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**ENTERPRISE AS AN EFFICIENT  
INSTRUMENT FOR REINTEGRATION OF  
DEMOBILIZED FROM THE ATO AREA**

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**Introduction.** The article clarifies that the problem of reintegration into the peaceful life of people who have been operating in extreme conditions is now becoming particularly relevant. This is due to the fact that, throughout the world, natural disasters, interethnic and interregional conflicts have become more frequent. The number of victims of hostilities and the number of servicemen who are participants in local conflicts within the country has significantly increased. Having a peculiar life experience, they represent a category of people who need a special approach. At the forefront is the question of the need of adaptation to new conditions, the restructuring of the psyche and social behavior in a peaceful way.

**The hypothesis** of scientific research is to determine the attractiveness of entrepreneurship for demobilized from the ATO area. The use of this form of business allows you to get undeniable advantages for the demobilized from the ATO area – it is a real opportunity to organize their own business, since they have a stable income business, to commit themselves and their family to reintegration into a peaceful life.

**The aim** of this study is to substantiate the most appropriate business model for demobilized from the ATO area and to determine the specifics of its use.

**The theoretical and methodological basis** is the position and conclusions of modern

economic theory, methodological and methodological developments of domestic and foreign scientists on small business issues, legislative acts of the Verkhovna Rada, resolutions of the Cabinet of Ministers of Ukraine, decisions and normative documents of executive bodies of Ukraine on social support for demobilized from the ATO area. **The methods** of economic statistics and logical analysis are used to determine the factors influencing the dynamics of reintegration of demobilized ATOs, factor and comparative analyzes for determining the most optimal methods of social adaptation of demobilized from the ATO area.

**Results.** The signs of entrepreneurship demobilized from the ATO area, its place and role in the state system of adaptation and reintegration of ATO participants are determined; the institutional features of the formation of various types of entrepreneurial activities for demobilized from the ATO area are disclosed.

**Conclusions.** The research of conceptual aspects of entrepreneurship has made it possible to find out the theoretical understanding of the features of this toolkit and to reveal the specifics of its use as an interactive reintegration toolkit to the demobilized society from the ATO area.

**Keywords:** entrepreneurship; demobilized from the ATO area; reintegration; adaptation.

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## ПІДПРИЄМНИЦТВО ЯК ЕФЕКТИВНИЙ ІНСТРУМЕНТАРІЙ РЕІНТЕГРАЦІЇ ДЕМОБІЛІЗОВАНИХ З ЗОНИ АТО

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**Вступ.** В статті з'ясовано, що проблема реінтеграції до мирного життя осіб, які здійснювали діяльність в екстремальних умовах стає в даний час особливо актуальною. Це пов'язано з тим, що в усьому світі, почастишали стихійні лиха, міжнародні та міжрегіональні конфлікти. Значно збільшилася кількість жертв військових дій і кількість військовослужбовців, які є учасниками локальних конфліктів усередині країни. Маючи своєрідний життєвий досвід, вони представляють собою таку категорію населення, яка потребує особливого підходу. На перший план виходить питання про необхідність адаптації до нових умов, про перебудову психіки та соціальної поведінки на мирний лад.

**Гіпотеза** наукового дослідження полягає у визначенні привабливості підприємництва для демобілізованих з зони АТО. Використання такої форми підприємництва дозволяє отримати незаперечні переваги для демобілізованих з зони АТО – це реальна можливість організувати власну справу, так як в їх розпорядження надається стабільний дохідний бізнес, здійснити самопоміч собі та родині одо реінтеграції до мирного життя .

**Метою** даного обґрунтувати найбільш доцільну модель підприємництва для демобілізованих з зони АТО і визначити специфіку її використання.

**Теоретична та методологічна основа** – положення і висновки сучасної еконо-

мічної теорії, методологічні і методичні розробки вітчизняних та зарубіжних вчених з проблем малого підприємництва, законодавчі акти Верховної Ради, постанови Кабінету Міністрів України, рішення та нормативні документи органів виконавчої влади України щодо соціальної підтримки демобілізованих АТО. Використано **методи** економічної статистики та логічного аналізу для визначення факторів впливу на динаміку реінтеграції демобілізованих АТО, факторний та порівняльний аналізи для визначення найбільш оптимальних методів соціальної адаптації демобілізованих АТО.

