

МЕНЕДЖМЕНТ
MANAGEMENT

УДК 351.85:338.48-53(477+4)

doi: <https://doi.org/10.15330/apred.1.21.41-55>

Карий О. І.¹, Бондаренко Ю. Г.², Кулиняк І. Я.³, Огінок С. В.⁴

**УПРАВЛІННЯ РЕКРЕАЦІЙНИМИ ПОСЛУГАМИ В УКРАЇНІ В УМОВАХ
ВІЙНИ: РОЛЬ ДЕРЖАВНОЇ ПОЛІТИКИ ТА ДОСВІД ЄВРОПЕЙСЬКИХ КРАЇН**

Національний університет «Львівська політехніка»,
Міністерство освіти і науки України,
кафедра менеджменту організацій,
вул. Митрополита Андрея, 5, Львів,
79013, Україна,
тел.: (032) 258-21-75,
¹e-mail: oleh.i.karyi@lpnu.ua
ORCID: <https://orcid.org/0000-0002-1305-3043>

²e-mail: yulia.h.bondarenko@lpnu.ua
ORCID: <https://orcid.org/0000-0002-2362-7629>

³e-mail: ihor.y.kulyniak@lpnu.ua
ORCID: <https://orcid.org/0000-0002-8135-4614>

⁴e-mail: solomiia.v.ohinok@lpnu.ua
ORCID: <https://orcid.org/0000-0001-5462-5362>

Анотація. У статті досліджуються роль державної політики в Україні та досвід європейських країн щодо управління рекреаційними послугами в умовах війни. Мета статті – проаналізувати особливості управління рекреаційними послугами в Україні в умовах воєнного стану, з'ясувати роль державної політики у забезпеченні комплексної реабілітації осіб, які зазнали впливу та наслідків війни, а також дослідити можливість адаптації європейського досвіду для формування ефективних підходів до управління. У статті використано комплексний міждисциплінарний підхід, що включає аналіз літератури та нормативної бази, порівняльний аналіз, системний підхід та описово-аналітичний метод для дослідження управління рекреаційними послугами в умовах війни в Україні. Розглянуто роль медико-біологічної, соціально-культурної та економічної функцій рекреаційної діяльності як важливі етапи у формуванні плану по реабілітації та соціальній адаптації осіб, які зазнали впливу та наслідків війни. Обґрунтовано роль державної політики у забезпеченні комплексної реабілітації осіб, які зазнали впливу та наслідків війни, шляхом розвитку рекреаційних послуг. Встановлено, що вітчизняна система відновлення потребує подальшого вдосконалення, зокрема в частині комплексності підходів, персоналізації підтримки та міжвідомчої координації. Особливу увагу заслуговує питання рекреації як інструменту повноцінного відновлення, яке поки не набуло достатнього розвитку в Україні як окрема складова державної політики. Наведено порівняльний аналіз підходів до реалізації функцій рекреаційної діяльності в Україні та країнах Європейського Союзу. Для забезпечення комплексної реабілітації осіб, які зазнали впливу та наслідків війни, запропоновано створити умови для оздоровлення, відпочинку та відновлення осіб, які зазнали впливу війни, впровадити ефективні реабілітаційні програми психологічної підтримки, розробити та впровадити державні програми підтримки осіб, які зазнали впливу та наслідків війни. Результати дослідження будуть корисними для органів державної влади, місцевого самоврядування та фахівців у сфері туризму і рекреації для розроблення ефективних стратегій управління рекреаційними послугами в умовах війни та під час післявоєнного відновлення.

Ключові слова: державна політика, рекреаційні послуги, воєнний стан, післявоєнне відновлення, медико-біологічна функція, соціально-культурна функція, економічна функція, реабілітація військовослужбовців, особи, які зазнали впливу та наслідків війни.

Karyy O. I.¹, Bondarenko Yu. H.², Kulyniak I. Ya.³, Ohinok S. V.⁴

**MANAGEMENT OF RECREATIONAL SERVICES IN UKRAINE DURING
WARTIME: THE ROLE OF STATE POLICY AND BEST PRACTICES FROM
EUROPE**

Lviv Polytechnic National University,
Department of Management of Organizations,
Ministry of Education and Science of Ukraine,
Metropolitan Andrew str., 5, Lviv,
79013, Ukraine,
tel.: (032) 258-21-75,
¹e-mail: oleh.i.karyi@lpnu.ua
ORCID: <https://orcid.org/0000-0002-1305-3043>

²e-mail: yulia.h.bondarenko@lpnu.ua
ORCID: <https://orcid.org/0000-0002-2362-7629>

³e-mail: ihor.y.kulyniak@lpnu.ua
ORCID: <https://orcid.org/0000-0002-8135-4614>

⁴e-mail: solomiia.v.ohinok@lpnu.ua
ORCID: <https://orcid.org/0000-0001-5462-5362>

