

VOLUNTEER ACTION · ZAKLAD, LVIV REGION, UKRAINE

THE PHOENIX

Veteran Family Reintegration Program

A PROGRAM PROPOSAL FOR PARTNERS AND INSTITUTIONAL DONORS

From return home to rebuilding a life.

At The Phoenix, veteran families will live, learn and heal together, and prepare for a lasting return to everyday life.

IN DEVELOPMENT The Veteran Family Reintegration Program has not launched yet.

the PHOENIX
реінтеграційний центр
reintegration center

VOLUNTEER ACTION
NON-GOVERNMENTAL ORGANIZATION
ВОЛОНТЕРСЬКА ДІЯ
ГРОМАДСЬКА ОРГАНІЗАЦІЯ

THE RETURN HOME

Rehabilitation ends. A new journey begins.

Many veterans complete physical rehabilitation, receive prosthetics and begin returning to civilian life. Coming home can bring new challenges for the whole family.

STAGE 1

Service

Defending their country.

STAGE 2

Rehabilitation

Medical care, physical rehabilitation and, for some, prosthetics.

STAGE 3

Return home

A new daily reality for the whole veteran family. This is where The Phoenix focuses.

STAGE 4

Build a future

Routines, relationships, skills and purpose. The Phoenix supports this stage too.

WHERE THE PHOENIX HELPS



THE PHOENIX RESIDENTS, ZAKLAD

> **A veteran's return is not the end of the journey. It is the beginning of another transition, for the veteran, their partner, their children and the entire family.**

THE FAMILY CHALLENGE

Coming home changes everyone

80% Based on statements from veterans, the divorce rate among returning veterans is estimated to be around 80%.

Family members must adapt to changed circumstances, relationships need rebuilding, and everyone must learn to navigate a new daily reality together.

The veteran

Returning to civilian life and finding a new place within it.

Their partner

Adapting to changed circumstances and shared responsibilities.

Their children

Getting to know a parent again after time apart, and finding their place in a changed home.

The family as a whole

Rebuilding relationships, communication and trust.

A FAMILY IS A TEAM

The Phoenix focuses not only on the veteran, but on the entire family unit by developing teamwork. We understand that welcoming someone back home is not the responsibility of one person. Coming home is a complex situation, and it calls for solutions that involve the whole family.



PEER SUPPORT SEMINAR, OCTOBER 2026

> *The Phoenix is already here, so this transition does not have to happen in isolation.*

WHY THE PHOENIX

A bridge from rehabilitation to family life

OUR VISION

A Ukraine where veteran families have the opportunity, resources and support to rebuild their lives, restore their relationships and take a full part in society.

OUR MISSION

To provide a supportive, family-centered environment where veteran families develop the resilience, practical skills, relationships and opportunities to begin a new chapter of life together.

THE GAP WE FILL

Many veterans complete physical rehabilitation but have nowhere the whole family can prepare for the next stage of life. After rehabilitation, veterans may face:

- **Post-traumatic stress and other psychological difficulty**
- **Changes in physical ability and independence**
- **Adapting to prosthetics and a changed body image**
- **Returning to work, or finding a new career**
- **Changed family roles and relationships**
- **Isolation from civilian communities**
- **Loss of identity, purpose or confidence**
- **Financial and practical pressure on the household**

Their families face it too. Partners often become caregivers while managing their own emotions. Children may struggle to understand the changes in a parent. Trauma, communication and changed expectations put every relationship under strain.

FIVE PRINCIPLES BEHIND EVERYTHING WE DO

1. **The family is the unit of reintegration**
   The veteran is never treated in isolation. Partners, children and close family are part of the program throughout.
2. **Independence, not dependency**
   Residents build the skills and confidence to manage their own lives.
3. **Purpose through participation**
   Residents take part in community life, learn new skills and care for their shared home.
4. **Peer support and shared experience**
   Veterans support and learn from one another, in relationships that last beyond their stay.
5. **A future beyond the program**
   The Phoenix prepares families for life after they leave, never for permanent dependence on the center.

> *The Phoenix is the bridge between physical rehabilitation and a lasting return to family and community life.*

THE PHOENIX TODAY

A concept that has been tested

Since 2025, Volunteer Action has run The Phoenix in Zaklad, Lviv Region, as a home where families rebuild their lives. It runs every day.







