

# Transforming Research into Action: Veteran-Led Workshops to Advance Reintegration Policy and Programs in Ukraine

## WORKSHOP GUIDE

Poltava–19 May (Veteran only), 20 May (Multi-sector)

Lviv–22 May (Veteran only), 23 May (Multi-sector)

Kyiv–26 May (Veteran only), 27 May (Multi-sector conference)

## In Partnership



## VETERANLINK

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## Executive Summary

This workshop series centres the lived experiences of Ukrainian veterans in the reintegration process, supporting institutional actors as responsive partners rather than top-down program designers. The workshops will take place in May 2025 across three key Ukrainian cities: Poltava (May 19-20), Lviv (May 22-23), and Kyiv (May 26-27), with dedicated veteran-only sessions followed by multi-sector collaborative events.

## Core Objectives

The initiative aims to close the gap between national/international ambitions and local transformation through:

1. **Knowledge Sharing:** Deepening institutional understanding of veterans' realities across gender, service types, and reintegration phases.
2. **Collaboration and Participatory Engagement:** Strengthening multi-sector capacity for cooperative action between government, civil society, private sector, and international actors.
3. **Policy Improvement:** Promoting participatory program and policy design grounded in veterans' experiences.
4. **Trust Building:** Identifying where trust is fragile and developing practical strategies to restore relationships between veterans and institutions.

## Context and Rationale

Ukraine faces the critical challenge of reintegrating 5-8 million veterans and their families into post-war society. Current challenges include high veteran unemployment, inadequate support for women veterans, bureaucratic bottlenecks in benefits systems, and misalignment between economic strategies and veterans' actual skills.

This initiative supports the local-to-national alignment of veteran reintegration efforts by creating space for participatory, veteran-led engagement. It is designed to complement and inform the implementation of Ukraine's core policy frameworks—Bill No. 11007, the Veterans Policy Strategy 2030, and the Transition System Strategy 2032—as well as major multilateral initiatives already underway by surfacing lived experiences, strengthening coordination across sectors, and generating actionable insights to enhance coherence and effectiveness at all levels.

## Workshop Structure

The series features two distinct workshop formats:

- **Veteran-Only Workshops** (4-5 hours): Safe spaces for veterans to share experiences, challenges, and ideas.
- **Multi-Sector Workshops** (4-5 hours): Veteran-led sessions bringing together stakeholders from government, civil society, private sector, and international organisations. Culminating event with larger engagement in Kyiv.

## Expected Outcomes

Key targeted outcomes comprise the following:

1. Deepen organisational and institutional understanding of veteran realities.
2. Strengthen multi-sector capacity for collaborative action.
3. Promote participatory programme and policy design.
4. Increase cross-sector alignment.
5. Identify trust-building pathways.
6. Co-create accountability priorities.
7. Strengthen feedback channels to national policy.
8. Contribute data-informed learning to multilateral programme adaptation.
9. Contribute to international best practices in veteran reintegration.

## Participants

The workshops aim to engage diverse stakeholders, including:

- Veterans, their families, and families of the fallen
- National government ministries (Veterans Affairs, Defence, Health, etc.)
- Regional/local authorities
- Veteran-led and civil society organisations
- International organisations (IOM, UNDP, Council of Europe, etc.)
- Private sector employers
- Research and academic partners

## Overview of the Workshops

These veteran-led workshops depart from conventional consultation models by placing veterans' lived experiences at the centre of the process, reframing institutional actors not merely as designers of programmes but as responsive partners working in service of those experiences. They are uniquely positioned to serve as a reflective and generative space for both veterans and institutional stakeholders.

## Background and Rationale

Ukraine faces a critical challenge: integrating 5-8 million veterans and their families into post-war society.<sup>1</sup> Their successful reintegration is essential for national stability, economic recovery, and democratic resilience.

This workshop series addresses urgent findings from comprehensive 2022-2024 research by the Corioli Institute, as well as other recent academic and grey literature findings, revealing:

- High veteran unemployment and political marginalisation
- Inadequate support for women veterans
- Bureaucratic bottlenecks in benefits systems
- Misalignment between economic strategies and veterans' actual skills

Despite these challenges, veterans offer untapped leadership potential across social, economic, and political spheres. Furthermore, without meaningful reintegration pathways, gaps in support may leave some veterans and their families—particularly those underserved by current systems—more vulnerable to malign influence or exploitation.