Abstract. In this article, the role of state policy in Ukraine and the experience of European countries in managing recreational services during wartime are investigated. The purpose of the study is defined as the analysis of specific features of recreational service management in Ukraine under martial law, the identification of the role of public policy in ensuring the comprehensive rehabilitation of individuals affected by the war, and the exploration of the potential for adapting European practices to develop practical management approaches. A comprehensive interdisciplinary methodology is applied, literature and regulatory frameworks are analyzed, a comparative approach is adopted, a systems perspective is employed, and a descriptive-analytical method is utilized to examine recreational service management in wartime Ukraine. The medical-biological, socio-cultural, and economic functions of recreational activities are assessed as essential stages in developing rehabilitation and social adaptation plans for individuals affected by the conflict. The role of public policy in facilitating physical, psychological, and social recovery, adaptation, and reintegration through the development of recreational services is substantiated. The need for improvements in the national recovery system is emphasized, particularly regarding integrated approaches, personalized support, and interagency coordination. Special attention is given to recreation as a critical but underdeveloped component of state policy for comprehensive recovery. A comparative analysis of the implementation of recreational functions in Ukraine and the EU is conducted. Recommendations are proposed to ensure comprehensive rehabilitation of individuals affected by the war, including the creation of conditions for health improvement, rest, and recovery; the implementation of effective psychological support programs; and the development and execution of state programs to support war-affected populations. The findings of this study are expected to be of practical value for public authorities, local governments, and professionals in the fields of tourism and recreation in developing strategies for managing recreational services during wartime and throughout the post-war recovery period.

Keywords: public policy, recreational services, martial law, post-war recovery, medical-biological function, socio-cultural function, economic function, rehabilitation of military personnel, individuals affected by the war.

Acknowledgements

The article was prepared in the framework of the Jean Monnet Module “European experience in the promotion of heritage and cultural tourism” (101085171 – ERASMUS-JMO-2022-HEI-TCH-RSCH) (EEPHCT), which is being realized by the Lviv Polytechnic National University (Department of Management of Organizations) with the support of the Erasmus+ Programme of the EU. Funded by the European Union. Views and opinions expressed are however those of the authors only and do not necessarily reflect those of the European Union or the European Commission. Neither the European Union nor the European Commission can be held responsible for them.

Introduction. War is destruction, violence, pain, and despair. It brings death, physical and emotional suffering, leaves deep psychological scars, and forces millions to flee their homes in search of safety. For Ukraine, the war has been ongoing since 2014. Still, every citizen has fully experienced its devastating impact over the past three years, and its consequences continue to affect lives today. Each copes with these consequences differently: some find the internal strength to overcome difficulties independently, while others require long-term rehabilitation, social support, psychological assistance, and reintegration into society. In this context, the development of recreational services can play a crucial role in the recovery of the psycho-emotional and physical well-being of military personnel, former prisoners of war, internally displaced persons, and individuals who have experienced combat or other war-related consequences.

Recreational services aim to restore a person's vitality, psychological balance, and physical health. According to the Order “On the Approval of the Regulation on Recreational Activities within the Territories and Facilities of the Nature Reserve Fund of Ukraine” [1], recreational activities are defined as those that create conditions for general wellness and educational recreation, contributing to the restoration of mental, spiritual, and physical strength. Therefore, the recreational sector's development can become an effective tool for rehabilitating and adapting war-affected individuals. The organization of specialized recreational programs, the creation of appropriate infrastructure, the implementation of nature-based therapeutic activities, and the development of sports, creative, and educational initiatives – all of these contribute to helping those who have endured great hardship regain inner balance, return to a whole life, and adapt to a peaceful environment.

Governmental and local authorities are expected to play a vital role in this process. They should develop and implement support programs, facilitate the financing of recreational initiatives, and ensure the accessibility of such services for all who need them. Integrating recreational activities into the system of social rehabilitation will become a key step toward the recovery of Ukrainian society in the aftermath of the war.

This study involved a thorough analysis, synthesis, and review of scientific and methodological literature, legislative and regulatory acts, and theoretical foundations relevant to the topic. Particular attention was paid to examining legislative and regulatory documents, notably the Law of Ukraine “On Rehabilitation in the Field of Health Care” [2], the most recent version of which came into force on January 1, 2025. This law defines the legal, organizational, and economic foundations of rehabilitating persons with limitations in daily functioning. Another significant regulatory act is the Resolution “On Approval of the Concept for the Development of the Public Health System” [3], which aims to shape a healthy nation as one of the key values and prerequisites for the country's socio-economic development. The document outlines optimal conditions for realizing each person's potential throughout life and is based on European quality of life and well-being standards. Preserving health and ensuring a decent standard of living are among the primary goals of the global community, enshrined in

European policy strategies, recommendations of the World Health Organization, the Council of Europe, and the European Union.

The issues of managing the rehabilitation system for military personnel in Ukraine are widely covered in the works of national scholars, including I. Babova and V. Rozhkov [4], V. Voloshyna [5], O. Kohut and S. Vyshnichenko [6], Y. Radysh and O. Sokolova [7], and others. Of particular interest are the studies of N. Fomenko [8], who has extensively analyzed the primary forms of organizing sanatorium-resort services to improve population health and restore physical, emotional, and mental well-being. In addition, the research of I. Fediai [9] identified three main groups of societal functions of recreational activities. Each of these groups encompasses certain aspects of human activity; however, clear boundaries between them are absent, as social needs are interconnected and interdependent.