24
families participated at The Phoenix

15
residents currently enrolled

50+
rescued farm and domestic animals

2024
NGO founded and premises prepared

WHAT WE PROVIDE EVERY FAMILY

- Safe housing
- Utilities
- Daily meals
- Hygiene products
- Clothing
- Basic medications
- Equipped rooms
- Inclusive bathrooms
- School transport
- Children's spaces
- Job training
- Language courses

A TESTED MODEL

The Phoenix has piloted a community-based psychosocial support model with displaced families. This has allowed us to:

- test the therapeutic community model in real-life conditions
- prepare selected residents as peer facilitators for the veteran family program
- establish routines and community living that work
- adapt the building step by step for long-term use

Peer support has started. In October 2026 we hosted a peer support seminar led by Sandra Maric, a Croatian trainer who facilitates groups for refugees, veterans and trauma survivors. Residents have met in two support groups since.

SEE MORE OF THE PHOENIX

Our long-term vision for The Phoenix

Strategy and roadmap beyond the Veterans' Rooms · 15 pages

English · Українська

How we support displaced and veteran families

Our support model at a glance · 2 pages

English · Українська

COMPLETED PROJECTS

Proof that The Phoenix delivers

Every project below is finished and documented with photos and real figures.



Accessible bathroom and shower — $6,203

A fully accessible toilet and shower in a historic building with no utility plans. We corrected a 13 cm (5-inch) difference in floor level, widened the entrance after testing it with a wheelchair, and fitted a sliding door.

Every planned Veterans' Room includes a fully accessible bathroom. This project proves we can build one in this building.

WITH XYLEM AND SOLIDARITY ENGINEERING

Read the full bathroom report



A 34-meter (112-foot) well — about $3,500

An independent water supply for 40+ residents, who use 3,000 to 5,000 liters (about 800 to 1,300 gallons) of water a day. It is pumped automatically to a tank inside the building, and kept the shelter running normally through emergency power outages.

A private well and autonomous water supply are part of the engineering upgrade the veterans' floor depends on.

WITH XYLEM AND SOLIDARITY ENGINEERING

Read the full well report

HUMANITARIAN AID IMPACT · 2024–2025

Two years of aid across Ukraine

Read the two-year report PDF, 1 page

44 deliveries of humanitarian aid	**37** metric tons (about 41 US tons) of aid	**5.5 million** Ukrainian hryvnias (UAH) of aid delivered	**1,600** people reached through partner organizations	**3,137 kg** (6,900+ lb) of construction materials	**355** pieces of furniture

Our infrastructure team has installed **700+ meters (2,300+ feet)** of new heating systems, modernized the electrical network and rebuilt the water supply. Careful procurement saved **$20,000+** in 2026 alone, and we have completed **4 international infrastructure grants**.

OUR SUPPORT MODEL

Restoring life beyond service



Eight elements work together around every veteran family at The Phoenix.

We rebuild the conditions that enable veteran families to thrive beyond military service.

The model grew out of the support The Phoenix already gives displaced families: from survival to significance.

IDENTITY

Supporting veterans in integrating their military experience into a meaningful civilian identity.

ACCESSIBILITY

Creating a replicable model of inclusive design beyond the center.

SAFETY

A protected and predictable environment designed to reduce unnecessary stressors and trauma triggers.

FAMILY SYSTEM

Reunited family. Strengthening family relationships, restoring trust, and supporting healthy family roles throughout reintegration.

PURPOSE

Supporting veterans in discovering a renewed sense of purpose and meaningful contribution beyond military service.

COMMUNITY

Creating a peer-support community that strengthens resilience, belonging, and long-term reintegration.

RESILIENCE

Building emotional resilience, adaptive coping skills, and long-term psychological well-being after military service.

WELL-BEING

Nature-based recovery. Creating opportunities for recovery through nature, meaningful daily activity, physical movement, and restorative outdoor environments.

THE REINTEGRATION MODEL

Six areas that work together

Reintegration cannot be achieved through isolated services. The Phoenix combines professional support, family participation, practical independence, education, employment preparation and community life in one place.

Psychological and emotional support

From qualified professionals, based on each person's needs.

- Individual, group and family counseling
- Trauma-focused care where clinically appropriate
- PTSD education, stress management and coping skills
- Support for partners and children

Family reintegration

The family is at the center of The Phoenix approach.

- How trauma affects behavior and relationships
- Triggers, warning signs and healthy communication
- Rebuilding trust and realistic household roles
- Helping children understand the changes

Peer-to-peer veteran support

Less isolation, more mutual support, always voluntary.