These workshops unite multilateral, public, private, and civil society stakeholders to develop evidence-based, experience-driven solutions. They create spaces for collaborative policy innovation while prioritizing inclusivity.

This initiative represents more than workshops—it's a crucial turning point to ensure Ukraine's future is built with, not just for, those who defended it.

## Policy and Program Alignment

Ukraine has significantly evolved its approach to veteran support, transitioning from the 1993 benefits-focused Law on Veteran Status to the comprehensive 2025 **Bill No. 11007**, which creates a unified registry system for veterans and their families, guarantees access to essential services including healthcare and education, provides targeted assistance for post-traumatic stress and addiction recovery, recognises veterans' contributions while prohibiting discrimination against them, and promotes societal respect and memorial for those who served.

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<sup>1</sup> Kinsella and Aras, "The Social Reintegration of Veterans in Ukraine: With a Special Focus on the Inclusivity of Particularly Vulnerable Veterans and the Role That Veterans' Organizations Can Play in Building Inclusivity."

The institutional architecture includes the Ministry for Veterans Affairs with regional offices in all 24 oblasts, implementing the [Veterans Policy Strategy 2030](#) and [Transition System Strategy 2032](#). These frameworks aim to align Ukraine's reintegration efforts with European Union (EU) standards while addressing unique national needs.

At the regional level, Oblast [Veteran Councils](#) and [29 Veteran Development Centres](#) provide localised services including skills certification, peer networks, and trauma-informed care. These efforts are bolstered by substantial international support, including the [EU4Recovery project](#), the [NATO-Comprehensive Assistance Package \(CAP\) for Ukraine](#), and the Council of Europe's [Rights of Veterans and Personnel of Armed Forces in Ukraine](#) initiatives. This multi-layered approach combines domestic commitment with international expertise and resources.

Despite these substantial policy advancements, significant implementation challenges undermine effective veteran reintegration. Economic reintegration remains a key hurdle: unemployment among veterans is particularly high in frontline oblasts, where local labour markets are limited and employer discrimination—especially against those with service-related disabilities—is widespread.<sup>2</sup> Many veterans struggle to translate their military experience into civilian employment, while women veterans are frequently excluded from programmes that fail to account for gender-specific needs.<sup>3</sup> Psychological health support is another critical gap; PTSD, depression, and moral injury are prevalent, yet stigma, insufficient trauma-informed care, and geographical disparities in service provision leave many without adequate treatment.<sup>4</sup>

Institutional bottlenecks exacerbate these challenges: veterans report burdensome documentation processes, unclear entitlements, and a centralisation of services in major cities that disadvantages rural and displaced populations. Social reintegration is further complicated by stigma and alienation, particularly for women veterans, whose service is often denied or minimised, compounding their psychological distress. Housing insecurity and limited access to legal assistance persist, especially among internally displaced veterans, reflecting a broader need for decentralisation, tailored services, and improved cross-sector coordination to realise the full potential of Ukraine's reintegration agenda.<sup>5</sup>

## Objectives and Outcomes

The objective of these impact and action workshops is to operationalise the following mission: **close the gap between (inter)national ambition and local transformation through evidence-based, veteran-led, and sector-bridging processes.**

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<sup>2</sup> REACH, "Ukraine Veterans' Reintegration Assessment in Frontline Oblasts."

<sup>3</sup> Siedaia, "Adapting and Resocializing After Fighting for Ukraine's Independence."

<sup>4</sup> Kinsella and Aras, "The Social Reintegration of Veterans in Ukraine: With a Special Focus on the Inclusivity of Particularly Vulnerable Veterans and the Role That Veterans' Organizations Can Play in Building Inclusivity."

<sup>5</sup> McFee et al., "Between the Frontline and the Home Front: Reintegration, Resilience and Participation Strategies for Ukraine's Veterans."