**Результати.** Визначено ознаки підприємництва демобілізованих з зони АТО, його місце і роль в державній системі адаптації та реінтеграції учасників АТО; розкрито інституційні особливості формування різних типів підприємницької діяльності для демобілізованих з зони АТО.

**Висновки.** Проведене дослідження концептуальних аспектів підприємництва дозволило з'ясувати теоретичне розуміння особливостей цього інструментарію та виявити специфіку його використання як інтерактивного інструментарію реінтеграції до соціуму демобілізованих з зони АТО.

**Ключові слова:** підприємництво; демобілізовані з зони АТО; реінтеграція; адаптація.

**Formulation of the problem.** The experience of countries, which have faced the phenomena that arise after the return of people from the areas of hostilities showed that people who have been in extreme situations have so-called post-traumatic stress disorders. In 25–30% of military personnel who have undergone armed conflicts, there are chronic post-traumatic conditions caused by stress. The violations, which are developed after experienced psychological trauma affect all levels of human functioning (physiological, psychological, social, personal, professional, interpersonal interaction, etc.), lead to persistent personal changes not only in people who have survived stress directly, but also from their members families, as well as eyewitnesses. Post-traumatic stress disorders contribute to the formation of specific family relationships, special life scenarios and can affect all of life.

The socioeconomic and military-political processes taking place in Ukraine in recent years actualize the problems of ensuring the competitiveness of servicemen released on the reserve on the national labor market. The state system of social protection of servicemen provides a certain system of measures for solving this problem, based on the characteristics of the specified socio-demographic group and the peculiarities of its entry into the labor market. However, starting from 2014, due to the realization of the ATO in the East, there are new aspects of the issue raised by the significant increase in the number of demobilized servicemen (about 70 thousand servicemen were demobilized from 2015 to 2016; for comparison for the period of 2012–2013 – about 20 thousand), the deterioration of the psychological state of the part of those who participated in hostilities, the aggravation of the situation on the labor market, etc. Taking into account the mentioned above, it is necessary to find new approaches for the reintegration of servicemen who have been released into reserve for new living conditions and the realities of the modern labor market.

**Analysis of recent research and unresolved part of the problem.** The entrepreneurship is aimed at improving the quality of life of society, because of that the phenomenon of using the tools of entrepreneurship as a socio-economic phenomenon, a means of reintegration into society causes the active interest of many foreign and domestic researchers. In the last decade of the XX century some practical experience and theoretical material on entrepreneurship began to accumulate. Review of scientific literature, theoretical developments and periodicals indicates insufficiently deep and diverse coverage of the activity of this concept.

Among foreign scientists, R. Cantillon [1], who first systematically described this phenomenon, made a significant contribution to the study of entrepreneurship; P. Drucker and J. Schumpeter [2; 3] point to innovation as a category of entrepreneurship and emphasize the importance of entrepreneurship for innovation. V. Sombart [4] identifies and analyzes as a well-known goal of

entrepreneurial activity, F. Knight, I. Kirtsner – Essential values of entrepreneurship such as freedom, risk, uncertainty [5; 6]. Significant contribution to the study of the issue was made by G. Diz, J.-B. Say. This, P. Drucker, J. Porras, J. Collins [7; 8], whose works are devoted to the study of the concept of entrepreneurship as a means of adaptation and identification of its specific features.

For the first time in Ukraine, K. Alter [9] considered entrepreneurship as a means of implementing program objectives, and business approaches, which are part of the implementation of such goals. Entrepreneurship of socially vulnerable groups in Ukraine – a concept introduced from western countries, is implemented at the expense of grants from international donors [10]. Practitioners also note that none of the western approaches derived from grant programs does not reflect the essence of the development of entrepreneurship in socially vulnerable sectors in Ukraine [11]. Some scholars (O. Nifatova, M. Shkoda [12], and V. Shcherbak [13]) believe that the possibility of entrepreneurial activity aimed not only at improving the lives of socially vulnerable groups of the population, but as an effective tool for their reintegration into public life. Despite the theoretical study of entrepreneurial business models in the literature, there were few empirical studies that allowed to systematically identify their main types, which are most effective for implementing the program's goals of reintegration of demobilized from the ATO area.

**The aim** of the study is the identification of features and types of entrepreneurial activity as a means of reintegration of servicemen dismissed into the reserve in the context of their further entry into the labor market.