- Facilitated group discussions
- Shared experience and practical advice
- Informal mentoring and veteran-led projects
- Former residents become peer mentors

Education and employment

Built on each person's interests, abilities and real job prospects.

- Computer, Microsoft Office and AI skills
- English, Spanish, German, Polish and Dutch
- Vocational training, CVs and interview practice
- Workshops, internships and employer links

Community life and purposeful activity

Residents take part in everyday life from the first day.

- Volunteers show how; residents cook
- Residents care for their shared home
- Community projects done together
- Adapted to every physical ability, never imposed

Agriculture and food

Practical learning, food for the community and new skills.

- Accessible gardening, vegetables and fruit
- Composting, soil care and animal care
- A dehydrated-food kitchen that cuts waste
- Food preparation and kitchen skills



PROFESSIONAL CARE, CLEAR LIMITS

Clinical services are provided or supervised by qualified professionals. Volunteers never provide psychotherapy or diagnose mental health conditions, and peer supporters are not asked to give clinical treatment. Families who need acute psychiatric, emergency medical or other specialist care are referred to the right services.

THE PATHWAY

Three months as standard, up to six when needed

Most veteran families complete the program in three months. Families who need more time can extend, on professional advice and when space allows, up to six months. Every family moves at its own pace.

STANDARD STAY

MONTH 1

Arrive and settle

Safety, trust, routine and belonging.

- Intake, orientation and needs assessments
- Individual and family reintegration plans
- Trauma awareness and first consultations
- Shared cooking and cleaning from day one

Families feel welcome, start routines and have a plan.

MONTH 2

Rebuild family life

Communication, resilience and practical independence.

- Individual and family counseling
- Family communication and parenting workshops
- Veteran peer support groups
- Digital skills, AI tools and languages

Better communication and first personal goals.

MONTH 3

Plan the future

Prepare for independent living and next steps.

- Vocational assessment and career exploration
- CVs, interview practice and employer contacts
- Financial literacy and household budgeting
- Review of the family plan

A practical plan for the next stage of life.

At the end of month 3, families who have reached their goals complete the program. Families who need more support can be considered for an extension.

EXTENSION, WHEN NEEDED

MONTH 4 EXTENSION

Go further

Stronger independence and outside support networks.

- Advanced vocational development
- Help with job placement
- Families run their own routines
- Peer mentoring and community engagement

Confidence managing everyday responsibilities.

MONTH 5 EXTENSION

Prepare to leave

Consolidate progress and plan the transition.

- Work and study options reviewed
- Longer-term family plans
- Housing and community resources found
- Individual aftercare plans

Realistic plans for work, study and family life.

MONTH 6 EXTENSION

Complete the program

A safe and sustainable transition from The Phoenix.

- Final family review
- Referrals to ongoing care
- Links to local veteran family networks
- Alumni and peer-support network

Families leave with plans, support and confidence.

WHO TAKES PART

Veteran families, referred by trusted partners

A PARTICIPATING VETERAN FAMILY MAY INCLUDE

- **The veteran**
- **Spouse or partner**
- **Children**
- **Close family or caregivers**

WHO WE SELECT

- Has completed the relevant stage of physical rehabilitation, with prosthetics where needed
- The veteran wants to take part
- The family wants to take part
- The program suits the family's current needs
- The right professional support is available
- The Phoenix can meet the family's accessibility and care needs

Taking part is always voluntary. A PTSD diagnosis is neither a requirement nor a reason to exclude a family.

HOW FAMILIES COME TO THE PHOENIX

Volunteer Action intends to develop referral cooperation with the **Superhumans** and **Unbroken** rehabilitation centers in Lviv, other recognized rehabilitation institutions, veteran-support organizations and social services.

Any formal partnership follows an agreed referral procedure.

Families keep their own homes. The Phoenix is a temporary residential community for the reintegration period, not permanent housing.

PARTNERSHIPS WE ARE BUILDING

Rehabilitation and veteran organizations
Superhumans and Unbroken in Lviv, and other rehabilitation and veteran-support institutions

Healthcare and psychological services
Mental health professionals, hospitals, specialist psychological and psychiatric services, child and family services

Employment and education
Ukrainian and international companies, vocational institutions, language schools, universities and digital training providers

Civil society and community
Veteran associations, local social services, NGOs for families and children, volunteer networks

Partnerships are set out in written agreements covering referrals, responsibilities, confidentiality, safeguarding and the services each organization provides.