Numerous foreign studies (A. Borecka, M. Szczypek, A. Pabin, K. Kowalczyk, E. Maculewicz [10], L. Jiménez Martínez, G. Sebares Valle [11], F. Komossa, E. H. van der Zanden, C. J. E. Schulp, P. H. Verburg [12], J. P. Schägner, J. Maes, L. Brander, M.-L. Paracchini, V. Hartje, G. Dubois [13], F. A. Taye, J. Abildtrup, M. Mayer, M. Ščasný, N. Strange, T. Lundhede [14]) examine the experiences of countries affected by military conflicts and their approaches to restoring the recreational and tourism sectors. These studies emphasize the importance of governmental support in restoring and developing recreational services in Ukraine under conditions of war and during the post-war recovery period.

Task Statement. This article aims to analyze the specific features of managing recreational services in Ukraine under martial law, to determine the role of public policy in ensuring the comprehensive rehabilitation of individuals affected by the war through the development of recreational services that promote their physical, psychological, and social recovery, adaptation, and integration into society, and to explore the potential for adapting European experience to form practical management approaches.

Results. Upon returning, military personnel face recovery, rehabilitation, physical and mental well-being restoration, health improvement, and adaptation to a peaceful life. This process can be complicated, as there are numerous barriers to finding suitable places that can provide the appropriate conditions for the rehabilitation of veterans. The state must assume a leading role in the rehabilitation and adaptation process. For the state, each military service member is, first and foremost, a hero who defended its independence and sovereignty, and only then a unit of human capital. Accordingly, the development of recreational activities should become one of the main directions of national policy. Recreational activity can serve as a platform for forming a foundation to restore the psycho-emotional, spiritual, and physical strength of those who have directly experienced war and as a means to accelerate and simplify their recovery and reintegration into peaceful life.

Individuals who have experienced war-related and forced changes in their lives can be conditionally divided into the following groups:

- military personnel (veterans);
- former prisoners of war;
- individuals who have undergone forced displacement;
- individuals who found themselves in combat zones or survived bombings;
- individuals who have lived for an extended period in regions close to active hostilities and frequent bombings;
- individuals who do not fall into the above groups but have developed psychological issues exacerbated by the war.

A separate protocol for rehabilitation and integration based on recreational activities must be developed for each group. For this article, the authors collectively refer to these four categories as “*individuals affected by the war and its consequences.*”

This creates a need for the classification of the functions of recreation. In recreational activity, three broad groups of societal functions are typically distinguished [9; 15]:

1. The medical-biological function involves sanatorium-resort treatment and wellness services to restore physical and spiritual strength and improve a person's overall health.

2. The socio-cultural function focuses on satisfying cultural and spiritual needs, particularly the human drive for knowledge, self-awareness, and the search for meaning.

3. The economic function is related to the maintenance and restoration of labor resources. Recreation helps preserve and enhance individuals' working capacity, contributing to increased labor productivity, reduced illness rates, and extended active employment periods. This, in turn, leads to optimizing working time usage and strengthening a society's economic potential.

Thus, each function represents an essential phase in forming a rehabilitation and social adaptation plan for individuals affected by war and its consequences. For instance, the medical-biological function represents the stage at which war participants and victims should undergo medical rehabilitation.

Medical rehabilitation is a system of therapeutic measures aimed at restoring functions impaired or lost due to illness or injury and activating the body's compensatory capacities to create optimal conditions for returning to normal life activities and work (including military service) [16]. The authors believe that everyone who has been exposed to war, in any capacity, should undergo this phase, since many psychological problems may remain hidden and could become future triggers.

Psychological rehabilitation must begin not in a formal office setting, but in a casual conversational form and a familiar, wellness-oriented environment for the individual. This approach would help build trust and prepare the ground for more in-depth psychological therapy. Doctor of Medical Sciences, Professor K. Babov [17] and his team developed the key principles that medical rehabilitation should be based on:

- early initiation of therapeutic and rehabilitation interventions (as soon as the patient's somatic condition and level of consciousness allow);
- comprehensiveness in the use of all available and necessary rehabilitation tools (the integration of medical, physical, and psychological components allows for impact at all levels – physiological (body), psychophysiological (individual), and psychological (personality));
- individualization of the rehabilitation program;
- phased progression of the rehabilitation process.
- continuity and consistency across all stages of rehabilitation;
- social orientation;
- use methods for monitoring the adequacy of workload and the effectiveness of rehabilitation.