**Results of research.** The modern labor market puts forward specific requirements for individuals who form the supply of labor and seek to obtain decent employment conditions. The basis of these requirements is not only the high level of professional qualification level, but also the availability of flexible social competences, the availability of modern professional knowledge and skills, the ability to creative activity, etc. Under such conditions, an effective instrument for ensuring the competitiveness of the labor market of servicemen discharged from the reserve should be an effective and integrated system of their adaptation and reintegration into a peaceful life. Today, about 10–12% of dismissed military personnel need professional retraining and improvement of professional knowledge with possible employment in the future [14].

Adaptation (from lat.adapto – adaptive) is the process of active adaptation of an individual or social group to changes in the social environment [15]. According to the outlined issue of this study, it is about the transition of military personnel from a well-regulated way of life during the service to full freedom of conduct, including – in labor market and in civilian life.

In our opinion, the main types of reintegration of this category should be: social – the development of rules of conduct and communications in the civilian environment; psychological – mastering the system of values (norms, settings, patterns of behavior), culture, which exist in a civilian environment, in order to fulfill the requirements therein in person; legal – the development of legal norms that regulate the social and legal status of a person released from military service and family members, determine their rights, responsibilities and opportunities, as well as the acquisition of information about public authorities, institutions and organizations that can help in mastering such norms and realizing their rights and opportunities; professional – depending on the profession, specialized refinement of available professional knowledge, skills and abilities, or mastering new and succeeding employment.

We believe that social and professional adaptation plays the most important role in the context of ensuring competitiveness on the modern labor market. The social and professional adaptation of servicemen to civilian life is an integral process of adaptation of servicemen to certain conditions of civil life, existing market relations, and demand in the labor market, which provides for the creation of appropriate conditions for the employment of these categories of citizens [15].

The legislation of Ukraine guarantees social and professional adaptation to servicemen who have been dismissed due to state staff shortages or organizational measures, health status, as well as servicemen who have not been recruited to conscripts for regular military service, as well as family members of servicemen in their appeal (Law of Ukraine "On the social and legal protection of servicemen and their families" No. 2011-XII of 20.12.1991, the Law of Ukraine "On State Guarantees of Social Protection soldiers who are discharged from service in connection with the reform of the Armed Forces of Ukraine and their families" No. 1763-IV dated June 15, 2004) [6].

The function of the formation and implementation of the state policy on social and professional adaptation of servicemen discharged or retired from the service and those who are the subject of dismissal in connection with the reform of the Armed Forces of Ukraine and other military formations is carried out by the Ministry of Social Policy of Ukraine (Decree of the President of Ukraine No. 389/2001 of April 6, 2011) [16].

The social and professional adaptation of servicemen is carried out in accordance with the State programs of social and professional reintegration of servicemen who are to be dismissed and those released from military service for the relevant period (the latter was approved by the decision of the Cabinet of Ministers of Ukraine "On Approval of the State Program of Social and Professional Adaptation servicemen who are to be dismissed and those released from military service for the period up to 2011" of May 12, 2007 No. 720) [16].

At present, the Ministry of Social Policy of Ukraine has drafted the project of Concept of the State program for social and professional reintegration of Armed Forces servicemen, law enforcement bodies and other Armed Forces of Ukraine, who are discharged or dismissed, for the period up to 2017, on the basis of which a State Target Program for social and professional reintegration of servicemen [16]. In the most general terms, social adaptation involves the development of norms and rules of the social environment, adaptation to new social conditions and ends by the realization of the rights to work, free choice of work and the obtaining of just and satisfactory remuneration for it and, as a result, decent living conditions [14].

Social adaptation in the current legislation is considered as a social process, which includes a set of measures aimed at adapting the individual to new social conditions [17]. In modern conditions, the main areas of social and professional reintegration are: the organization of retraining and assistance in the placement of dismissed servicemen; training of specialists from the number of dismissed servicemen for their employment in newly created enterprises, institutions and organizations; comprehensive medical and psychological rehabilitation of dismissed servicemen; provision of the normative-legal base of servicemen discharged into the reserve; social protection of a serviceman dismissed in reserve.

According to experts, the state of social reintegration of servicemen in Ukraine today is characterized by a number of negative features [14]:

1. The theory is blurred, this direction, unfortunately, has not received solid social research and generalizations. The existing technologies operate by separate cells in separate regions of Ukraine and are used only by separate entities. A generalized all-Ukrainian model of social reintegration, has stopped in its development for decades.

2. The legislative and regulatory framework for social reintegration is absent, to the realities and demands of the present is not adapted and in fact not only has become a brake in its development, but also creates the preconditions for corruption and theft of funds.

