

ECONOMIC EFFICIENCY OF VOLUNTEER PROGRAMS TO SUPPORT PERSONS WITH DISABILITIES AS A RESULT OF WAR: WAYS OF INTEGRATION INTO THE LABOR MARKET

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Abstract. The article examines the issue of volunteer initiatives (activities of rehabilitation centers, entrepreneurial skills, social startups) that support persons with disabilities as a result of war and promote employment and economic independence of veterans with disabilities, as well as assess the cost and long-term economic effect of such programs for the state budget and local communities. The economic efficiency of volunteer programs to support people with disabilities as a result of war lies in the optimal ratio of resources (financial, human, material) invested in the rehabilitation, professional training and social adaptation of veterans and civilians, and the resulting social effect in the form of increasing their productivity, reducing costs for social benefits and medical care, as well as reducing the burden on the state budget. By organizing free training, employment at specialized enterprises and psychological support, volunteer initiatives contribute to the economic independence of people with disabilities, their return to the labor market and the formation of added value through the payment of taxes, which together provides a multiplier effect for local communities and the national economy as a whole. The *subject* of the article is economic indicators and mechanisms for the integration of military personnel with disabilities into the labor market through the implementation of volunteer programs and the provision of volunteer support. *Research methods.* When studying the economic efficiency of volunteer programs to support people with disabilities as a result of war, various methods are used that allow for a comprehensive consideration of the legal, social, economic and managerial aspects of this issue: the method of dialectical materialism; the method of abstraction; methods of analysis and synthesis; the functional method; the method of system analysis; the synergistic method; the comparative legal method; the method of interpretation and hermeneutics; the dogmatic method; the method of system analysis; the statistical method. The *purpose* of the article is to reveal the ways of integrating people with disabilities as a result of war into the labor market through effective volunteer programs. *Conclusions.* Volunteer support and volunteer programs play a key role in ensuring the integration of persons with disabilities as a result of war into the labor market through the following mechanisms: professional retraining and skills development involves volunteers organizing free training courses, master classes, and trainings adapted to the physical and psychological capabilities of participants (e.g., computer literacy, use of specialized equipment, craft or IT skills). This allows former military personnel with limited mobility to obtain a competitive profession and meets the needs of the modern labor market; career counseling and psychological support are more effective thanks to volunteer psychologists and social workers – persons with disabilities receive assistance in overcoming psychological barriers (fear of failure, low self-esteem) and orientation in choosing a profession based on their rehabilitated capabilities. Career counselors help with writing a resume, mastering interview techniques, and preparing for adaptation in the workplace; networking and mediation with employers – volunteers establish contacts with enterprises and organizations that are ready to create or adapt workplaces to the needs of people with disabilities (for example, ensuring office accessibility, special equipment). They conduct information and educational campaigns, organize job days and career fairs, where employers directly meet candidates, and volunteers help build partnerships; providing

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technical means and social adaptation. Through charitable foundations and volunteer initiatives, participants receive the necessary rehabilitation tools (wheelchairs, prostheses, orthopedic equipment) and accompanying services (adaptive technology courses, voice-activated software, specialized tables or lifts). This significantly expands the opportunities to perform professional duties and increases the level of independence; creation of social enterprises and microbusinesses – volunteer programs support the initiatives of veterans with disabilities who seek to start their own business (small workshops, online stores, farmer cooperatives). Fiscal advice, assistance with business registration, mentoring by experienced entrepreneurs, and start-up capital (grants or microloans) from volunteers allow program participants to develop a market-resilient business and create jobs for themselves and others; legal support and advocacy of rights – volunteer lawyers provide information about labor rights, help to draw up the necessary documents to obtain the status of "Participant in hostilities" and benefits for persons with disabilities, and advise on employment and social protection issues. They also contribute to resolving disputes with employers and monitor compliance with employment quotas for persons with disabilities in accordance with the law. Thanks to this comprehensive approach, volunteer programs create conditions for former military personnel with disabilities not only for employment, but also for long-term social integration, which strengthens their economic independence and reduces the burden on the state social budget.

Keywords: state, state functions, administrative and legal regulation, reintegration of war veterans, state veteran policy, social protection of veterans, psychosocial support, legal support, mobile rehabilitation platforms, innovative employment technologies, monitoring and reporting, creation of social enterprises, financial literacy and business training, development of KPIs for volunteer projects, network marketing of job opportunities.