The importance of undergoing this stage is underscored by statistics from the Military Prosecutor's Office of Ukraine: in 2016, 63 cases of suicide among military personnel were recorded. In the first two months of 2018, this figure reached 16 cases, and by April of the same year, the number had climbed to at least 554 suicides. Thus, 2018 marked the peak in suicide rates among military personnel [18; 19; 20; 21]. For comparison, the global statistics indicate that the suicide rate among NATO military personnel during the Iraq war was 0.026%, while during the Soviet war in Afghanistan it reached 0.29%. This rate is estimated at 0.007% per 100,000 service members in Ukraine, which aligns with global norms [22]. At the same time, according to Anatolii Matios, an average of two to three military suicides occurred every week during 2017. However, it is tough to determine the actual number of suicides among veterans, especially after demobilization [23]. These statistics precede the full-scale invasion. Unfortunately, no publicly available data reflects the current state of affairs. Nevertheless, we may assume that the suicide rate is rising due to more intense

combat, the prolonged duration of the war, and harsher battlefield conditions – all of which contribute to increasing psychological pressure and the exacerbation of mental and physical disorders.

Therefore, there is a pressing need to develop a unified registry of individuals affected by war, categorized into the aforementioned groups, prioritizing the first and second groups for rehabilitation. Each group should have a tailored rehabilitation plan with specific protocols and resort facilities equipped for the required therapeutic interventions.

This database must include an electronic medical record for each individual, which can then be used to select the appropriate preventive and rehabilitation institution.

To reduce the burden on rehabilitation facilities, the authors propose grouping individuals affected by war according to two key criteria:

- health status (Critical condition – immediate transfer from inpatient care to sanatorium-based rehabilitation. Moderate condition – requires sanatorium treatment with a possible interval of 1 to 3 months between inpatient and sanatorium stages. Mild condition – requires annual sanatorium treatment for ongoing medical evaluations);

- type of medical services required.

Such classification would greatly facilitate the distribution of individuals needing long-term rehabilitation.

It is also essential to reform the approach to organizing sanatorium-resort institutions. Currently, the entities involved in providing sanatorium-based rehabilitation services to military personnel include: governmental bodies responsible for organizing and funding such services, particularly the Ministries of Health, Social Policy, Veterans Affairs, and Defense; providers of medical services, such as sanatoriums and rehabilitation centers of various ownership types and jurisdictions, including private institutions; agencies responsible for training rehabilitation professionals, notably the Ministry of Education and Science and the Ministry of Health [16]. This multitude of institutions creates a disorganized management structure and opens opportunities for corruption. The authors recommend the creation of a centralized database of sanatorium-resort institutions in Ukraine and abroad. Upon signing agreements with the Ministry of Health, foreign institutions would be included in providing services to individuals affected by war. To achieve this, it is necessary to:

1. Create a database listing the legal name, address, types of rehabilitation offered, and the number of available and occupied places for each facility.
2. Sign service agreements covering all financial aspects.
3. Grant access to this database to all inpatient medical institutions.
4. Integrate this system with patients' electronic medical records to simplify communication between doctors and rehabilitation specialists.

It should be emphasized that establishing effective data management systems and their integration into medical and sanatorium processes will ensure proper rehabilitation and wellness services for individuals affected by war. This will significantly contribute to restoring their physical and emotional well-being.

At the second stage of recreational activity, the socio-cultural function is implemented. After the phase focused on physical recovery and partially on psycho-emotional well-being, the emphasis shifts to fulfilling a person's cultural and spiritual needs. This is when individuals affected by war begin to reassess their place in society, establish new social connections, adapt to civilian life, and search for new meaning, as their core values have often been reevaluated during wartime.

According to the authors, this stage is particularly vulnerable and frequently neglected by those affected by war. Many perceive they can handle the rest independently after physical rehabilitation. Unfortunately, it is during the return to everyday life that post-traumatic stress disorder (PTSD) often manifests, triggered by external stressors. These triggers may include

misunderstandings with family members or neighbors, employment difficulties, lack of psychological support, or social isolation.

At this stage, local and national authorities play a crucial role. They must ensure favorable conditions for organizations working to develop recreational spaces and simultaneously encourage and motivate individuals affected by war to engage with these spaces. A recreational space is a territory where leisure and recovery are organized by recreational organizations or based on existing leisure infrastructure adapted to deliver recreational services.

Such areas enable joint recreation and recovery for individuals affected by war and their families, within a relaxed atmosphere supported by specialists from recreational organizations. When properly organized, such leisure time can effectively satisfy fundamental human needs: physical activity, health improvement, emotional balance, and enjoyment through active rest.

The primary goal of this recreational process is to fulfill social needs, which, when supported by recreational professionals, help restore self-esteem and social recognition among war-affected individuals and their families. This, in turn, fosters self-realization, which becomes a key factor in successful social reintegration and significantly reduces the negative consequences of war.

Meeting these fundamental needs supports physical and psychological recovery, returning to a fulfilling life, social integration, and restoring a sense of personal value and prospects.

The core concept guiding recreational organizations working with war-affected individuals should be A. Maslow's theory is a holistic human-centered approach that views the satisfaction of needs as a key factor in healing and development. This theory posits that the basic physiological and safety needs must first be fulfilled, forming the foundation for further recovery [24; 25]. The next stage involves supporting social connections, facilitating social integration, and creating a sense of belonging. Eventually, ensuring respect and recognition contributes to restoring self-confidence, which becomes the basis for self-actualization and adaptation to a peaceful life.