THE TEAM

Professionals lead, volunteers facilitate

The program combines professional staff, operational employees and volunteers. Every role has a clear purpose, and clinical work stays with qualified professionals.

Program management

- Program Director or Manager
- Residential Director
- Operations Manager
- Administration and finance

Professional support

- Qualified psychologist
- Family therapist or counselor
- Child and family specialist
- Medical referral coordinator
- Social worker or case manager

Education and employment

- Vocational Training Coordinator
- Employment and Partnership Coordinator
- Language instructors
- Digital skills trainers
- External vocational instructors

Community and operations

- Volunteer Coordinator
- Kitchen Manager
- Agricultural Program Coordinator
- Inclusion and Accessibility Coordinator
- Maintenance and security staff

Some positions may be combined in the first months, depending on workload and qualifications. Clinical and safeguarding responsibilities always remain clearly assigned.

THE PHOENIX VOLUNTEER MODEL

Volunteers are mentors, not servants

Volunteers act as facilitators, mentors and guides. They do not do everything for residents. Residents take responsibility for their own spaces and contribute to community life as they are able.

Volunteers show how to prepare a meal	→	**residents cook**
Volunteers show cleaning and maintenance	→	**residents look after their shared home**
Volunteers explain the farm work	→	**residents take part as they are able**
Volunteers share professional knowledge	→	**residents build skills for work**



- ✓ Every volunteer receives orientation, safeguarding guidance and confidentiality training
- ✓ Every volunteer has a clear role description
- ✓ Volunteers never take on clinical treatment, case management or work beyond their competence

THE INVESTMENT

One year of the program

ONE FULL YEAR

$650,000

runs the Veteran Family Reintegration Program for twelve months, at full capacity of 14 veteran families at a time.

$ _____

per veteran family, for a three-month stay

$ _____

per person taking part

$ _____

a month to run the whole program

THE BUDGET BY CATEGORY

Personnel

$ _____

- Program management
- Psychologists and counselors
- Social work and case management
- Vocational and education staff
- Operations and maintenance staff

Participant support

$ _____

- Food and shared meals
- Educational materials
- Recreation and community activities
- Transportation where needed
- Accessibility adaptations and equipment

Facility operations

$ _____

- Heating and electricity
- Water and sewage
- Cleaning and maintenance
- Internet and communications
- Safety and security

Program delivery

$ _____

- Professional training
- Family workshops
- Child-focused activities
- Vocational training
- Peer-support, farm and food activities

Monitoring and administration

$ _____

- Program evaluation
- Data protection
- Insurance and legal support
- Administration and reporting

Core services come first

Your funding keeps the professional team and the family program running all year. The core reintegration services never depend on uncertain commercial revenue.

FUNDED SEPARATELY

This budget runs the program. The building work it depends on is funded through separate appeals: the **Veterans' Rooms** on the pilot veterans' floor, at **$50,000 per fully completed family unit**, and the building's heating, water and solar upgrades.

THE ROLLOUT

Six phases to full capacity

The program grows in manageable stages, so that staff, facilities, safeguarding and partnerships are ready before The Phoenix reaches its full capacity of 14 veteran families.

PHASE 1

Prepare the program

- Finalize the model and operating procedures
- Set eligibility and referral criteria
- Write participant agreements and consent forms
- Set safeguarding and confidentiality procedures
- Check facility accessibility and safety

PHASE 2

Build partnerships

- Engage Superhumans and Unbroken
- Agree referral and admission procedures
- Secure psychological and medical providers
- Approach companies and training partners
- Connect with veteran-support organizations

PHASE 3

Recruit and train

- Recruit key staff
- Set up volunteer roles
- Train employees and volunteers
- Prepare clinical referral and emergency procedures
- Plan education and community schedules

PHASE 4

Launch

- Start with a manageable number of families
- Test intake and assessment
- Deliver the first three-month pathway
- Collect feedback from families
- Review operations and safeguarding

PHASE 5

Expand

- Increase occupancy as capacity allows
- Add vocational and education partners
- Grow peer-support activities
- Strengthen family and child-focused services

PHASE 6

Full operation

- Reach 14 veteran families at a time
- Review program performance
- Adjust activities from family feedback
- Build alumni and aftercare arrangements
- Keep partnerships strong and funding sustainable

Ready on day one. The Phoenix already runs every day, with community routines, a working kitchen, its own well and residents trained as peer facilitators. The veteran program builds on a center that works.