3. Financial mechanisms are imperfect, elements of the system exist only at the expense of international assistance, the use of budget allocations is impossible at the moment.

4. There is no general system administration, no central executive body assumes responsibility for organizing social reintegration as a whole.

Social adaptation should ensure maximum use of the potential of dismissed servicemen, integral property complexes, individual buildings and structures dismissed as a result of the reformation of the Armed Forces of Ukraine and other military formations in the interests of the state, employment of these

servicemen according to market needs through professional re-orientation and retraining [18].

Nowadays, in Ukraine, there are separate components of the system of reintegration of the investigated population category. Thus, the necessary educational and methodological basis for the retraining of servicemen dismissed from military service has been created in higher educational establishments of Ukraine, the interest of the leadership and the teaching staff in further participation in this work is evident. At the leading universities of Ukraine (Vasyl Stus Donetsk National University, I. Mechnikov Odessa National University, KROK University, Law and Economics University, Vinnytsia National Technical University, Lesia Ukrainka Eastern European National University, Ivano-Frankivsk National Technical University oil and gas) with the participation of the International Fund for Social Adaptation (IFSA), centers for retraining the military released into reserve, where they are retraining, have been established.

IFSA takes an active and direct part in the implementation of the Ukraine-Norway project "Retraining and social adaptation of servicemen and their families in Ukraine". The project started in 2003. The basis of the project is the professional retraining of the target group for civilian specialties, which are in demand on the labor market of Ukraine, assistance to project participants in legal and social reintegration into living conditions in civil society. The main part of the project is the educational institutions of Ukraine and the Norwegian University of Nurland, which organize and carry out professional retraining of project participants in selected specialties in the amount of 500 academic hours. The project is funded by the Norwegian Ministry of Foreign Affairs with the participation of Ukrainian project partners. The total geography of the project encompasses 17 universities in 10 Ukrainian cities [14].

Together with the universities, active members of the system of social reintegration of servicemen who have been released from the reserve should be the relevant state authorities, institutions and institutions of various forms of ownership, public and international organizations that position themselves as customers and providers of relevant social services. At the same time, the existing practice confirms the lack of effective coordination of activities, interaction on the object, directions, forms and methods of work. For example, the State Service of Ukraine for Veterans and the Participants in Combat Activities is limited in its capabilities by status, authority, personnel provision.

International projects aimed at promoting social adaptation of servicemen are currently being implemented by Ukraine, in particular with the North Atlantic Alliance (NATO). In recent years, NATO has cooperated with the Ministry of Social Policy of Ukraine to implement two projects in the area of retraining of servicemen. This is a project for retraining military personnel

(emphasis is placed on language training) and a Trust Fund project within the framework of the Partnership for Peace program implemented by Khmelnytsky Center for Retraining and Social Adaptation of Military Personnel.

It is necessary to understand that social adaptation is not only a condition of man, but also a process in which a social organism becomes equilibrium and resilience to the influence of the social environment.

According to the fact that these recommendations have already mentioned the psychological component of adaptation, it is possible to consider this concept at a different angle, namely: assistance in solving the problems of the demobilized serviceman regarding his professional orientation, retraining and employment in market conditions, as adaptation to the peaceful life of the participants the fighting in society is complicated precisely by the problems of further employment, not competitiveness, which often form a kind of inferiority complex before the civilian life the need for job search and new activities, increase the fear of change, feelings of doom.

Professional adaptation as an independent activity in the search and selection of new job for fighters who have returned from the area of ATO, should be built not on the occasional advice from others or emotional assessments of the situation, but on understanding the general laws of this process, predicting their capabilities and changing the mental state, knowledge of the main factors that influence the success of the transition to a civilian life.

Lack of professional experience and specific information for specialists who provide assistance to this category of people directly at enterprises, organizations, and in labor collectives compels specialists to do this at their own discretion. Therefore, it is extremely important to structure knowledge, experience and skills in organizing events aimed at adapting participants and victims as a result of hostilities.

When adapting to the labor force demobilized from the area of ATO, such difficulties as: lack of trust, inability to build close relationships, change in the circle of communication (lack of friends), the problem of subordination, detachment, inadequate response to habitual events, alcoholism, weakening of intellectual processes, difficulties in expressive feelings, suspicion.