## Learning Goals

1. **Deepen institutional understanding of veteran realities.** Surface the lived experiences of veterans across gender, region, service type, and reintegration phase to expose mismatches between veteran needs and current policies or programmes.
2. **Strengthen multi-sector capacity for collaborative action.** Facilitate novel and practical forms of co-creation and inclusive planning across government, civil society, private sector, and international actors.
3. **Promote participatory programme and policy design.** Equip participants with hands-on exposure to participatory engagement tools to support policy formulation and programme grounded in real-world complexity.

## Relational Outcomes

4. **Increase cross-sector alignment.** Reduction in siloed implementation to systems-level thinking, supported by a co-created structured action plan.
5. **Identify pathways for building trust.** Collaboratively identify where trust is currently fragile or broken, and co-develop practical, locally grounded strategies to restore and build trust between veterans, institutions, and communities.

## Policy and Programme Outcomes

6. **Co-create accountability priorities:** Identified shared priorities and proposed next steps from multi-sector participants, informed by veterans' lived experience. Outputs provide a foundation for further planning, coordination, and potential alignment with ongoing policy or programme cycles.
7. **Strengthened feedback channels to national policy:** Workshop outputs inform iterative development of the Transition System Strategy 2032 and Veterans Policy Strategy 2030 through structured policy briefs.
8. **Data-informed learning contributions to multilateral programmes:** Veteran experiences and insights collected during the workshops are documented and shared with programme stakeholders to inform future adaptation and learning cycles within the reintegration ecosystem.
9. **International best practice contributions:** Learnings are synthesised into regional and global guidance, positioning Ukraine as a leader in veteran reintegration amidst active conflict.

## Key Questions to be Explored

Below is an overarching view of what each of the workshops will address. More details on the dynamics of the workshops can be found in the **Workshop Structure and Agenda** section. These questions have been developed in response to original research on veterans' experiences in

Ukraine, drawing from the measurement, evaluation, and assessment frameworks currently in place from many of the reintegration programs presently operating in the country.

### ***Dedicated Veterans Workshops***

1. How has your journey been emotionally, economically, and socially since leaving military service?
2. Where have systems, like government programmes, services, or employers, helped you, and where have they fallen short?
3. What would trust, respect, and real support look like for you moving forward?

### ***Veteran-led Multisector Workshops***

1. What have you learned—from veterans or your own work—about where support systems for veterans work, and where they break down?
2. Where do different actors—government, civil society, private sector—intersect or fall out of sync regarding veteran reintegration, and what’s missing from the table?
3. How might we co-design reintegration programmes that are trauma-informed, inclusive, and grounded in real-world complexity, especially in how they build trust and sustain feedback from veterans?

## **Monitoring, Evaluation, Research, and Learning (MERL)**

**Assessment of the workshop effectiveness** will be conducted through baseline and endline surveys, with each activity and indicator provided in the results framework (**Appendix A**). This framework tracks outcomes using qualitative and quantitative indicators across multiple dimensions: organisational understanding of veteran realities, multi-sector collaboration capacity, participatory programme design, cross-sector alignment, trust-building pathways, accountability priorities, feedback channels to national policy, data-informed learning, and international best practice contributions.

By systematically capturing both implementation outputs (workshops held, strategies developed) and outcome measures (increased awareness, policy citations), this framework enables data-driven assessment of the workshops' effectiveness in improving veteran support through multi-sector collaboration and participatory approaches. The veterans' narratives collected during dedicated workshops will be cross-referenced with data gathered through external collection activities, allowing for triangulation of findings to validate assessment results and identify inconsistencies.

**Research activities** will surround the workshops on seven priority areas critical to veteran reintegration in Ukraine. By collecting data on veteran livelihoods, social cohesion, mental health needs, identity perceptions, enabling environments, gender dynamics, and multi-sector engagement pre-conditions, this data collection directly feeds into ongoing research initiatives and informs evidence-based improvements. The approach bridges practical implementation and academic enquiry by gathering both quantitative metrics (income stability, trust levels) and

qualitative insights (narratives of sacrifice, aspirations) that can be analysed to develop more effective reintegration models.