JEL Classification: H11, H30, H61, I38, R50, D72

Introduction

The economic efficiency of volunteer programs to support people with disabilities as a result of war and their integration into the labor market is an extremely relevant topic for several reasons. First, the armed conflict has led to a significant increase in the number of veterans and civilians with disabilities, for whom rehabilitation and employment are becoming critical factors in social adaptation. At the same time, the state does not always have time to promptly deploy its own rehabilitation programs, so volunteer initiatives often become the only available support mechanism. In this context, it is necessary to investigate the extent to which the resources invested (monetary, human, material) in volunteer projects are justified by real economic and social results – from reducing budget spending on social benefits to increasing employment and tax revenues.

Secondly, the integration of people with disabilities into the labor environment through volunteer courses, psychological support, legal support and partnership with employers contributes to the formation of sustainable economic models for the development of local communities. At the same time, assessing economic efficiency as a criterion for the feasibility of further expansion or modification of programs will help develop optimal state policy instruments that will combine the resources of volunteers, local authorities and business structures. Thus, scientific research will contribute to increasing the transparency and accountability of volunteer initiatives, will allow us to

identify the factors of scaling up successful practices and predict their long-term impact on the national economy. Given the significant increase in the number of veterans and civilians with disabilities as a result of military operations, research into the economic efficiency of volunteer programs aimed at their rehabilitation and integration into the labor market becomes extremely relevant: it allows us to assess the extent to which the resources invested in such initiatives are compensated by reducing budget expenditures on social protection, increasing tax revenues and increasing labor productivity, as well as to formulate recommendations for optimizing the interaction of the state, volunteer organizations and business in order to increase the socio-economic sustainability of communities.

1. Research Methodology

1.1. Scientific Analysis of Works on the Research Topic

The issue of ways to integrate people with disabilities as a result of the war through the use of economic efficiency of volunteer support programs is the subject of active scientific discussion, especially in view of the challenges associated with the war in Ukraine. In domestic jurisprudence, the direction of research into the transformation of state functions in conditions of a state of emergency, military operations or large-scale social crises is actively developing.

R.A. Zakharchuk emphasized that the work of volunteers usually boils down to various types of community work, organization of socially useful events (charity concerts, fundraising to support the needy), individual non-material assistance to individuals or organizations (disabled people, orphaned children, war veterans, non-profit organizations) (Zakharchuk, 2023); it is determined that the provision of volunteer assistance to overcome the consequences of the armed aggression of the Russian Federation against Ukraine and/or another country against Ukraine, as well as for the post-war restoration and development of Ukraine includes various areas and types of volunteer activities aimed at helping affected people, restoring the country's infrastructure and social development. The author notes that the main aspects of this volunteer assistance may include: a) humanitarian assistance (collection and distribution of humanitarian goods, including food, medicines, clothing, hygiene products and other necessary materials among those affected by the conflict); b) psychological support (providing psychological assistance and consultations to victims, war veterans, families of the deceased and others who need support in overcoming trauma and stress caused by the war); infrastructure restoration (participation in the restoration of post-war infrastructure, construction of housing, schools, hospitals, roads and other facilities damaged by the war); social adaptation (assistance in the reintegration of military personnel, internally displaced persons and refugees into society, provision of legal, medical, educational and professional support for their adaptation and social integration); economic development (support for economic development and entrepreneurship projects aimed at creating new jobs, supporting small businesses and developing rural communities. These measures help overcome the consequences of the war, contribute to the restoration and development of the country, and also support social solidarity and civic association in conditions of military conflict (Zakharchuk, 2024). A.V. Kholodkov determines that the socialization of military personnel with disabilities as a result of the war is a comprehensive, systemic, long-term process. First of all, the effectiveness of this process depends on the participation of the state in its implementation. We believe that military personnel with disabilities as a result of the war are special subjects of administrative and legal relations, and that is why the state, paying them tribute and expressing respect for their performance of their military duty, must implement a set of measures to ensure compliance with their rights. The process of socialization of military personnel with disabilities as a result of the war must be considered comprehensively, and the state, represented by authorized subjects of public the administration should take a set of measures:

socio-psychological; medical and rehabilitation; educational; personnel. The author emphasizes that the issue of socialization needs to be addressed more comprehensively, for example, to determine the role of the state in this process: social security, assistance in retraining, training and employment, medical care (treatment and rehabilitation), etc. (Kholodkov, 2023).

Bieling A. in the scientific work "Rights of persons with disabilities during the war in Ukraine" investigated how evacuation initiatives for people with disabilities contribute to their economic integration, in particular through the involvement of volunteer resources in the creation of temporary jobs for those who lost their ability to work during hostilities (Bieling, 2023).