Adaptation period for each person occurs in different ways, depending on its individual psychological characteristics (personal potential of the employee). This is a combination of certain features (socio-demographic, socio-psychological) and the qualities of an employee, which form a certain type of behavior: self-confidence, sociability, ability to self-affirmation, balance, objectivity. That is, the personality potential of the employee characterizes the internal physical and spiritual energy of a person, his active position, aimed at creative self-expression and self-realization.



For a successful professional adaptation to a demobilized fighter you need to develop a sense of security, reduce anxiety, learn to express your emotions and feelings, help you determine your professional orientation. It is equally important to form a life-long perspective on a demobilized fighter, namely, to expand the sphere of interests, to find meaningful motives and activities.

Former ATO participant should be motivated to improve his professional level and further development of the personality (to form real representations about himself, his abilities, to overcome communicative barriers, to develop self-confidence), including the sphere of professional activity (teach modern techniques and methods independent job search and effective behavior in the labor market by using the personality and professional qualities of an effective employee necessary for effective job search).

A significant part of the basic functions of social and professional reintegration of demobilized servicemen is performed by the State Employment Service. During 2016, amendments to the laws of Ukraine were introduced which have positively affected on social reintegration and employment of retired military personnel. According to the current Law of Ukraine "On employment of the population" in the wording of 2016, fighters who defended independence, sovereignty and territorial integrity of Ukraine and took direct part in hostilities, providing for the counter-terrorist operation, being directly in the areas of the operation during its conduct, assigned to the category of persons, which employers should take on preferential terms [19]. At the same time, the changes apply only to the people who are registered with the State Employment Service and who are registered as unemployed. An employer who employs the members of combat operations on workplace for a period of not less than two years with the direction of the State Employment Service, monthly receive the compensation for actual expenses in the amount of a single contribution to the compulsory state social insurance [19]. Such steps improve the conditions for the employment of military personnel who participated in hostilities and ensure their competitiveness in the labor market.

In pursuance of the Presidential Decree No. 150/2015 dated March 18, 2015 "On additional measures for the social protection of participants of the antiterrorist operation", the Cabinet of Ministers of Ukraine dated 31.03.2015, No. 359-r "On approval of a plan of measures for medical, psychological, professional rehabilitation and social adaptation of the participants of the antiterrorist operation" and the order of the Cabinet of Ministers of Ukraine dated January 13, 2016, No. 10-r "On approval of the plan of interdepartmental measures for adaptation to the peaceful life of the participants of the antiterrorist operation" in order to facilitate the employment and social integration of counterterrorist operations participants, the State Employment Service provides

a full range of social services, including employment, vocational guidance and vocational training [20].

In 2015, 19,400 ATO participants registered with the State Employment Service of Ukraine, 18,400 of whom received unemployment benefits. The fact that only 3 thousand of them were employed was indicative of the low level of competitiveness of this category in the labor market. During the year, 1,700 ATO members who received the status of the unemployed were trained and 1,400 - participated in public works [21] (Table 1, Figure 1).

Table 1

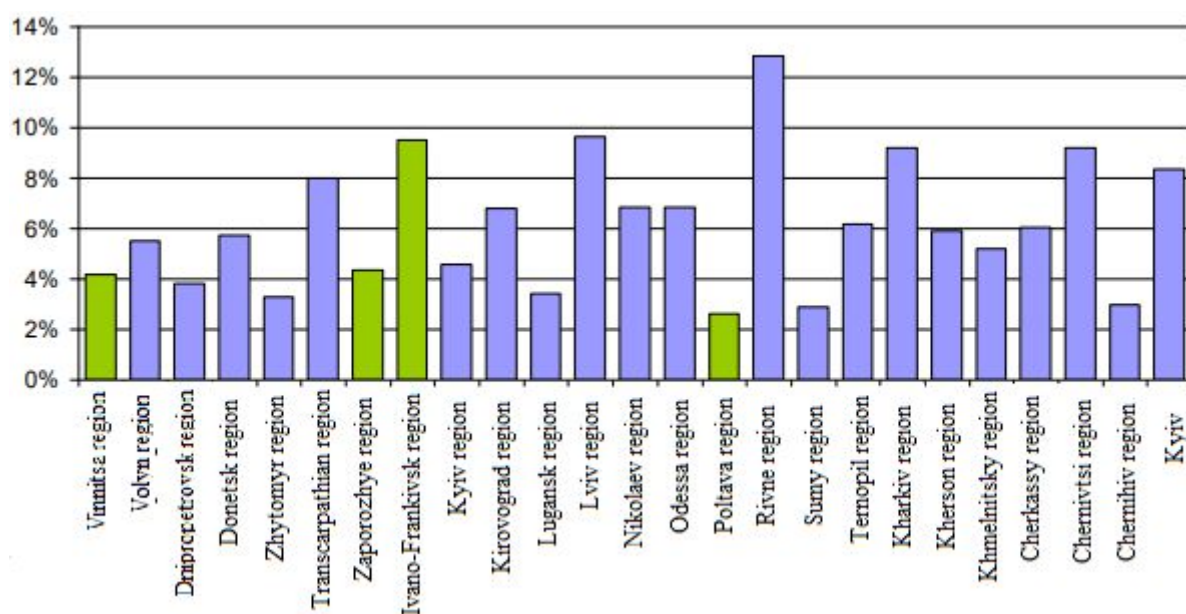
**The implementation of services by the State Employment Service  
to ATO participants in 2017**