Implementing this approach will improve the physical and psychological condition of individuals affected by war, promote their socialization, foster new life prospects, and encourage active participation in public life. This viewpoint is reinforced by the work of Ivan Vernadskyi, who was referred to as the "founder of the theory of needs." "In political economy," he wrote, "there is perhaps no subject whose explanation is as important as that of human needs" [26].

The final stage of recreational activity aims to support and restore the labor force. At the same time, the economic function, which becomes central at this stage, is also evident in the previous levels of recreational activity. Health resorts and recreational institutions play a significant role in economic development, as they provide essential services to the population and engage businesses across various industries that pay taxes and contribute to the country's GDP.

Recreational activities help preserve and enhance the working capacity of the population, directly impacting labor productivity, reducing morbidity rates, and extending the period of active employment. Research by M. Tuhon-Baranovskyi confirms that increases in wages and profits are directly linked to labor productivity, which largely depends on restoring the psycho-emotional and physical state of the workforce [26]. Thus, ensuring quality rest and recreational opportunities promotes rational use of working time, ultimately strengthening society's economic potential.

From the perspective of state policy, investment in the recreational sector is strategically important, as it contributes to national health preservation, an increase in well-being, and the

social protection of citizens. As a subsystem of the economy, the recreational sphere performs production, distribution, and consumption of recreational services necessary to restore the population's mental, physical, and intellectual resources.

According to research by I. Vernadskyi, labor is the source of wealth, and one of the key efficiency factors in every sector is spiritual (intangible) capital. This underlines the importance of the individual as the primary creator of this capital and the necessity of satisfying their need for rest and recovery [26].

Thus, the economic function of recreation plays a key role in creating conditions for healing, treatment, active leisure, and rest – all of which are essential for physical and psycho-emotional recovery. This is particularly crucial for those who have experienced war, as access to recreational resources helps them return to their whole lives, contributing to their social and economic reintegration.

The socio-cultural function of the recreational sector remains one of its priority areas, as it not only improves citizens' well-being but also serves as a foundation for sustainable economic growth.

In EU countries, recreational services play an essential role in the rehabilitation of individuals affected by war. For instance, specialized veteran centers in Germany utilize recreational therapy, including sports activities such as therapeutic swimming and alpine skiing, to restore physical health and improve emotional well-being. In Austria, following the Yugoslav Wars, programs for refugees included yoga, art therapy, and group mountain walks, supporting not only physical recovery but also psychosocial adaptation. In France, specialized rehabilitation resorts offer programs that combine medical assistance with recreational activities such as equestrian tourism and ecological walks for veterans and victims of conflict. In Sweden, rehabilitation programs for those who have experienced crises include the use of natural resources, such as rural tourism and outdoor activities, which involve both physical and psychotherapeutic methods to support participants' mental health.

These examples demonstrate how recreational services can become a crucial element of post-war recovery and social reintegration for individuals who have lived through crises.

In many European countries, recreational services are actively utilized to improve the population's physical and psychological well-being and stimulate socio-cultural processes and regional economic development. For instance, in Switzerland, recreational resources such as resorts, ski bases, and lakes have a substantial financial impact on local communities. These facilities provide employment opportunities and hubs for cultural events, including festivals, music concerts, and sporting competitions. Such events create social platforms for interaction, strengthening social bonds among different population groups. These initiatives are actively supported by both public and private investments, contributing to developing local economies and attracting tourism.

In the Netherlands, recreational activity also carries significant socio-cultural importance. The concept of "global cultural tourism" is actively developed, where recreational zones host cultural events, museums, exhibitions, and workshops. These initiatives promote the development of local culture and the preservation of traditions, while generating economic benefits for local communities. From catering and accommodation, tourism services increase business revenues and job creation.

In the United Kingdom, the role of recreational services goes beyond physical recovery. Tourism and cultural events in recreational areas are essential for attracting investment and stimulating local economic growth. The government actively supports infrastructure development and implements programs to attract tourists to cultural and historical sites, nature reserves, and national parks.

This EU experience illustrates how recreational services can improve the quality of life and the sustainable development of regions, creating new opportunities for cultural integration and economic prosperity.

This study analyzed the implementation of the key functions of military personnel rehabilitation and reintegration in Ukraine, focusing on medical-biological, socio-cultural, and economic dimensions. It was found that the national recovery system requires further enhancement, particularly in terms of a comprehensive approach, personalized support, and inter-agency coordination.

Special attention should be paid to recreation as a tool for full recovery, which has not yet been sufficiently developed in Ukraine as a distinct component of state policy. Therefore, Table 1 presents a comparative analysis of the implementation approaches for the mentioned functions in European Union countries to expand the research context. This allows for an outline of key differences between national models and helps to identify potential directions for adapting positive international practices to the Ukrainian context.