This research strategy combines immediate programmatic needs with longer-term knowledge development, creating feedback loops between practice and theory while establishing baseline data against which future interventions can be measured. The emphasis on local context through community-identified needs and resource mapping ensures that research findings will be relevant to the Ukrainian context while contributing to the broader international understanding of veteran reintegration.

Finally, the results framework benefits workshop leaders and participants with several **learning elements**. The framework emphasises structured documentation through workshop summary reports, learning briefs, and best practices publications that capture insights for ongoing and future initiatives. For participants, the framework incorporates reflective components through veteran-led workshops and oral history exchange sessions that centre lived experiences, creating space for mutual learning. The accountability frameworks and follow-up commitments encourage participants to apply workshop insights, while the policy briefs and structured dialogue sessions translate participant knowledge into actionable recommendations. By measuring perceived value and usefulness of various components, the framework helps identify which learning approaches resonate most effectively with participants, ensuring continuous improvement in knowledge exchange and application across the multi-sector veteran support ecosystem.

## **Audience and Stakeholders**

Targeted attendance in each city includes 10 per workshop dedicated to veterans, their families, and families of the fallen, and 10 per veteran-led multi-stakeholder workshop. The larger conference event in Kyiv will include 25-40 participants. Recommended stakeholder engagement in addition to the veteran population consists of the following:

### **National Government Institutions**

- Ministry for Veterans Affairs
- Ministry of Defence
- Ministry of Health
- Ministry of Social Policy
- Ministry of Education and Science
- Ministry of Economy
- Ministry for Development of Communities and Territories
- Ministry of Agrarian Policy and Food
- Ukraine Veterans Foundation
- Ukrainian Parliament / Verkhovna Rada
- Ombudsman (Commissioner for Human Rights)

### **Regional/Local Authorities**

- Oblast Veteran Councils
- Municipal Governments
- City Governments
- Veteran Development Centres (VDCs)

### **Veteran-Led & Civil Society Organisations**

- Veteran NGOs & Associations
- Women Veteran Networks
- Justice-Involved Veteran Initiatives
- Rural Veterans' Organisations

### **International Organisations**

- IOM Ukraine
- UNDP / EU4Recovery
- Council of Europe
- NATO Resettlement Trust Fund
- IREX
- iNGOs

### **Private Sector & Employers**

- Ukrainian Employers / SMEs
- Employer Associations / Chambers of Commerce

### **Research & MEL Partners**

- Research and Action Organisations
- Universities / Think Tanks
- MEL & Learning Consultancies

## **Workshop Structure and Agenda**

The workshops will prioritise increasing familiarity with trauma-informed and inclusive facilitation practices, guided by our core ethos of co-creation, trust-building, and putting lived experiences first. The approach employs a modified version of Marshall Ganz's "Leading Change" methodology, which has been adapted to the context of reintegration in environments of ongoing war and other forms of violence and refined through practical application over the past 15 years. This means creating replicable learning environments that prioritise psychological safety, trust-building, and veteran voice, with particular attention to often marginalised groups, including women veterans, justice-involved veterans, and those from rural communities. The facilitation approach embodies this ethos by acknowledging the diverse lived experiences of veterans and creating spaces where all participants feel secure enough to share authentic perspectives.

The structured framework will incorporate baseline and endline surveys to measure changes in awareness and attitudes, while documenting veterans' experiences through recorded stories. These stories will serve as both valuable data points and powerful tools for building empathy among

multi-sector stakeholders. The workshops will produce actionable commitments with corresponding accountability frameworks, supporting translation into meaningful change across public, private, academic, community-based, and international sectors.

Ultimately, the aim is to rethink how veteran services are designed and delivered by centring the lived experience of those who have served, creating pathways for ongoing feedback to national policy, and strengthening cross-sector capacity for collaborative action. This approach recognises that effective veteran reintegration requires not just coordinated services, but a fundamental shift in how organisations understand and respond to veteran realities.

