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**SOCIO-ECONOMIC MECHANISM OF REINTEGRATION
OF ATO / OOS VETERANS IN THE SPHERE OF SOCIAL PROTECTION**

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**СОЦІАЛЬНО-ЕКОНОМІЧНИЙ МЕХАНІЗМ РЕІНТЕГРАЦІЇ ВЕТЕРАНІВ
АТО / ООС У СФЕРІ СОЦІАЛЬНОГО ЗАХИСТУ**

The article is aimed at the defining the principles of non-governmental provision of socio-economic mechanism to assist in employment, training and support initiatives to create business for ATO / JFO veterans as part of a modern social protection system. The current social initiatives on support to former combatants and veterans with business grants to educational courses are analysed. The development algorithm of personal marketing plan as an instrument in the process of support in employment of ATO / JFO veterans in civil life conditions is presented. The author comes to the conclusion that synchronized effect from the cooperation of stakeholders is a base for successful reintegration of ATO / JFO veterans in the conditions of modern society and help to increase their employment rates, harmonize the situation on the labor market and improve the conditions for the creation of veterans business as a driver of economic development of the country.

Keywords: social protection; social-economic reintegration; ATO / JFO; employment assistance; assistance in starting a business.

Fig.: 1. References: 19.

У статті визначено принципи недержавного забезпечення соціально-економічного механізму сприяння у працевлаштуванні, навчанні та підтримці ініціатив щодо створення бізнесу ветеранів АТО / ООС як компоненти сучасної системи соціального захисту населення. Проаналізовано діючі соціальні ініціативи щодо надання бізнес-грантів та організації навчальних курсів для колишніх учасників бойових дій. Представлено алгоритм розробки особистого маркетингового плану як інструменту сприяння у працевлаштуванні ветеранів АТО / ООС в умовах цивільного життя. Автор приходить до висновку, що синхронізований ефект від співпраці стейкхолдерів є основою для успішної реінтеграції ветеранів АТО / ООС в умовах сучасного суспільства та сприяє підвищенню рівня їх працевлаштування, гармонізації ситуації на ринку праці та покращенню умов для створення бізнесу ветеранів як драйвера економічного розвитку країни.

Ключові слова: соціальний захист; соціально-економічна реінтеграція; ветерани АТО / ООС; сприяння у працевлаштуванні; сприяння у створенні бізнесу.

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JEL Classification: I38, J14, J24

Formulation of the problem. In the modern social protection system, the veteran is still perceived as a passive object of assistance. Social and professional adaptation of veterans in the state system implies the provision of labor rights and guarantees, benefits for training and regulations for starting your own business. Practical mechanisms, motivating, stimulating and supporting factors of business development and improvement of opportunities in the labor market at the state level do not meet the actual challenges of the modern veteran.

Today, it is insufficient only to provide jobs to ATO/JFO veterans in order to stabilize reintegration processes in conflict-affected societies. Creating an enabling environment for the employment of ATO/JFO veterans requires a wider range of mechanisms and tools. Administrative and legal boundaries are needed to regulate labor and employment markets by the state. Non-governmental sector is the key partner of the state in the process of reintegration of ATO/JFO veterans into the conditions of modern society. Successful reintegration of servicemen and veterans into the conditions of modern Ukrainian society is facilitated not only by employment in any field, but also by productive employment that meets servicemen and veterans' needs.

International experience shows that the state today does not have to deal with social challenges on its own. Involvement of public organizations, educational institutions, enterprises in the processes of solving social problems is not evidence of the inability of public authorities, but on the contrary such policy characterizes the public-state approach to governance, shows respect for public opinion and a conscious division of responsibilities. In conditions of uncertainty, when there is no experience in solving acute challenges, the role of social projects in mitigating the effects of crises and social problems is important.

