policy, the legal context may evolve over time. This could affect the relevance of some findings regarding bureaucratic procedures and the accessibility of state benefits.

## 4. Key ethical considerations and related risks

The proposed research design meets / does not meet the following criteria:

The proposed research design...	Yes/ No	Details if no (including mitigation)
... Has been coordinated with relevant stakeholders to <b>avoid unnecessary duplication</b> of data collection efforts?	Yes	
... <b>Respects respondents, their rights and dignity</b> (specifically by: seeking informed consent, designing length of survey/ discussion while being considerate of participants’ time, ensuring accurate reporting of information provided)?	Yes	

... Does not <b>expose data collectors to any risks as a direct result of participation in data collection?</b>	Yes	
... Does not <b>expose respondents / their communities to any risks as a direct result of participation in data collection?</b>	Yes	
... Does not involve <b>collecting information on specific topics which may be stressful and/ or re-traumatizing for research participants (both respondents and data collectors)?</b>	No	Data collection does not include asking about veterans' experiences prior to demobilisation, particularly avoiding directly re-traumatizing topics. However, the assessment aims to uncover veterans' barriers to employment, so topics related to physical healthcare and MHPSS may be raised, including sensitive aspects of veterans' physical and mental health conditions. Respondents will be able to withdraw from participation at any point and can refuse to answer any specific questions. The guide published by Veteran Hub on "Ethics of Interaction and Communication with Veterans and Their Families" also recommends informing veterans if the next question or section will include sensitive topics, allowing them to decide whether they want to answer. This practice may be incorporated into the tool for individual interviews. Additionally, training for enumerators will be provided either by psychologists or by veteran NGOs to inform interviewers on interacting with veterans and providing first psychological aid.
... Does not involve <b>data collection with minors i.e. anyone less than 18 years old?</b>	Yes	
... Does not involve <b>data collection with other vulnerable groups e.g. persons with disabilities, victims/ survivors of protection incidents, etc.?</b>	No	Veterans with disabilities will be interviewed during data collection. Since the assessment covers topics related to the accessibility of services, challenges in accessing services due to their injuries may be discussed. However, veterans will not be asked about their physical health conditions or how their injuries or disabilities prevent them from accessing certain services. The practices described above will also

		apply to data collection involving vulnerable groups.
... Follows IMPACT SOPs for management of <b>personally identifiable information</b> ?	Yes	

## 5. Roles and responsibilities

Task Description	Responsible	Accountable	Consulted	Informed
Research design	Assessment Officer, Senior Assessment Officer	Research Manager	HQ Research Department	Donor
Supervising data collection	Assessment Officer, Senior Field Officer	Field Coordinator	Research Manager, HQ Research Department	NA
Data processing (checking, cleaning)	Assessment Officer	Senior Assessment Officer	Research Manager, HQ Research Department	NA
Data analysis	Assessment Officer, Senior Assessment Officer	Research Manager	HQ Research Department	NA
Output production	Assessment Officer, Senior Assessment Officer	Research Manager	HQ Research Department	Donor
Dissemination	Assessment Officer, Senior Assessment Officer	Research Manager	HQ Communication Department	Donor
Monitoring & Evaluation	Senior Assessment Officer	Research Manager	HQ Communication Department	Donor
Lessons learned	Assessment Officer	Senior Assessment Officer	Research Manager, Field Team, HQ Research Department	NA

**Responsible:** the person(s) who executes the task

**Accountable:** the person who validates the completion of the task and is accountable of the final output or milestone

**Consulted:** the person(s) who must be consulted when the task is implemented

**Informed:** the person(s) who need to be informed when the task is completed

## 6. Data Analysis Plan

The Data Analysis Plan is available upon request.