These agendas will continue to evolve as consultation with workshop partners and attendees progresses, but will largely take the following forms:

## Schedule for Dedicated Workshops for Veterans, Their Families, and Families of the Fallen (4-5 Hours Total)

Time	Session	Purpose & Notes
00:00 – 00:20	Arrival & Grounding	Informal welcome, check-in, and refreshments. Use this time to establish trust. Include a grounding or breathing exercise.
00:20 – 00:40	Opening Circle	Brief introduction of facilitators and an optional round of brief veteran intros. Set shared intentions, confidentiality norms, and safety agreements.
00:40 – 01:20	Round 1: Small Group or 1:1 Conversations	3–5 person groups or paired discussions using a guiding question (e.g., “What has your transition felt like?”). Provide a printed prompt card or question guide.
01:20 – 01:35	Break / Silent Reflection	15-minute pause with optional journaling or quiet music. Use this time to reset emotionally.
01:35 – 02:15	Round 2: Thematic Small Group or Pairs	Regroup by theme (e.g., work, health, family, trust). Allow veterans to choose which theme they want to explore. Option to remain in pairs for deeper sharing.
02:15 – 02:35	Large Group Harvest	Volunteers share patterns, insights, or notable moments from small groups. Facilitator records or visually maps themes on a whiteboard or chart.
02:35 – 02:50	Break	Short refresh & movement break.
02:50 – 03:30	Round 3 (Optional/Flexible)	Add a third round based on emerging needs (e.g., deeper dive into a key theme, cross-group dialogue, or shifting into future-oriented thinking). Optional “walk and talk” format.
03:30 – 03:50	Closing Circle / Personal Reflections	Each veteran (optionally) shares one insight, emotion, or hope. Facilitators offer appreciation and next steps.
03:50 – 04:00	Feedback & Farewell	Distribute short reflection/feedback forms or verbal checkout. Provide info on follow-ups and mental health resources.

## Schedule for Multi-Sector Workshops for Veterans, Their Families, and Families of the Fallen (4-5 Hours Total, Longer Format in Kyiv)

Time	Activity	Format	Purpose
00:00–00:15	Arrival, Refreshments, Grounding Exercise	Informal + short centring moment	Build psychological safety, begin relationship-building
00:15–00:30	Opening Circle	Full group	Set tone: institutional humility, veteran leadership, shared purpose
00:30–01:10	Round 1 – Story Exchanges	Mixed small groups (3–4 per group, 50/50 split veteran/institutional)	Veterans share lived experiences using guiding prompts; institutional actors listen, but do not respond
01:10–01:20	Silent Reflection	Individual	Short journaling: “What did I hear that challenged or moved me?”
01:20–01:50	Round 2 – Systems Mapping: Where It Works, Where It Fails	Mixed tables (5–6 per group) with markers/flipcharts	Draw the system from each person’s POV: What helps? What harms? Where do people fall through the cracks?
01:50–02:00	Break	Informal	Allow emotional reset and informal exchange
02:00–02:40	Round 3 – “How Might We...?” Action Sprint	Mixed stakeholder groups	Small groups generate practical solutions to real veteran challenges; use guiding “How might we...” prompts
02:40–03:10	Gallery Walk: Draft Accountability Frameworks	Visual + small group	Groups display their action ideas for structured feedback using sticky notes or feedback forms
03:10–03:30	Harvest & Group Prioritisation	Full group dialogue	Surface themes, identify actionable commitments, plan feedback loops and highlight tension points
03:30–03:50	Closing Circle	Spoken reflection	Share one word/phrase about what’s next and what was most meaningful

Time	Activity	Format	Purpose
03:50–04:00	Feedback + Follow-up	Quick form + contact collection	Collect workshop feedback and express next-step intentions

## Logistics and Operations

Dedicated veteran workshops require a conference room with a minimum capacity of 10 people and reliable Wi-Fi connectivity to support live streaming and remote engagement. This infrastructure is essential to ensure both in-person collaboration and the inclusion of participants who may be unable to attend physically, particularly those from rural areas or with mobility challenges. The hybrid format upholds our commitment to accessibility while facilitating the documentation and broader dissemination of workshop outcomes. Catering will cover coffee and food for the participants.

## Communications and Outreach

Participants are encouraged to invite relevant stakeholders to the conversation. Below are some options for the invitation text.