Analysis of recent research and publications. Recent research of Ukrainian scholars Kryvokon N. [5], Kolenichenko T. et. al [15] proved the necessity of special attention to the process of resocialization of ex-combatants. The process of reintegration of anti terroristic op-

eration / joint forces operation (further – ATO / JFO) veterans to the conditions of modern society was studied by Kolenichenko T. et al. [14]. Chickan M. investigated the legal regulations of social protection of war veterans [19]. Research of V. Kucher was devoted to the social partnership as innovative mechanisms of social security policy of ATO participants [6]. The research works of Revko A. stated the importance of social infrastructure development as well as social initiatives for the stable welfare system [9; 18]. The research of foreign scientists Carter D. J. et al. [1], Naidoo R. et al. [7] are valuable for the considering social protection in the context of sustainable development and human well-being. Kranke D. et al. investigated the aspects of veteran reintegration with civilians [4].

Selection of unexplored parts of the general problem. Despite a significant range of scientific researches on the issues of veterans' social security, a comprehensive study of the mechanisms of socio-economic reintegration of ATO / JFO veterans was not carried out. Given this and the fact that Ukraine has relatively recently faced the problem of reintegration of ATO / JFO veterans into civilian life, the study of socio-economic mechanism of reintegration in the sphere of social protection is extremely relevant, and insufficiently studied in Ukrainian science. This determines the expediency of identifying the socio-economic mechanism of reintegration of ATO / JFO veterans in the sphere of social protection.

The purpose of the article is to determine the principles of non-governmental provision of socio-economic mechanism to assist in employment, training and support initiatives to create business for ATO / JFO veterans as part of a modern social protection system.

The main material. It should be noted that according to the Ministry of Veterans of Ukraine, today there are up to 1.2 million people in Ukraine, who have the status of veterans according to the Law of Ukraine “On the status of war veterans, guarantees of their social protection” [16], about 460 thousand of whom defended the country in ATO / JFO. Today, the state's position is that it is the time to implement a comprehensive approach to updating the social protection system for war veterans.

Foreign experience shows that the global trend is to assist in the employment of servicemen and veterans when returning to civilian life. The synergetic effect of cooperation between the state, business, universities and non-profit organizations contributes to the creation of veterans' business as an important sector of economic development.

The developed by Kholiavko N. et al. the conceptual scheme for promoting sustainable development by Quintuple Helix highlighted the changing mission of public sector entities from the regulatory and process controller positions to the role of an equal partner in the conditions of support the principles of sustainable development [3].

Non-governmental organizations are an important leverage in the process of socio-economic reintegration of ATO / JFO veterans of Ukraine. Following the foreign experience, the Ukrainian non-profit sector is gradually gaining more and more importance in the issues of employment, training and support of business start-up initiatives of ATO / JFO veterans.

Public initiatives in the field of socio-economic reintegration of ATO / JFO veterans are carried out in the following areas:

- Educational. Educational programs, seminars, trainings and courses dedicated to the formation of entrepreneurial skills, business fundamentals, development of business plans, etc. The purpose of the educational direction is to form veterans' skills necessary for starting and running their own business.

- Information and advisory. Support for veterans in the business process, including legal, tax, financial and other advice, assistance in promoting business, etc.

- Competitive. Conducting competitions and pitching of business projects with subsequent financing of winning projects.

For the most part, all the above areas are used in the complex in the implementation of programs and projects. For example, business pitching is usually preceded by training in writing business plans, and the winners receive both cash prizes or loans and mentoring support in the process of implementing their ideas.

Training in entrepreneurship and business fundamentals allows to provide veterans with the necessary knowledge and skills to implement their own initiatives, creates an opportunity for further self-employment. There are several international projects in Ukraine that provide a variety of support to former combatants, from business grants to educational courses. Below we will review the current initiatives.