SAFE AND ACCOUNTABLE

Safeguarding families, measuring outcomes

SAFEGUARDING AND ETHICS

A safe, respectful and inclusive home

- ✓ Informed, voluntary participation, with written consent for any use of personal information
- ✓ Confidential handling of personal and medical information
- ✓ Clear procedures to safeguard children and vulnerable adults
- ✓ Background checks for relevant staff, and confidentiality agreements for staff and volunteers
- ✓ Clear complaints and incident-reporting procedures
- ✓ Protection from discrimination, harassment, exploitation and abuse
- ✓ Accessible facilities and reasonable accommodations
- ✓ A clear line between clinical care and volunteer activities
- ✓ Emergency medical and psychological referral procedures

Children take part only in age-appropriate, supervised activities. Anyone can raise a concern, or leave the program, without fear of retaliation.

MONITORING, EVALUATION AND LEARNING

We measure outcomes, not just activities

Participation
Families admitted, veterans and family members taking part, completion rates, attendance at activities

Family reintegration
Confidence in family communication, feedback on relationships, progress on family plans, understanding of trauma and coping

Employment and education
Training completed, employment or study plans made, jobs, internships or further training gained

Community and independence
Community participation, practical life skills, confidence with everyday responsibilities, outside support networks

Participant experience
Exit surveys, satisfaction, feedback from family members, ideas for improvement

Psychological outcomes are assessed only with validated tools, by qualified professionals. Taking part in evaluation is voluntary and personal information is protected. Monitoring improves the program; it never penalizes families who progress at different rates.

RISKS AND SUSTAINABILITY

Planning for what could go wrong

RISK	HOW WE MANAGE IT
⚠ **Insufficient funding**	A mix of donors, grants, corporate partners and in-kind support
⚠ **Too few qualified professionals**	Referral networks and contracts with outside specialists
⚠ **Families needing more support than expected**	Professional intake assessments, individual plans and referrals
⚠ **Jobs are hard to find**	Partnerships with many employers and vocational institutions
⚠ **Psychological distress or crisis**	Clinical oversight, emergency procedures and specialist referrals
⚠ **Volunteer turnover**	Ongoing recruitment, orientation, supervision and written roles
⚠ **Accessibility barriers**	Facility assessments and activities adapted to each person
⚠ **Family conflict or safeguarding concerns**	Clear reporting, safeguarding and professional intervention
⚠ **Losing momentum after departure**	Aftercare plans and links with local support networks

BUILT TO LAST

Lower running costs, more sources of support

- Solar, wind and battery storage
- Energy-efficiency improvements
- Growing our own food
- Food preservation and dehydration
- Corporate partners and sponsored training
- Individual and institutional donors
- Grant funding
- In-kind contributions
- Surplus farm produce, where appropriate

Core services never depend on uncertain income. Any future commercial activity will be assessed separately for legal compliance and financial viability, and is never counted on to fund the program.

THE IMPACT

The impact of one year at The Phoenix


PEER SUPPORT SEMINAR AT THE PHOENIX

56
veteran families a year with a plan for their future

224
people, including partners and children

1
model for family-centered reintegration in Ukraine

THE LASTING DIFFERENCE

- Veterans supported from physical rehabilitation into civilian and family life
- Better access to psychological and social support
- Stronger peer networks among veterans
- Families who understand trauma and its effects
- Greater confidence and independence
- More participation in community life
- Stronger family communication and relationships
- Better access to education and employment
- A model of family-centered reintegration that can inform future programs in Ukraine

Physical rehabilitation is an essential part of recovery, but it is not the end of the journey. When a veteran comes home, the whole family has to learn to move forward together: rebuilding relationships, finding new routines and work, and restoring confidence.

Through professional support, family-centered activities, peer relationships, education and meaningful community life, The Phoenix helps veteran families rediscover their strengths and find a renewed sense of purpose.

Reuniting families. Rebuilding lives. Restoring hope.

WHO WE ARE

Volunteer Action was started in 2024

A registered Ukrainian NGO, founded by **Yulia Koval, Jay Rivera and Nataliia Karbusheva**, with our sister organization **Hope and Action**, a 501(c)(3). Our team brings 20+ years of international humanitarian experience.

Read our two-year aid report PDF



10
evacuations organized

11 million+
Ukrainian hryvnias (UAH) of humanitarian aid delivered

2,000+
free medical consultations

11 million
Ukrainian hryvnias (UAH) of funds raised

3
international medical missions

20
organizations supported throughout Ukraine

Families should not have to rebuild their lives alone.

PARTNER WITH THE PHOENIX

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