### *Dedicated Veterans Workshops*

#### Email

**Subject:** You're Invited: Veteran-Led Reintegration Workshop in Your Community

Dear [Name],

We warmly invite you to a special workshop for veterans and their families, hosted by a consortium of organisations dedicated to improving reintegration outcomes for Ukraine’s defenders. This event is created by and for veterans to share experiences, challenges, and ideas for strengthening support systems in Ukraine.

You’ll have the opportunity to:

- Share your story in a safe and respectful space
- Connect with other veterans, family members, and support networks
- Help shape policies and programmes that better meet your needs

Your insights will help guide real change—locally and nationally. Food, transportation support, and wellness breaks will be provided. You are welcome to attend alone or bring a trusted family member or friend.

To join us or learn more, please visit: [Forthcoming link]

With respect and solidarity,

[Name]  
[Title]  
[Organisation]

### Chat Group

Hey everyone — there's a veteran-led workshop coming up in [location] and we'd love for you to join. It's a space for veterans and their families to share what reintegration has really been like and help shape better support systems. Share your experiences, connect with other veterans, and help design real solutions for services, jobs, housing, and more. Food and transportation support provided. It's safe, respectful, and built around your voice. More info + how to join: [Forthcoming link]. DM me if you want to talk about it first.

### Social Media Post

Your voice matters.

If you're a veteran—or a family member of a veteran or the fallen—join a **veteran-led workshop** designed around your experience, your needs, and your ideas. 🌟

This is a safe, inclusive space to:

🗨️ Share your story

🤝 Connect with others

✂️ Help design better support systems (jobs, services, housing & more)

📅 [Insert Date] | 📍 [Insert Location]

🍲 Food & transport support available

📄 Sign up here: [Insert Link]

Let's shape the future of reintegration—together.

### *Veteran-led Multisector Workshops*

#### Email

**Subject:** Invitation to Participate: Veteran-Led Reintegration Workshop Series

Dear [Name/Title],

We are pleased to invite you to participate in a veteran-led workshop in your region, hosted by a consortium of organisations dedicated to improving reintegration outcomes for Ukraine's veterans. This workshop is part of a broader initiative to strengthen Ukraine's veteran reintegration system through collaborative, cross-sector dialogue grounded in lived experience.

The event will bring together representatives from government, civil society, international organisations, and the private sector—alongside veterans and their families—to co-create practical, locally grounded solutions that align with Ukraine's **Transition System Strategy 2032**

and **Veterans Policy Strategy 2030**, as well as the results frameworks of some of the leading initiatives in the country.

Your participation will help:

- Bridge gaps between policy and practice
- Identify opportunities for cross-sector collaboration
- Support veteran-centred innovation in service delivery
- Inform measurement and evaluation frameworks

We look forward to your voice in this important conversation. Additional details and a confirmation form are available here: [\[Insert Link\]](#)

Warm regards,

**[Name]**

[Title]

## Appendices

### Appendix A: Results Framework

Outcome 1. Deepened organizational and institutional understanding of veteran realities. (Multi-Sector)							
<b>Activities:</b> - Multi-sector workshops and national conference - Baseline and endline survey - Recorded stories of veterans' experiences with accessing services and transition		- Action planning and accountability frameworks - Data-driven decision-making - National convening in Kyiv					
Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
# of multi-sector workshops conducted	0	3	X				
Representation from private, public, academic, community-based, and international sectors.	N/A	100%	X				
# of co-created actionable commitments	0	9	X	X	X		
# of accountability frameworks	0	9	X	X	X		
% of participants reporting increased awareness of veteran needs	N/A	75%	X				
Perceived value of centring the lived experience of veterans in the design, delivery, and measurement of policies and programs	Baseline survey	Good-Excellent	X				
Outcome 2. Strengthened multi-sector capacity for collaborative action. (Multi-sector)							
Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
<b>Activities:</b> - Multi-sector workshops - Inclusion of underrepresented veteran community groups (e.g., women, families of the fallen, rural)		- Action-oriented planning - Data-driven decision-making - Participatory engagement					