In the field of professional retraining, the most revealing and important project is “Norway-Ukraine. Professional adaptation. Integration into the State System” (previous project “Ukraine-Norway. Retraining and Social Adaptation of Servicemen and Members of Their Families in Ukraine”). The project has been implemented in Ukraine since 2003 with the financial support of the Norwegian Ministry of Foreign Affairs. Ukraine has an International Fund for Social Adaptation, established on December 13, 1998. The project is based on professional retraining of the target group for civilian specialties in demand in the labor market of Ukraine, assistance to project participants in social adaptation to living conditions in civil society. Higher education institutions of Ukraine and the Norwegian University NORD, which organize and carry out professional retraining of project participants in selected specialties. organizations, foundations, government agencies, local government and small businesses [8]. The project is a unique tool for coordinating the efforts of higher education, government, business and the public sector. With state support, it is important to scale the project so that such opportunities are available in all regions of Ukraine.

Competitions and pitching of business projects are an effective tool for obtaining funds to start your own business. It is financial constraints that are often an obstacle to a veteran's entrepreneurial initiative. The advantages of competitive tools to promote veterans' entrepreneurial initiatives are a combination of training and the opportunity to obtain the financial resources needed to start their own business. At the same time, such a tool will be effective only with the further support of the winning projects (information-consulting, financial, etc.), as the knowledge gained during the training may not be enough for successful business.

Today in Ukraine, business project competitions are held mainly within the framework of international technical assistance projects and donor initiatives. At the same time, there are examples when such competitions are initiated by public organizations or local authorities. In most cases, they are combined with training and mentoring programs. The example of a project in this area is the International Organization for Migration (IOM) Project "Life after the Conflict: Supporting the Reintegration of Conflict Veterans in Eastern Ukraine and Their Families", which helps combatants to start their own business. The project is implemented by the United Nations Migration Agency (IOM) and funded by the European Union. Currently, the project is being implemented in the pilot regions of Ukraine. As part of this program, two-day business trainings are planned to start your own business. After that, participants have two weeks to draw up business plans. As a result of the project defence, veterans will be able to receive a grant to start their own business in the amount of up to 1,000 euros. The proceeds may be used to purchase equipment needed for business development. Priority in receiving grants is given to applicants who do not have a permanent job or are partially employed at the time of application. Veterans who raise children themselves, support large families or have disabilities also have benefits in receiving funds [2].

The business program for ATO / JFO veterans of the Kyiv School of Economics has been implemented in pilot regions. The first three waves of training were held in Kyiv. In 2019-2020 training took place in the cities: Kharkiv, Nikolaev, Vinnytsia. In 2020, there will be a

set of groups in Dnipro, Zhytomyr, Lviv and Kyiv. The program is supported by the Zagoriy Foundation and the Democracy Foundation of the US Embassy in Ukraine. The program is designed for 2.5 months and provides 10 training modules. Training takes place in a combined format: one training day per week in the classroom and one training day per week online. During the training, participants learn the basics of strategic planning, marketing, sales, team building, etc. Upon completion of the training, participants have the opportunity to present their business projects to an expert commission, the winners of the competitive selection receive funding and support. During the existence of the Program, a community of graduates has been created who have become successful entrepreneurs and support those who are just taking the first steps on the path to their own business [17].

Information and consultation support for veterans who are just planning to start their own business and those who are already entrepreneurs should be coordinated and supported at both national and regional levels to avoid duplication of functions in a resource-constrained environment. The development of entrepreneurial initiatives of veterans through effective consulting cannot be achieved without cooperation with business. It is important to attract successful veteran entrepreneurs. An illustrative model of effective consulting is the practice of creating Business Innovation Centers within the Norway-Ukraine project. The centers are created on the basis of universities with the active participation of business structures. Such synergies make it possible to create an effective ecosystem to support veterans' business. It is important that representatives of local authorities join this activity, investing in competitions for entrepreneurial ideas.