Regions	The part of them, which had an unemployed status in the reporting period	The part of them, appealed from the beginning of the year	The part of them, who got paid for unemployment benefits	Total received a job (including unemployed and other jobseekers)	Trained professional education	Participated in public and other works of a temporary character	Have the status of unemployed at the end of the period	The part of them, who receive help for unemployment, persons	Average amount of allowance for unemployment, UAH
1	2	3	4	5	6	7	8	9	10
<b>Toatal</b>	<b>43 784</b>	<b>17 115</b>	<b>40 981</b>	<b>11 561</b>	<b>3 281</b>	<b>3 475</b>	<b>9 274</b>	<b>7 853</b>	<b>3 949</b>
Vinnitsa region	3 637	1 126	3 484	839	174	191	666	565	3 985
Volyn region	1 793	724	1 660	323	64	171	369	322	3 502
Dnipropetrovsk region	2 240	916	2 059	642	128	109	505	427	4 280
Donetsk region	676	367	623	181	96	202	179	159	4 549
Zhytomyr region	2 150	759	2 033	402	53	95	507	423	3 885
Transcarpathian region	490	260	462	146	28	21	127	114	3 628
Zaporozhye region	2 124	1 027	1 974	667	157	148	465	409	4 025
Ivano-Frankivsk region	1 593	564	1 523	317	95	197	315	276	3 643
Kyiv region	2 318	881	2 166	648	118	217	543	461	4 257
Kirovograd region	2 370	898	2 189	610	172	151	521	428	3 666

Continued Table 1

1	2	3	4	5	6	7	8	9	10
Lugansk region	537	350	500	143	57	57	207	180	3 863
Lviv region	2 886	1 285	2 695	768	305	261	698	626	4 025
Mykolaev region	2 098	771	1 921	578	180	144	510	409	3 578
Odesa region	574	252	526	148	59	34	119	97	4176
Poltava region	2 285	770	2 135	583	116	213	369	340	4 009
Rivne region	2 402	735	2 285	672	375	108	493	352	3 589
Sumy region	1 456	632	1 365	348	60	96	374	333	3 777
Ternopil region	1 399	560	1 329	292	73	69	300	249	3 827
Kharkiv region	756	698	697	596	215	212	28	19	4 149
Kherson region	1 325	550	1 221	421	125	129	299	252	3 588
Khmelnitsky region	2 309	777	2 197	545	121	123	455	384	4 229
Cherkassy region	2 645	877	2 475	777	240	240	481	394	4 220
Chernivtsi region	1 042	355	974	173	33	30	242	207	3 499
Chernihiv region	1 079	419	1 004	240	58	130	201	179	3 930
Kyiv	1 600	562	1 484	502	179	127	301	248	4 923

Source: [21; 22].