Table 1

Implementation of Rehabilitation and Reintegration Functions for Servicemembers in Ukraine and the EU

Function	Goal	Implementation measures in		Comparison of implementation measures between Ukraine and the EU	
		Ukraine	EU	Common	Differences
Medical-Biological	Recovery of veterans' physical and mental health, health resort treatment, rehabilitation	<ul style="list-style-type: none"> – expansion of rehabilitation centers – access to health resorts – individual treatment programs – integration into eHealth 	<ul style="list-style-type: none"> – standardized treatment protocols – integrated medical services for veterans – extensive use of telemedicine – cooperation with NGOs 	Comprehensive approach to physical and psychological rehabilitation	Ukraine needs to strengthen infrastructure. The EU has a higher level of technological support and established programs.
Socio-Cultural	Meeting spiritual and cultural needs, social integration, finding life meaning	<ul style="list-style-type: none"> – art therapy, book clubs – cooperation with museums and theaters – educational programs – cultural rehabilitation hubs 	<ul style="list-style-type: none"> – community projects – cultural events supported by the EU – courses in history and philosophy – intercultural training 	Use of culture as a tool for adaptation	In Ukraine – more informal initiatives. In the EU – systematic funding and support.

Continuation of the Table 1

Economic	Restoration and support of labor potential, employment, and retraining	<ul style="list-style-type: none"> – retraining programs – business grants (“eRobota” initiative) – employment quotas – career training 	<ul style="list-style-type: none"> – support through EU funds – tax incentives for employers – mentoring and startup funding – personalized professional development plans 	Professional adaptation, economic independence	<p>In Ukraine – short-term support through state programs.</p> <p>In the EU – long-term career planning.</p>
----------	--	---	--	--	--

Source: Systematized based on [27; 28; 29; 30; 31; 32]

In conclusion, for the effective implementation of all three functions – medical-biological, socio-cultural, and economic – Ukraine should incorporate European experience through the following measures:

- Establishing sustainable inter-agency platforms for coordinated action;
- Developing a network of psychological and recreational rehabilitation centers;
- Creating institutional support for socio-cultural initiatives;
- Adapting vocational retraining programs to the actual labor market needs.

Thus, the rehabilitation and reintegration of individuals affected by war are critical processes that facilitate their return to civilian life and ensure their physical, psychological, and social well-being.

Conclusion. According to the Law of Ukraine “On Rehabilitation in the Field of Health Care,” [2] the foundation of effective rehabilitation is a multidisciplinary approach that combines medical, physical, and psychological interventions. Accordingly, the measures described above aim to support individuals affected by the consequences of war and involve a comprehensive set of actions targeting their social, psychological, and medical rehabilitation, which also implies the economic dimension of the recovery process.

Taking into account the above analysis and based on the experience of EU countries, national and local authorities in Ukraine may implement the following specific measures to support the recovery of individuals affected by war:

1. Development of Recreational Infrastructure:

- analysis and classification of sanatorium-resort facilities and rehabilitation centers of all ownership types;
- restoration and modernization of state-owned sanatoriums and rehabilitation centers;
- creation of a comprehensive database of all sanatorium-resort and rehabilitation facilities;
- establishment of special recreational and wellness areas for veterans, internally displaced persons (IDPs), and families of fallen soldiers;
- construction of adaptive sports and rehabilitation facilities for people with disabilities;
- promotion and support of private sector development in the field of recreation;
- creation of safe recreational spaces in urban and rural areas (parks, sports grounds, art spaces);

- implementation of mobile recreational programs for residents of de-occupied territories;

- encouragement of healthy and rational use of leisure time to promote physical and emotional recovery;

- development of programs aimed at fostering an educated, culturally enriched, and socially responsible society through active engagement in recreational activities.

2. Financial Support and Accessibility of Recreational Services:

- allocation of state and local grants for rehabilitation programs based on recreation;

- provision of free or subsidized vouchers for sanatorium treatment, psychological, and physical rehabilitation activities;

- simplification of access to financial aid for veterans, IDPs, and their families for rest and recovery;

- tax incentives for businesses investing in rehabilitation projects;

- partnerships with international organizations to attract additional resources;

- support and stimulation of private initiatives in the recreational sector to enhance budget revenues and create new jobs;

- development of favorable conditions for the expansion of recreational services that not only improve public health but also serve as a stable source of income for the sector and increase labor productivity.

3. Rehabilitation Programs and Mental Health Support:

- organization of specialized recovery programs based on active recreation (e.g., equine therapy, ecotourism, art therapy, hydrotherapy, group psychological training);

- involvement of psychologists, social workers, and rehabilitation specialists in psycho-emotional recovery initiatives;

- provision of individual and group counseling for those affected by trauma and post-traumatic stress disorders (PTSD).

4. Social Adaptation and Cultural-Educational Initiatives:

- organization of training courses and workshops for peaceful life adaptation, retraining, and acquiring new professions;

- support of veteran centers engaged in social reintegration and employment assistance;

- conducting cultural events, sports festivals, and excursions to foster the societal integration of those affected.

5. Cooperation with Civil Society and Volunteers:

- support of NGO initiatives involved in psychological and physical rehabilitation through recreation;

- involvement of volunteer organizations in creating recovery and leisure programs for war-affected individuals;

- co-financing and joint implementation of projects with international partners experienced in veteran rehabilitation.