A unique space of opportunities has appeared in Ukraine, focused on ATO / JFO veterans - "Without Armor". An attempt to gather a single database of initiatives for veterans was made by the team of the NGO "Studena" on the basis of the online platform "Without Armor: the only database of proven assistance centers for ATO participants" within the project with the support of the United States Agency for International Development (USAID). The NGO "Center for Employment of Free People" aims to promote the social adaptation of ATO veterans as one of the target groups through training, retraining, self-employment and employment. The organization is guided by a comprehensive approach to solving this problem, so it involves active cooperation and interaction of employers, the public sector, government institutions and more. "Employment Center for Free People" provides the following services: professional implementation and competitiveness in the labor market (career counseling; career coaching; career guidance; personal development programs; retraining); creation and support of a platform for entrepreneurship development as a place for training, development and information assistance to future entrepreneurs (training; crash-testing of ideas; consultations; mentoring); conducting systematic research in the field of employment. The organization is working to form the image of the ATO veteran as an agent of change in communities through the media and the public. For this purpose, the All-Ukrainian information campaign "Enthusiastic about life. Success stories of anti-terrorist operation veterans "; an information platform for communication of the association of anti-terrorist operation veterans from different parts of Ukraine was created. Due to the USAID Economic Opportunities for Victims of Conflict project, implemented by the Ukrainian Women's Foundation in Vinnytsia, Dnipropetrovsk, Donetsk, Zhytomyr, Zaporizhia, Luhansk, Kharkiv, and Kherson oblasts, about a thousand people improved their business skills and received 112 grant grants. in the form of equipment needed to open a business and additionally created 71 jobs. The project encouraged creating economic opportunities for victims of the conflict in eastern Ukraine and worked in two areas - job creation in cooperation with existing businesses, as well as training in business skills of people affected by the conflict, namely internally displaced persons, including veterans. ATO. After the implementation of the project, the site continues to work, which, in addition to the stories of the participants of the project, also contains useful tips on running business [14].

There are variety of platforms, projects, resources where ATO / JFO veterans can get help with employment, learn about training opportunities aimed at effective start-up and business development. Advice and recommendations on drawing up business plans can be obtained at trainings, seminars conducted by public and volunteer organizations.

The modern labor market is influenced by both internal and external factors. The first factors include current trends, for example, today the most in demand are specialists in IT, traditional and digital marketing, high technology and other sectors. External factors are the state of the world and national economy, the social policy of the state, the social order for education etc. In addition, the national labor market is affected by globalization and related processes. For example, global economic and world crises (pandemics) sometimes drastically change economic and social life.

The recent research proved the huge changes in the trends of society's modernization such as digitalization, information economy development, drastic shifts in strategic business vectors and their correlation with the human capital development [11; 13]. In its turn, development of technologies requires the transformation of knowledge and skills of the employees [12].

One of the main trends in the modern world, which has a direct impact on the labor market, is the singularity as a state in which people no longer have to update computers and mechanisms. Everything that surrounds a person will be able to update and work autonomously in the future. Experts say that the mechanisms of work of certain processes, ordinary employees will not even think about. In fact, people in the future will be worried only about the comfort of autonomous operation of mechanisms. Thus, it turns out that modern technologies will eventually displace a number of professions, replacing them with mechanisms and robotic equipment, and at the same time radically change the labor market. It is absolutely clear that professions related to analytics, data processing, IT, and nanotechnology will be in demand. Instead, professions that do not require high qualifications are likely to move to the field of technical responsibility.

In the conditions of global changes the models of management of the company change, and at the same time the degree of involvement of employees in all work processes. If earlier the idea of the right of managers to participate in management was progressive, today, in order to compete in the market and the common good, each employee builds the future of the company and participates in current processes. If we compare these two models and the importance of teamwork, the need to develop "soft" skills becomes obvious. Along with the involvement of each employee in the development and management of the company, the need to develop an environment of trust both within the company and outside it, in communication with partners, becomes obvious. This need is dictated by unpredictable changes in the market and in the life of society: every change must be taken into account in the development plan. Trust in colleagues and partners is the main tool for obtaining quality information that helps to adapt to the requirements of today's market and respond to them. In a rapidly changing world, there is not enough time to think carefully about a good plan, but you need to develop flexibility and speed of reaction.