Pisani D., Grech S. in the work "What barriers do persons with disabilities face regarding accessibility standards following conflict?" (International Disability Alliance) analyzed general approaches to the employment of people with disabilities during armed conflict, which is the basis for building volunteer programs with economic efficiency (Pisani, Grech, 2015).

Marian Machlouzarides in her work "Empowering Persons with Disabilities in Eastern Ukraine" revealed cases of organizing volunteer centers for professional rehabilitation and their economic efficiency, describing indicators of employment of persons with disabilities as a result of the war (Marian Machlouzarides, 2022).

In addition, A.A. Solomenchuk investigated the peculiarities of the development of the volunteer movement in Ukraine under martial law; M.M. Lekholetova revealed the issue of social support for vulnerable categories of the population in wartime; R.V. Hrynko, A.F. Mota and S.A. Petrechenko revealed the issue of social protection of military personnel under martial law; E.V. Degtyarenko more thoroughly revealed the issue of psychological support for people with disabilities in war conditions.

However, domestic legal science has not yet systematically studied the issue of ways to integrate people with disabilities as a result of war through the use of economic efficiency of volunteer support programs. The following questions remain open: assessing the potential and needs of the target group; models for financing volunteer initiatives; developing adapted educational and training courses; mechanisms for partnership with employers; legal and social barriers; infrastructure accessibility and technical support; psychological support and guidance; monitoring and evaluation of economic results; integration into the national employment system; social enterprises and microbusinesses; forming a favorable image and support infrastructure; interregional coordination and exchange of experience; sustainability of programs after the end of the active phase of the conflict; financial

management and reporting of volunteer organizations; assessing the impact on local development.

Thus, the topic under study requires further scientific development, in-depth analysis of current legislation, institutional practice, and the study of international experience in relevant areas.

1.2. Methodological Features of the Research

When studying the issue of ways to integrate people with disabilities as a result of war through the application of the economic efficiency of volunteer support programs, various methods are used that allow comprehensively taking into account the legal, social, economic and managerial aspects of this area:

- the method of dialectical materialism when studying the integration of people with disabilities as a result of war through assessing the economic efficiency of volunteer programs is based on the analysis of material conditions and contradictions that arise between the needs of people with injuries and the existing employment system. First, the dialectical approach involves studying real socio-economic relations: what production resources (regional labor markets, financial and personnel capabilities of volunteer initiatives) are available to veterans with disabilities, and how these resources can be redirected through volunteer programs. Second, it is important to identify internal contradictions – for example, between the social task of ensuring social justice and market mechanisms of employment, which are often not adapted to the specific needs of people with disabilities. The third point is understanding the process of changes in social production: how the practice of volunteer programs forms a new social demand for inclusive jobs and what economic indications indicate a transition from situational assistance to sustainable employment models. Thanks to this movement from the "base" (material circumstances, resource shortages, legislative obstacles) to the "superstructure" (volunteer strategies, subjective activity of veterans, changes in social institutions), the researcher is able to outline specific ways to overcome inequality, build an effective mechanism for cooperation between volunteers and the state, and organize production processes that reduce to zero the contradictions between the right to decent work and real market conditions;

- the abstraction method in such a study consists in isolating the key parameters of volunteer programs (training costs, the cost of rehabilitation measures, the level of employment of veterans) and the main integration mechanisms (acquiring skills, psychological adaptation, interaction with employers), while distancing themselves from the individual characteristics of each participant or individual organization. Thanks to abstraction, a generalized

model is created in which economic efficiency is revealed as a ratio of costs and results (reduction in social benefits, additional tax revenues, increased productivity), which allows the researcher to evaluate different integration scenarios without being "overloaded" with the specific details of each program. Thus, the focus shifts to identifying universal patterns of the impact of volunteer initiatives on the labor market, rather than to a detailed description of each individual case of employment;

- the analysis method is used to decompose the problem into components: in particular, economic indicators of volunteer programs (funding volumes, rehabilitation and retraining costs, social benefits), key stages of integration (acquisition of professional skills, employment, legal registration of status) and barriers (psychological, infrastructural, regulatory) are identified. After that, thanks to the synthesis, all these components are combined into a single model that demonstrates how, through cost optimization, volunteer initiatives can ensure the sustainable return of disabled veterans to the labor market and reduce state spending on social support. This approach allows combining a quantitative assessment of resources and a qualitative analysis of social processes, which provides a comprehensive vision of integration paths;