6. Legislative Initiatives and State Programs:

- development of a national program of rehabilitation through recreation with clearly defined funding and implementation mechanisms;

- adoption of legal acts ensuring accessibility of recreational services for persons affected by war;

- implement a monitoring and evaluation system for the effectiveness of such programs to adjust them according to population needs.

These measures will contribute to the physical and psychological recovery of individuals and their social integration, improved quality of life, and reintegration into society after traumatic experiences. Thus, based on the research, only a comprehensive,

interdisciplinary, and human-centered approach verified by EU practice will allow Ukraine to build an effective model for reintegrating its defenders into peaceful life.

Prospects for further research lie in a more in-depth analysis of tools for adapting European practices to Ukrainian realities and in the development of concrete governance models for managing the recreational sector in the context of prolonged crises and post-war transformation.

1. Про затвердження Положення про рекреаційну діяльність у межах територій та об'єктів природно-заповідного фонду України: Наказ Міністерства захисту довкілля та природних ресурсів України № 256 від 26.07.2022. URL: <https://zakon.rada.gov.ua/laws/show/z1043-22> (дата звернення: 10.04.2025).
2. Про реабілітацію у сфері охорони здоров'я: Закон України № 1053-IX від 3 грудня 2020 року. URL: <https://zakon.rada.gov.ua/laws/show/1053-20> (дата звернення: 10.04.2025).
3. Про схвалення Концепції розвитку системи громадського здоров'я: Розпорядження Кабінету Міністрів України № 1002-р. від 30 листопада 2016 р. URL: <https://zakon.rada.gov.ua/laws/show/1002-2016-p> (дата звернення: 10.04.2025).
4. Бабова І.К., Рожков В.С. Санаторно-курортна реабілітація військовослужбовців в Україні: публічно-управлінський аспект. *Публічне управління і адміністрування в Україні*. 2020. Вип. 19. С. 21-26. URL: <https://doi.org/10.32843/pma2663-5240-2020.19.4>.
5. Волошина В.В. Сутність поняття психологічної реабілітації військовослужбовців. *Науковий вісник Ужгородського національного університету. Серія: Психологія*. 2024. Вип. 2. С. 7-11. URL: <https://doi.org/10.32782/psy-visnyk/2024.2.1>.
6. Корут О.О., Вишніченко С.І. Результати апробації програми реабілітації військовослужбовців. *Науковий вісник Ужгородського національного університету. Серія: Психологія*. 2023. Вип. 3. С. 109-115. URL: <https://doi.org/10.32782/psy-visnyk/2023.3.22>.
7. Радиш Я., Соколова О. Медична реабілітація українських військовослужбовців, що постраждали в результаті бойових дій (до проблеми державного регулювання системи санаторно-курортного забезпечення військовослужбовців Збройних сил України). *Інвестиції: практика та досвід*. 2014. № 24. С. 152-155.
8. Фоменко Н. Організація рекреаційних послуг в санаторно-курортних установах. *Наукові записки Тернопільського національного педагогічного університету ім. Володимира Гнатюка. Сер. Географія*. 2009. Вип. 1 (25). С. 114-118.
9. Федяй І.О. Функції рекреаційної діяльності людини. *Фізична реабілітація та рекреаційно-оздоровчі технології*. 2017. № 2. С. 98-104.
10. Borecka A., Szczypek M., Pabin A., Kowalczyk K., Maculewicz E. Impact of tick-borne pathogens on the health risk of soldiers. *Annals of Agricultural and Environmental Medicine*. 2023. Vol. 30(2). Pp. 211-216. URL: <https://doi.org/10.26444/aaem/159702>.
11. Jiménez Martínez L., Sebares Valle G. Historical reenactment of the Spanish Civil War and university training. *Ebre*. 2023. Vol. 13(13). Pp. 227-238. URL: <https://doi.org/10.1344/ebre38.2023.13.44921>.
12. Komossa F., van der Zanden E.H., Schulp C.J.E., Verburg P.H. Mapping landscape potential for outdoor recreation using different archetypical recreation user groups in the European Union. *Ecological Indicators*. 2018. Vol. 85. Pp. 105-116. URL: <https://doi.org/10.1016/j.ecolind.2017.10.015>.
13. Schägner J.P., Maes J., Brander L., Paracchini M.-L., Hartje V., Dubois G. Monitoring recreation across European nature areas: A geo-database of visitor counts, a review of literature and a call for a visitor counting reporting standard. *Journal of Outdoor Recreation and Tourism*. 2017. Vol. 18. Pp. 44-55. URL: <https://doi.org/10.1016/j.jort.2017.02.004>.
14. Taye F.A., Abildtrup J., Mayer M., Ščasný M., Strange N., Lundhede T. Childhood experience in forest recreation practices: Evidence from nine European countries. *Urban Forestry and Urban Greening*. 2019. Vol. 46. URL: <https://doi.org/10.1016/j.ufug.2019.126471>.
15. Котенко Т.М. Рекреаційна сфера: сутність та роль у процесах відтворення й використання людського потенціалу України. *Формування ринкової економіки : зб. наук. пр.* 2007. Т. 1, ч. І. С. 414-425.
16. Реабілітація військовослужбовців в умовах санаторно-курортних та реабілітаційних закладів: монографія / за заг. ред. Бабова К.Д. Одеса: "Поліграф", 2023. 80 с.
17. Реабілітація військовослужбовців з травмами опорно-рухового апарату та черепно-мозковою травмою в умовах санаторно-курортних і реабілітаційних закладів: методичний посібник / за заг. ред. Заболотної І.Б., Бабової І.К. Одеса: КП ОМД, 2022. 57 с.
18. Корж А. Матіос озвучив офіційну статистику самогубств серед військовослужбовців в АТО. *Дзеркало тижня*, 25 квітня 2018. URL: https://zn.ua/ukr/UKRAINE/matios-ozvuchiv-oficiynu-statistiku-samogubstv-sered-viyskovosluzhbovciv-v-ato-276278_.html (дата звернення: 10.04.2025).