In the process of social support of in the direction of professional self-realization, it is important to acquaint ATO / JFO veterans with current trends in the labor market, ensure mastery of skills understanding what skills will be needed to get the desired position, how and where to look for a job, what should an effective resume look like. When an ATO / JFO veteran is ready to look for a specific job with specific parameters, it is necessary to compare expectations with the realities of the market. At this stage, it is important to consider the factors that influence job success:

1. The first thing to pay attention to is the criteria by which candidates are selected for the desired position. For example, for programmers it is mandatory to have a specific programming language, for event specialists - a portfolio of implemented projects, etc. All this tells the recruiter about the level of qualification of the candidate. It is recommended to do a brief market research, review a couple of dozen job search ads, and write down the most common ones to understand personal eligibility.

2. Portrait of the employee, which indicates the personal qualities of the employee. This item is required for some specialties. For example, if the position involves working with people, the employer must pay attention to the ability to communicate and develop long-term relationships. It is recommended to take a test that allows you to objectively assess the level of empathy.

3. If the searcher approaches the job search consciously, it is likely that he will pay attention to several relevant companies. During the interview, it is recommended to demonstrate a desire to work in this company: most employers pay attention to the motivation of candidates.

4. The influence of the human factor. Even if the candidate has sufficient qualifications to replace the desired position, it is important and personal impression of the future leader. It is important to prepare for the interview, to work on yourself, on language, gestures and facial expressions. At this stage, the test interviews are conducted with further analysis, which still needs to be worked on.

5. The approach in managing personal accounts on social networks can sometimes tell the employer a lot: about the life goals of the candidate, hobbies, aspirations, and so on.

At the stage of professional self-determination, it is also important to check that everything is in order with the resume. In the process of social support of ATO / JFO veterans the consultants should provide recommendations for improving the resume for effective job search:

- Updating the resume every week in order to rise it in the database of search engines. All major job search sites have a resume update feature. This helps the employer understand whether the candidate is still looking for a job.

- Filling in all fields of the applicant's questionnaire. The more detailed the fields of the questionnaire, the more relevant it becomes for site search algorithms.

- Mark at least ten key words in the questionnaire. As a rule, modern job search sites form them automatically on the basis of a questionnaire, for example, for a marketer such words will be "SMM", "email-marketing", "content", "analytics" and others. Keywords also allow search algorithms to find a questionnaire among others.

- Structuring information about work experience and tasks that were solved at the former place of work.

The important direction within the process of support in looking for a job as a component of social protection of ATO / JFO veterans should be the development of a personal marketing plan. It is created using a capacious structure developed by David Mirman Scott [10]. The personal marketing plan as an instrument in the process of support in employment of ATO / JFO veterans in civil life conditions as a component of their social protection is an algorithm that consists of several questions (Fig. 1).

When developing a strategy of socio-economic reintegration of servicemen and veterans, it is important to take into account the main features. Providing information to servicemen about business opportunities is necessary at the stage of army service, in particular before release.

Conclusions and suggestions. The unstable military-political situation in eastern Ukraine leads to an increase in the number of ATO / JFO veterans, and therefore, despite the implemented projects, the issues of their reintegration and adaptation to the conditions of modern society remain relevant. This requires constant monitoring and synchronization of the efforts of government, business, the public and veterans to take into account their needs, as well as all stakeholders' interests. Veterans' own business is an important tool for their socio-economic reintegration. In the process of creating and managing a business, they face challenges known to other categories of entrepreneurs. An important condition for promoting entrepreneurial initiatives of veterans is the introduction of comprehensive tools for small and medium business development. Consistent development and implementation of strategies and roadmaps for the development of veterans' business at the regional level will facilitate the establishment of their own business by veterans. At present, such initiatives are fragmentary.