- the functional analysis method focuses on identifying and studying specific functions of volunteer programs as components of the integration system: in particular, the functions of professional rehabilitation (retraining and advanced training), social support (psychological support and legal counseling), mediation between veterans and employers (networking and assistance in employment), as well as the function of monitoring effectiveness (collection of employment and economic impact indicators). Each of these functions is analyzed separately – its tasks, resources, implementation stages – and then synthesized into a holistic model that demonstrates how their combination ensures sustainable integration of persons with disabilities into the labor market and optimization of costs for the state and society;

- the synergy method in this study involves considering volunteer support programs as an open complex system, where the interaction of its components of the resource base, educational initiatives, social support and partnership with employers creates an effect that exceeds the sum of the individual components. Using a synergistic approach, the researcher analyzes the mechanisms of self-organization of the process of integration of veterans with disabilities: how, through the simultaneous combination of psychological rehabilitation, professional retraining and economic motivation, a stable network of social ties is formed, which ensures not only employment, but also strengthens the overall economic potential of the community. In such a system, feedback loops are

important – for example, the successful employment of the first group of veterans increases the trust of business and the state in the program, which, in turn, stimulates the further inflow of resources and the attraction of new participants. It is this coordination between individual elements of the system that creates a complex multiplier effect, which would be difficult to achieve through an isolated analysis of each function of the program;

– the comparative legal method involves comparing Ukrainian legislation on the employment of persons with disabilities (in particular, norms on quotas, compensations and benefits) with the relevant regulatory acts of countries that have successful experience of integrating veterans through volunteer programs (for example, Germany or the USA). This allows us to identify differences in approaches to financing rehabilitation initiatives, mechanisms for cooperation with business, and the effectiveness of state grant programs. Based on such a comparison, best practices are identified, for example, flexible models of social contracts or tax benefits for employers who employ persons with disabilities and adapt them to Ukrainian realities, adjusting domestic norms taking into account the economic and social specifics of wartime;

– the method of interpretation and hermeneutics is used to deeply understand the meaning of legal norms, program documents, and personal narratives of participants in volunteer initiatives aimed at integrating persons with disabilities as a result of the war. In particular, the researcher analyzes the texts of legislation and social policy concepts, interprets them in the context of war realities to identify hidden assumptions and goals, and also pays attention to the impressions and conscious choices of veterans participating in the programs. Using a hermeneutic approach, the study takes into account changes in meanings and values in the process of dialogue between participants in volunteer groups, organizers and state institutions, which allows us to reconstruct how the idea of "successful" integration is formed from the set of political, economic and social texts and how it affects the economic efficiency of support programs. Thanks to this interpretation, it becomes possible to identify key hermeneutic circles, for example, the connection between state intentions, volunteer practices and personal experience of veterans, which makes it possible to develop support models that are most adequate to the value and practical expectations of all stakeholders;

These methods together allow us to comprehensively investigate the issues of ways to integrate people with disabilities as a result of war through the use of the economic efficiency of volunteer support programs, providing a scientific basis for the formation and improvement of policy in this area.

2. Theoretical and Legal Principles of Integration of Persons with Disabilities as a Result of War Through the Application of Economic Efficiency of Volunteer Support Programs

2.1. Theoretical and Normative Understanding of the Integration of Persons with Disabilities as a Result of War into the Labor Market Through the Application of Economic Efficiency of Volunteer Support Programs

The integration of war-related disabilities into the labor market through volunteer programs, assessed through the prism of economic efficiency, is based on a combination of three theoretical approaches: socio-economic adaptation, the concept of human capital, and the theory of social capital. From the perspective of human capital theory (Becker, 1994), investments in professional retraining and rehabilitation of veterans are viewed as an investment in their knowledge, skills, and health, the return from which in the form of increased labor productivity justifies the costs. Volunteer programs, by offering targeted training, psychological support, and mentoring, lower the barriers to entry into the labor market for people with disabilities, increasing the overall economic return through reduced social benefits and increased tax revenues (Banerjee et al., 2025).