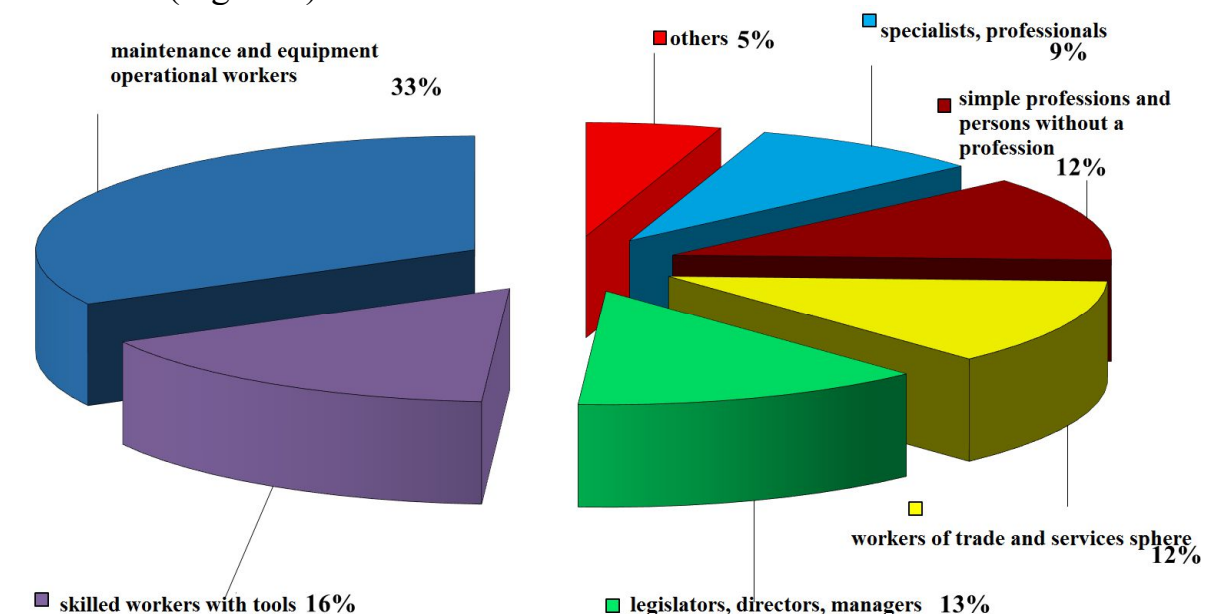


Source: [21; 22].

Figure 1. Demobilized servicemen, who completed vocational training, % of the number of persons who applied to the PES

In January-November 2018, 23.5 thousand unemployed from the number of servicemen who participated in the anti-terrorist operation (ATO), including 1.6 thousand people with disabilities, took advantage of the services of the state employment service. 21.0 thousand participants of the ATO received unemployment benefits. Among ATO registered in the State Employment Service, 51% are individuals under the age of 35, 29% are from 35 to 44, 20% are over 45 years of age.

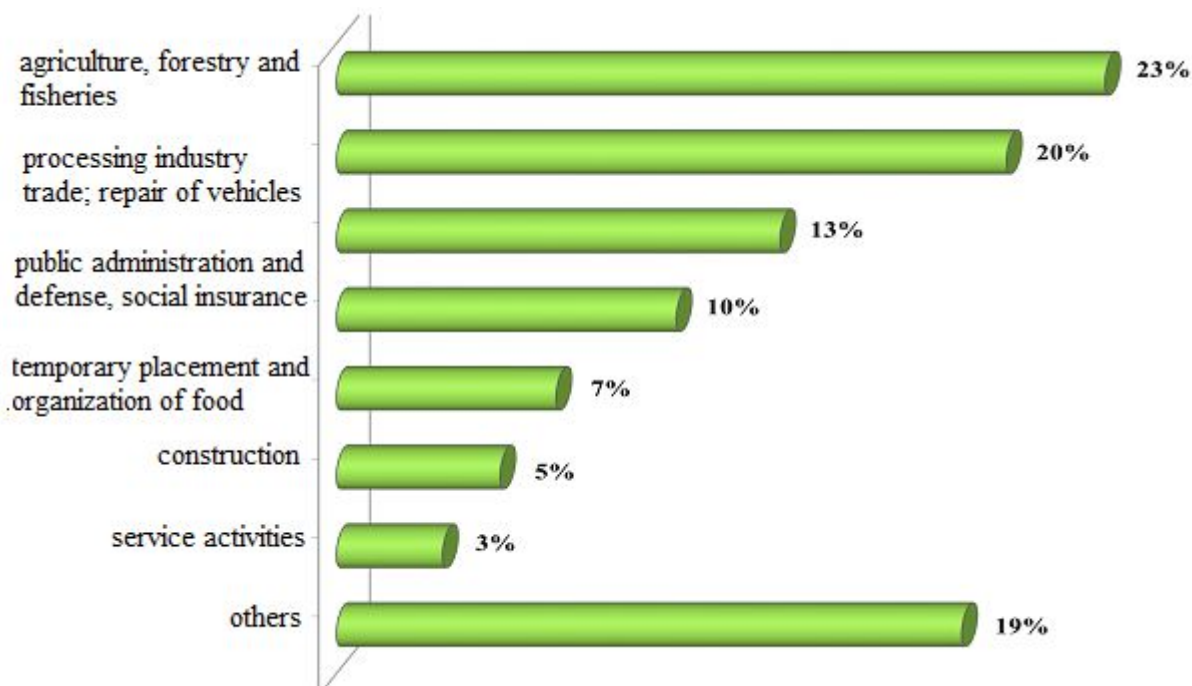
The distribution of the unemployed by education from the number of troops participating in the ATO is as follows: persons with a higher level make up 41%, vocational education – 41%, primary and secondary education – 18%. With the assistance of the State Employment Service in January-November 2018, 6,500 people from the ATO participants were employed, including 229 people with disabilities. Have received a one-time unemployment benefit and started their own business with 364 people. The structure of jobs for which ATO participants were recruited were as follows: According to the sections of occupational classifications: 33% of the ATO participants were employed at the place of work and equipment maintenance personnel; 16% for skilled workers with tools (Figure 2).