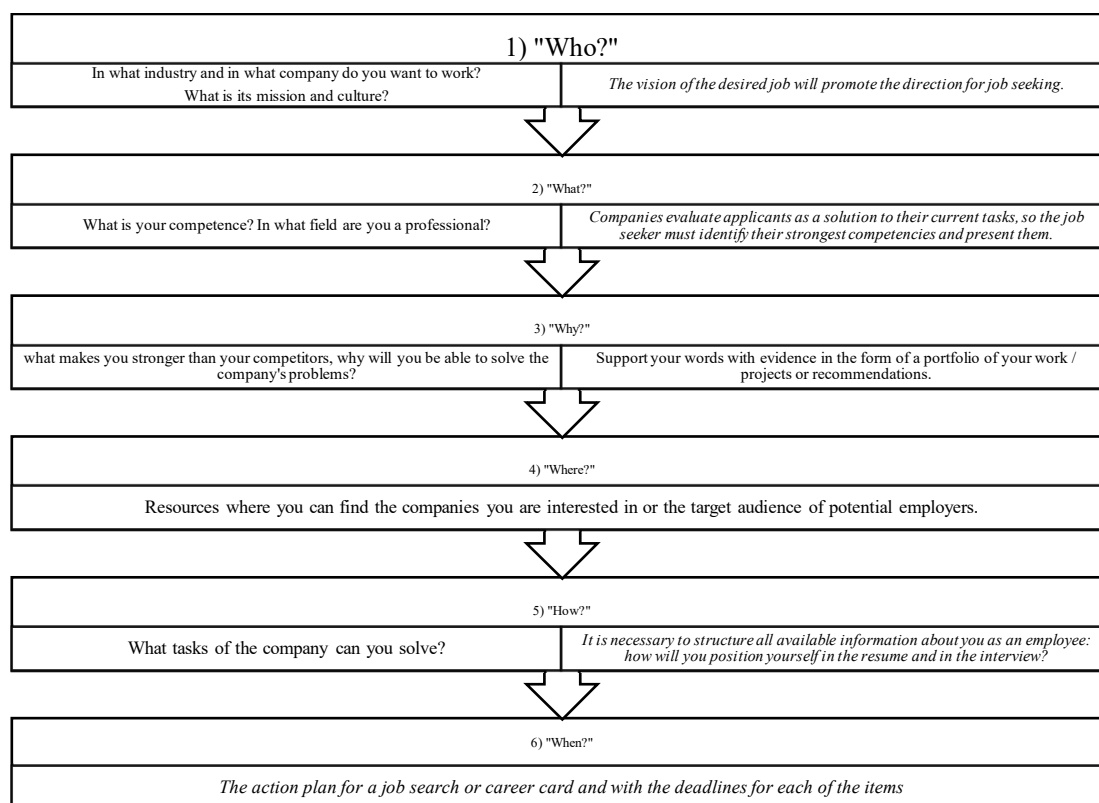


Fig. 1 The personal marketing plan as an instrument in the process of support in employment of ATO / JFO veterans in civil life conditions

Source: adapted by author [19].

At the state level, the rights of veteran entrepreneurs need to be protected by promoting the development of their business structures. Business development centers should provide key information and advisory support to ATO / JFO veterans who want to start their own business. It is important to cooperate with universities as centers of professional knowledge and partners of public organizations of veterans, who will be able to direct veterans to relevant organizations.

According to the philosophy of the "Norway-Ukraine" project, a veteran is an active participant, stakeholder and equal partner of the state, university, business and public organizations in the process of social reintegration and ensuring sustainable and innovative development of society. Thus, the implementation of such projects as "Norway – Ukraine" one creates conditions for coordination of interests and cooperation between the spheres of higher education, business, state, public in order to form a competitive specialist - serviceman and veteran ATO / JFO, whose competencies meet the demands of modern information society. A synchronized effect from the cooperation of stakeholders is a base for successful reintegration of ATO / JFO veterans in the conditions of modern society in order to increase their employment rates and, consequently, harmonize the situation on the labor market, develop of sustainable partnerships "university - business", improving the conditions for the creation of veterans' business as a driver of economic development of the country.

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