Socioeconomic adaptation (Gold and Holborn, 2018) emphasizes that the integration of veterans with disabilities into the workforce occurs not only through formal skills, but also through the establishment of social ties and adaptation to new social roles. Volunteer networks function as a catalyst for the formation of social capital, when mentoring and cooperative work create trust, facilitate access to resources and reduce the fragmentation of communities (Černínský et al., 2018). Thus, the role of the volunteer goes beyond a simple trainer – it is a social mediator who helps create the conditions for sustainable employment. Finally, the theory of economic efficiency of social programs (Pisani & Grech, 2015) is used to assess the cost-benefit ratio of volunteer initiatives. It includes consideration of both direct costs (trainers, equipment, psychological support) and indirect social outcomes (reduced unemployment among veterans, reduced government spending on social support, increased productivity). Comparative analysis with the experience of other countries (Bieling, 2023; Banerjee et al., 2025) allows us to identify effective mechanisms for cooperation with business and the state, which makes it possible to optimize regulatory approaches and financial models in domestic volunteer programs. Veterans who have successfully undergone their own rehabilitation and employment after injuries play a unique role in the process of labor adaptation of new participants with disabilities as a result of war: they not only act

as mentors, demonstrating an example of personal success, but are also familiar with the specifics of psychological trauma and the needs of former fighters. Thanks to their shared experience, they provide realistic advice on choosing a profession, creating a resume, and passing interviews, while overcoming the barriers of fear and uncertainty. As a result, newcomers, observing the mentor's adaptation path, more easily overcome internal and external obstacles, and the job search process becomes less time-consuming and resource-intensive.

Volunteers, particularly those specializing in working with veterans, can provide comprehensive support: from organizing adaptive training (vocational retraining, IT courses, craft workshops) and psychological support to legal advice on applying for benefits and social support. They help establish contacts with employers, help adapt workplaces (accessibility of office space, special equipment) and direct veterans to employment services or online employment platforms. Thanks to such coordination of efforts, each participant receives not only knowledge, but also practical skills in communicating with business, which accelerates consolidation in the workplace.

The cost-effectiveness of volunteer support programs is a vital condition for their sustainability: optimized budgets allow them to attract more participants without increasing overall costs. When every hryvnia is invested taking into account the cost-benefit analysis (reduction of social benefits, increase in tax revenues from employed veterans, reduction in the need for expensive inpatient rehabilitation), the state and donors are able to allocate resources effectively. Thus, economically sound volunteer initiatives create a multiplier effect in communities, strengthening trust in programs and stimulating further investments in the rapid and high-quality integration of persons with disabilities into the labor market (Magdalena Kun-Buczko, 2019). Veterans who themselves have gone through the path of rehabilitation and adaptation after injuries act as natural mentors for persons with disabilities as a result of war: they are familiar with the physical and psychological challenges, know how to overcome stress and the depreciation of their own abilities, and can share real job search strategies. Thanks to their common military experience, veteran mentors can explain how to adjust professional skills to current labor market requirements, support in compiling a realistic resume and preparing for an interview, and also demonstrate their own example of building a new career. In addition, their appearance among people with similar problems creates a sense of community and belonging, reduces social isolation and lowers the psychological barrier to seeking help. Volunteers can provide a number of practical services that contribute to the adaptation

of veterans with disabilities: they organize adaptive training courses (from basic computer literacy to specialized craft skills), conduct trainings in psychological support and career counseling, help with the preparation of necessary documents and obtaining the status of a combatant or benefits. Volunteers also facilitate contacts between veterans and socially responsible employers, help adapt the workplace (equip ramps, technical devices, provide an inclusive workspace), and in some cases take on the functions of mediators – if necessary, they accompany veterans to state services or employment centers. Thanks to such comprehensive support of volunteer groups, veterans receive not only knowledge, but also practical skills in establishing communication with employers, which significantly reduces the duration of unemployment.

The cost-effectiveness of volunteer support programs is critically important for their sustainability: an optimized cost-effectiveness ratio allows for the involvement of more veterans without a disproportionate increase in financial investments. When every hryvnia spent on training, rehabilitation, or psychosocial assistance is reimbursed through a reduction in state social benefits, an increase in tax revenues from employed veterans, and a reduction in the burden on local budgets, the programs become scalable and attractive for additional donor projects. This multiplier effect promotes trust in volunteer initiatives, strengthens business motivation to invest in adaptive workplaces, and creates the prerequisites for the long-term development of an inclusive labor market (Gold, Holborn, 2018).

2.2. Promising Ways to Integrate People with Disabilities as a Result of the War into the Labor Market Through the Use of Cost-Effective Volunteer Support Programs