Source: [21; 22].

**Figure 2. The structure of the employed unemployed, from the number of troops who participated in the ATO, in January-November 2018 (by professional groups)**

By types of economic activity: 23% of the unemployed are employed in agriculture, forestry and fisheries; 20% – in the processing industry (Figure 3).



Source: [21; 22].

**Figure 3. The structure of the employed unemployed, from the number of troops who participated in the ATO, in January-November 2018 (for certain types of economic activity)**

In January-November 2018, 1,500 participants of the ATO were involved in public and other temporary work, including 48 people with disabilities. To ensure the compliance of the professional qualification level with the requirements of employers, 1,700 participants of the ATO took part in vocational training in the direction of the State Employment Service. 61 persons with disabilities. As of December 1, 2018, the status of the unemployed was 7.8 thousand unemployed from ATO participants, of which 7.0 thousand people received unemployment benefits. The average unemployment benefit amounted to UAH 4,680, which is 20% more than as at December 1, 2017.

Examples of the most successful projects of entrepreneurship education and opening of own affairs are: Training center, social enterprise and active mill-museum of bread in the village of Yasen, Ivano-Frankivsk region; Training center and Yasen camp in the village. Shkarovka, Kiev region; The camp and rehabilitation center in the village. Posich, Ivano-Frankivsk region; Veteran HAB in Vinnitsa in cooperation with Vinnitsa City Council (Business Incubator, FabLab, R & D); Engineering veteran social enterprise "UVV Engineering".

In order to ensure the effective reintegration of servicemen into the labor market, it is expedient to develop a State Target Program for Social Adaptation. It should provide, first of all, the development of the theoretical and legal foundations for its functioning, as well as to answer the current challenges and

threats, and plan the necessary organizational measures. A problem-solving task would be to create a working group for dealing with proposals. It is also necessary to strengthen the component of social reintegration and develop the acquired experience [18]. Thus, ensuring the competitiveness of the labor market of servicemen discharged from the reserve is not considered possible without the appropriate integrated reintegration of the representatives of the said socio-demographic group, which will be based on the existing integrated system of state, public and international institutions.

**Conclusions and suggestions for further research.** According to the State Service of Ukraine for Veterans of War and participants in the anti-terrorist operation, as of September 1, 2017, 313,900 people were granted the status of a participant in hostilities. This indicator is steadily increasing, as in January 2017, there were 278.0 thousand participants in hostilities, that is, in just 8 months this figure increased by 35.9 thousand people. In view of the continuation of Russian aggression in eastern Ukraine, it will continue to grow. These figures indicate the emergence of a very specific social group that needs psychological and socio-economic adaptation both in the short and long term.

The success of socio-economic adaptation depends on a whole range of psychological and economic prerequisites. Upon returning home, combatants are confronted with psychological problems that need to be addressed (or reduced their impact) for proper social integration. On the other hand, the necessary prerequisite is the growth of the economy of the country, which allows to "cope" with additional financial burden caused by the need to make social payments to veterans and invalids in combat operations, to support the functioning of special organizations that deal with related issues, etc. Entrepreneurship becomes an effective mechanism of social and economic adaptation by the term of development and implementation of a consistent and integrated policy for the evolution of small and medium enterprises, both at the national and regional levels, is developed. The availability of appropriate initiatives by various stakeholders (not just the state) aimed at promoting the creation and further development of veterans' business is fundamentally important.

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