Degree of comfort engaging in cross-sector actions to support veteran reintegration.	Baseline survey	Very-Extremely Comfortable	X				
Engagement in cross-sector collaboration	Baseline survey	Moderate-Very High Increase		X	X		
Action plans	N/A	3	X				
Ability to facilitate or support inclusive engagement practices that centre underrepresented veterans.	Baseline	Moderate-Extremely Confident	X				

**Outcome 3. Promoted participatory programme and policy design. (Veteran & Multi-sector)**

<b>Activities:</b> - Veteran-led workshops - Centring lived experiences		- Strengthening accountability structures - Capacity building in participatory planning - National convening in Kyiv					
Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
# of workshops centring the lived experience of veterans	0	6	x				
Veteran perception of workshop design utility	N/A	Very-Extremely Useful	X				
Multi-stakeholder partner perception of workshop design utility	N/A	Very-Extremely Useful	X				
Likelihood of future participation in participatory design initiatives	N/A	Very-Extremely Likely	X				

**Outcome 4. Increase cross-sector alignment. (Veteran & Multi-sector)**

<b>Activities:</b> - Participatory and veteran-led approach.		-Convening multi-sector actors - Capacity building in cross-sector engagement					
Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
# of multi-sector workshops conducted	0	3	X				
# of cross-sector groups that identified at least one shared	N/A	3	X				

challenge and co-created a proposed solution								
# of concrete follow-up commitments proposed that involve at least two different sectors	N/A	3	X	X	X			
<b>Outcome 5. Identified trust-building pathways. (Multi-sector)</b>								
Activities: - Identify common themes around trust barriers and opportunities.			- Identify opportunities for trust building for future engagement.					
Indicators	Baseline	Target (endline)	Progress					
			Q1	2	3	4	5	
# of trust-building strategies	0	3	X					
# of assessments of common themes around trust barriers and opportunities	0	3	X					
<b>Outcome 6. Co-created accountability priorities. (Multi-sector)</b>								
Activities: - Identify shared priorities -Co-create next steps			- Ensure alignment between needs and policy and programme cycles					
Indicators	Baseline	Target (endline)	Progress					
			Q1	2	3	4	5	
# of shared priorities identified	N/A	3	X					
% of workshop groups that proposed at least one next step	N/A	33%	X					
Presence of at least one concrete follow-up proposal	0	3	X	X	X			
Perceived value of accountability discussion.	0	Very-Extremely Valuable	X					
<b>Outcome 7. Strengthened feedback channels to national policy. (Veteran &amp; Multi-sector)</b>								
Activities: - Oral history exchange sessions - Reflections on trust and institutional accountability -Policy briefs presenting synthesised veteran insights as they relate to national policy frameworks			- Structured dialogue on policy gaps -Feedback loop design session					

Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
# of structured policy briefs developed from workshop outputs	0	3		X			
# cited or referenced in policy discussions or strategy updates	N/A	10		X	X	X	
# of follow-up consultations or briefings conducted with policymakers following the workshop	0	6		X	X		
% of participants reporting increased understanding of veterans' lived realities as relevant to national strategy	N/A	75%	X				

**Outcome 8. Contributed data-informed learning to multilateral programme adaptation. (Veteran & Multi-sector)**

Contributed data-informed learning to multilateral programme adaptation.

**Activities:**  
 - Systematic note-taking and thematic harvesting  
 -Interactive tool use for insight capture  
 -Baseline / Endline

- Drafting and dissemination of learning brief  
 -Presentation of insights in coordination forums

Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
# of workshop summary reports or learning briefs developed and shared with programme stakeholders	0	3		X			
# of reintegration actors (NGOs, government, donors) who confirm receipt and review of workshop data	0	6		X	X	X	
Perceived relevance or usefulness of veteran insights	N/A	Very-Extremely Valuable		X	X	X	

**Outcome 9. International best practice contributions.**

Activities:

- Drafting and disseminating a report on current best practices in Ukraine to inform international reintegration research and action.

Indicators	Baseline	Target (endline)	Progress				
			Q1	2	3	4	5
# of best practices reports	0	1		X			
# cited or referenced in policy discussions or academic discussions and publications	0	15		X	X	X	X
# presentation of findings to public, academic and/or practitioner audiences	0	2		X	X	X	X