Specialized adaptive training programs involve the development of modular courses taking into account the individual physical, psychological and professional capabilities of veterans with disabilities. Instead of standard lecture formats, these programs use multimedia materials, interactive exercises and distance platforms, which allows each participant to choose the pace and method of learning according to their needs. Volunteer instructors and teachers create special trainings on the use of adaptive technology (screen readers, voice assistants, modified interfaces), which allows veterans to acquire skills in demand in the labor market (for example, basic IT literacy, system administration, digital marketing) without excessive strain on health. From an economic point of view, it is the adaptability of these programs that provides the optimal cost-benefit ratio: first, the need to simultaneously maintain a large amount of specialized equipment in one center is eliminated – courses can be

conducted both online and in mobile training complexes thanks to donor investments and support from local communities; Secondly, volunteering minimizes administrative and personnel costs: experienced specialists provide consultations and mentoring on a free basis, and technological platforms allow you to automate the accounting of successful task completion and monitor the progress of participants without additional resources. As a result, veterans with disabilities are given the opportunity not only to master a new profession, but also to integrate into the labor process faster thanks to certificates of course completion and recommendations from volunteer supervisors. Such participants become attractive candidates for employers, because volunteer programs add a reputational aspect: companies see that the employee has already undergone adaptive training and has basic experience. By increasing the employment rate of veterans, these programs reduce social benefits and simultaneously increase tax revenues, which creates a multiplier effect in local economies.

Social entrepreneurship and veteran cooperatives involve the creation of business models where veterans with disabilities act not only as employees, but also as co-owners and active managers. Volunteer programs provide initial consulting on business plan development, accounting, marketing skills, and legal advice on registering cooperatives. Thanks to this, veterans form enterprises (for example, handicraft workshops, agronomic associations, or IT startups) in which they independently determine strategic priorities, and volunteers control the economic feasibility of costs and profits. This approach allows participants to receive autonomous income, reducing dependence on government subsidies and one-time charitable contributions. Veterans' cooperatives stimulate the economic multiplier effect: the profits received are invested in the development of production, expansion of the assortment, or marketing campaigns, which creates jobs not only for cooperative members, but also for other members of the community. Volunteer support provides training for cooperative members in collective decision-making, negotiations with suppliers, and sales organization. Thanks to joint ownership, participants distribute risks evenly, and minimized operating costs (through mutual assistance and free consultations) increase the profitability of the enterprise, creating a sustainable financial foundation.

From an economic point of view, social entrepreneurship and veterans' cooperatives are highly effective, as they not only provide stable income to participants with disabilities, but also generate added value for the local economy. Volunteer programs form mentoring groups that control financial flows, analyze the cost-benefit balance and suggest ways to optimize. Thus, every hryvnia invested in starting a cooperative is returned through taxes, job creation

and increased purchasing power of the community, which makes this path of integration socially and economically feasible and scalable.

Partnering with IT companies for remote employment allows people with disabilities as a result of war to get a job without having to physically be in an office. Volunteer programs can act as intermediaries, training veterans through online courses in basic IT skills (programming, testing, administration, technical support) and helping to adapt their resumes to the requirements of remote vacancies. Thanks to this, participants acquire competitive competencies, and IT companies receive motivated employees with minimal onboarding costs. From an economic point of view, this format is beneficial for all parties: volunteer programs spend less resources on renting training rooms, because all training, mentoring and support take place online. Veterans can work from home without spending time and money on transportation or additional medical support on the way. For IT companies, this means reducing costs for arranging a workplace (ergonomic furniture, special accessibility tools), as well as expanding the personnel pool without geographical restrictions. Thus, every hryvnia invested in training veterans generates a greater economic effect than traditional employment programs.

In addition, remote employment helps to increase social inclusion and reduce the burden on local labor markets: veterans, having mastered professions in the IT sector, can become a resource for companies from any region, while receiving a stable income. Volunteer programs that act as coordinators of such partnerships form a network of trust between veterans, the IT sector and the state. This allows you to scale the initiative and attract additional grants or donor funds, which ultimately increases the overall economic efficiency of integrating people with disabilities into the labor market.

Network platforms "veteran – employer" combine a database of potential workers with disabilities as a result of war and current vacancies of employers who are ready to adapt jobs and provide social guarantees. Thanks to the digital interface, volunteer organizations can quickly upload information about each veteran (field of training, level of disability, desired working conditions), and employers can upload information about the required competencies, employment conditions, and the amount of compensation. Such openness reduces the time of mutual search: instead of dozens of individual applications, veterans go directly to the platform, where they find the best options in a few clicks, and companies gain access to a qualified audience with minimal logistical costs.

The use of network platforms significantly increases the cost-effectiveness of volunteer programs, as it reduces resource costs for recruiting, administration, and individual consultations. Automated filters

allow you to filter out incompatible vacancies and participants at the search stage, so less time is spent on volunteers, and the likelihood of successful employment increases. In addition, the platform can integrate modules for tracking the implementation of KPIs (number of interviews, percentage of accepted offers, average employment term), which simplifies monitoring and contributes to the transparent distribution of donor or state funds.

Finally, network platforms serve as a social marketing channel: through them you can conduct information campaigns, popularize cases of successful employment and show real returns on investment in volunteer programs. Employer ratings are created based on the level of readiness to adapt workplaces, which stimulates competitiveness and improves working conditions for all participants. As a result, the platform acts as a catalyst for the formation of an inclusive labor market, where every hryvnia invested in infrastructure development gives the maximum possible multiplier effect. Career mentoring and psychological support provides people with disabilities who suffered during the war with valuable networking and practical advice on building a professional path. Mentors are mainly veterans or specialists who have already successfully completed the adaptation and employment process. They help form realistic expectations about the labor market, provide specific recommendations on writing a resume, passing interviews and developing the necessary skills. This approach reduces the number of unsuccessful attempts at employment, reducing the costs of volunteer programs for re-training and re-referrals, and thus increases the overall cost-effectiveness.

Psychological support together with career mentoring forms a comprehensive support: psychologists and social workers work with stress, post-traumatic stress disorder and low self-esteem, and also help restore motivation to work. This reduces the risk of "burnout" and refusal to participate in programs, which reduces unnecessary costs for replacing participants, and also increases the likelihood of long-term employment. In addition, psychological stability contributes to better interaction with employers, which accelerates adaptation in the workplace and reduces the costs of long periods of unemployment or retraining. The combination of mentoring and psychological support creates a synergistic effect: the mentor helps the participant navigate professional requirements, and the psychologist provides emotional stability and reduces barriers associated with injuries. This model allows achieving a higher level of employment among disabled veterans with lower resource investments, since programs require fewer repeated courses and can use the results of successful cases to motivate new participants. As a result, each hryvnia invested generates a greater amount of economic and social

effect, which makes career mentoring and psychological support an economically justified investment.

Co-financing with local communities and microcrediting implies that volunteer programs conclude agreements with local governments to co-finance projects for professional rehabilitation and employment of veterans with disabilities. The local community allocates funds or material resources (for example, premises, equipment, transport) for the first stage of launching the initiative, while volunteers provide the methodological, organizational and educational component. This approach allows you to optimize budget expenditures: instead of covering the entire cost of the program, the state, together with volunteers, attracts local budgets, and the community, in turn, receives a tool for stimulating employment in the region, reducing the burden on social benefits and promoting the economic activity of veterans.

Microcrediting becomes an additional mechanism for supporting those veterans who seek to start their own microbusiness or social enterprise. Volunteer programs, together with local banks or credit unions, conclude special agreements under which veterans can receive small preferential loans (reduced interest rate, deferred payments) for the purchase of equipment, materials or the organization of production workshops. Thanks to this micro-lending, training graduates are able to quickly implement the acquired skills in their own business, ensure a stable income and reduce the likelihood of loss of motivation due to lack of start-up capital.

Together, co-financing with communities and micro-lending significantly increase the economic efficiency of volunteer programs. First, they distribute the financial burden between different entities (state, community, private lenders), which expands the scale of the initiative without the need for large state allocations. Second, veterans learn to rationally use their own and borrowed funds, which forms a culture of entrepreneurship and financial responsibility. Third, the return of loans to local funds and the reduction of social benefits due to the employment of veterans create a multiplier effect: funds circulate in the community, further stimulating local development and the integration of other persons with disabilities into all spheres of economic life.

Mobile rehabilitation and career guidance centers are an on-site form of providing comprehensive services for veterans with disabilities: specialists (rehabilitation specialists, psychologists, career counselors) equipped with the necessary equipment (orthopedic simulators, laptops for career guidance, adaptive devices) travel directly to communities and temporary settlements of victims. Thanks to this, veterans who cannot move or live in remote regions receive high-quality health diagnostics, individual recommendations for recovery and comprehensive

career advice – without additional time and money spent on travel to stationary centers.

From an economic point of view, this mobile format allows you to optimize the resources of volunteer programs: instead of constantly maintaining a large stationary facility, funds are invested in a mobile car or minivan equipped with the necessary rehabilitation equipment and equipment, and groups of specialists from different areas (medical, psychological, career) combine their work in one visit. This reduces overhead costs (renting premises, utility bills) and allows you to reach more veterans with lower budget costs: one visit of the center covers several villages or neighborhoods, which is more economically feasible in terms of the number of people. In addition, mobile centers contribute to the acceleration of social adaptation and integration into the labor market, because specialists not only conduct rehabilitation procedures, but also organize trainings on resume writing, interviewing, and familiarize themselves with possible vacancies in the region. This allows the veteran to receive career guidance support and find a potential employer immediately after rehabilitation, reducing the time of unemployment and economic losses for both the program participant and the state.

Integration of volunteer programs with state employment services begins with establishing an exchange of information about the needs of persons with disabilities and available vacancies. State employment centers have an up-to-date database of employers and vacancies, as well as experience in assessing candidates' readiness for work. Volunteers can provide these services with additional information about the individual characteristics of veterans – the level of physical and psychological readiness, skills acquired in training or retraining courses. Such interaction allows you to reduce the time from "training" to "employment" and avoid costs for repeated assessments or unnecessary retraining.

Combining the resources of volunteer initiatives and the state employment service creates synergy in issues of financing and supporting veterans with disabilities. Volunteer organizations can attract grant funds or charitable contributions for retraining courses, while the employment service provides employment and unemployment benefits during job search. Thanks to a clear division of functions (volunteers – socialization and adaptation, employment service – official employment and state benefits), it is possible to direct budgetary and extra-budgetary resources as efficiently as possible, reduce duplication of costs and ensure clear monitoring of results.

Finally, coordinated activities with the employment service create a transparent chain of "candidate → employment → reduction of social benefits". Employment services record each veteran as unemployed, issue referrals to courses from volunteers, and then register

the fact of employment. This allows us to assess the economic effect: to compare the amount of funds invested in benefits with the income that he began to pay in the form of taxes and unified social contributions. This approach contributes to a well-founded adjustment of both state vocational rehabilitation programs and volunteer initiatives towards the most cost-effective integration models.

Development of a network of social mentors from among successfully employed veterans. A network of social mentors from among veterans who have already gone through the path of rehabilitation and successfully found employment plays the role of a "soft start" for people with disabilities as a result of the war: mentors share their own experience of adapting to changed physical or psychological circumstances, talk about the real requirements of the labor market and form in their wards a belief in success. This approach reduces the initial resistance and fears of newcomers: when a person sees a concrete example of a "like-minded person", the likelihood of their leaving the program or losing motivation is significantly reduced.

From an economic point of view, this method helps optimize the costs of volunteer programs: mentors do not require professional fees – they transfer knowledge and advice within the volunteer workload, and the result is better preparation of candidates for employment. By reducing the number of unsuccessful employment attempts (which would cost additional costs for retraining or social benefits), the overall effectiveness of the programs increases. In addition, successfully adapted veteran mentors can act as intermediaries between the employer and the mentee, which reduces job search time and reduces the administrative costs of the volunteer organization.

First of all, the network of social mentors creates a synergistic effect: each newly employed veteran not only increases his own economic independence, but also becomes a potential mentor for the next wave of participants. This model gradually scales up without additional significant investments, forming a stable personnel pool of former military personnel who strengthen local communities and introduce a culture of helping new participants. Thanks to this, volunteer initiatives receive a "domino effect": the growth of business and state trust in veterans as employees stimulates the emergence of new jobs and, accordingly, increases the economic efficiency of the entire integration system.

Monitoring and evaluation through open data consists in the systematic collection, processing and public disclosure of key indicators of the activities of volunteer programs supporting persons with disabilities as a result of war. Maintaining transparent registers of participants, recording data on the duration and costs of training, the number of vacancies

developed, connecting employers and the number of successfully employed veterans create the basis for objective analysis. Thanks to open data, stakeholders (government bodies, donors, public organizations) are able to quickly track the effectiveness of costs and the compliance of results with the stated goals, which increases trust in volunteer initiatives and ensures accountability to society. In the context of labor market integration, economic indicators are the most important metrics of success: the average duration of job search, wage level, share of payments from the state budget and changes in tax revenues from employed veterans. The use of open data allows us to assess the “cost-benefit” of each program: to compare the size of investments (in material resources, trainers’ salaries, rehabilitation equipment) with the reduction of total social benefits and the economic contribution of

employed persons. The results obtained help to adjust the strategy: to redirect resources to the most effective areas (for example, IT courses, social entrepreneurship) and to abandon ineffective initiatives. Finally, open monitoring creates a closed feedback loop that stimulates the continuous development of volunteer programs and public policies. Regular data analysis reveals bottlenecks (for example, an insufficient number of adapted vacancies in a certain region or low involvement of business representatives) and facilitates rapid decision-making on changing approaches. At the same time, public availability of results promotes the exchange of experience and the implementation of best practices in other regions, which leads to the scaling up of successful programs and the formation of a sustainable model of integration of persons with disabilities as a result of war at the national level.

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