19. Жиренко Х. Епідемія суїцидів серед бійців АТО: як не допустити появу нових жертв. *Главком*, 26 лютого 2018. URL: <https://glavcom.ua/columns/bogomolec/epidemiya-sujicidiv-sered-biyciv-ato-yak-ne-dopustiti-rojavu-novih-zhertv-476524.html> (дата звернення: 2.04.2025).
20. Магазова А. Суїциди серед військових та ветеранів АТО: що відомо? *DW*, 27 квітня 2018. URL: <https://www.dw.com/uk/суїциди-серед-військових-та-ветеранів-ато-що-відомо/a-43548220> (дата звернення: 2.04.2025).
21. Понад тисячу учасників бойових дій на Донбасі наклали на себе руки – Третяков. *Радіо Свобода*, 24 квітня 2018. URL: <https://www.radiosvoboda.org/a/news/29189517.html> (дата звернення: 2.04.2025).
22. Костюк Б. “Тільки живи”: як врятувати ветерана від суїциду. *Радіо Свобода*, 4 липня 2019. URL: <https://www.radiosvoboda.org/a/30036757.html> (дата звернення: 2.04.2025).
23. Генштаб засекретив дані про самогубства в армії та звинуватив Матіоса в брехні. *TCH.ua*, 23 лютого 2018. URL: <https://tsn.ua/ukrayina/genshtab-zasekretiv-dani-pro-samogubstva-v-armiyi-ta-zvinuvativ-matiosa-v-brekhni-1114665.html> (дата звернення: 5.04.2025).
24. Матвеев В.О. Філософські основи концепції самоактуалізації особистості А. Маслоу – засновника гуманістичної психології. *Вісник Харківського національного університету імені В.Н. Каразіна*. 2013. № 1057. С. 63-66.
25. Пінська О.Л. Психологічні аспекти самореалізації особистості. *Вісник університету імені Альфреда Нобеля. Серія “педагогіка і психологія”. Педагогічні науки*. 2022. № 2 (24). С. 107-113. URL: <https://doi.org/10.32342/2522-4115-2022-2-24-11>.
26. Злупко С.М. Михайло Туган-Барановський (український економіст світової слави). Львів: Каменяр, 1993. 192 с.
27. Karolaakso T., Mikkonen K., Pakkanen T., Simola P., Peltonen K. Returning home from a full-scale armed conflict: A rapid review of short post-deployment psychological practices. *Military Psychology*. 2025. URL: <https://doi.org/10.1080/08995605.2025.2469329>.
28. Prokharava V. The strength to move on: support to war veterans and families of fallen soldiers in Ukraine. *EU Neighbours East*, 9 вересня 2024. URL: <https://euneighbourseast.eu/news/stories/the-strength-to-move-on-support-to-war-veterans-and-families-of-fallen-soldiers-in-ukraine> (дата звернення: 12.04.2025).
29. Seeking solutions to support the reintegration of veterans in Ukraine. *UNDP*, 9 грудня 2022. URL: <https://www.undp.org/ukraine/news/seeking-solutions-support-reintegration-veterans-ukraine> (дата звернення: 12.04.2025).
30. EU, IOM Support Veterans’ Reintegration in Ukraine. *IOM*, 12 липня 2019. URL: <https://www.iom.int/news/eu-iom-support-veterans-reintegration-ukraine> (дата звернення: 4.04.2025).
31. Ukraine’s Critical Journey: Effective Veteran Reintegration. *FBA*, 2023. URL: <https://fba.se/en/newspress/News/2023/ukraines-critical-journey-effective-veteran-reintegration> (дата звернення: 12.04.2025).
32. The Unseen Battle: Mental Health Challenges for Military Personnel. *EUROMIL*, 2024. URL: <https://euromil.org/the-unseen-battle-mental-health-challenges-for-military-personnel> (дата звернення: 12.04.2025).

References

1. Ukraine, The Verkhovna Rada of Ukraine. On approval of the Regulation on recreational activities within the territories and objects of the nature reserve fund of Ukraine. Order of the Ministry of Environmental Protection and Natural Resources of Ukraine, No. 256, 26 July 2022, zakon.rada.gov.ua/laws/show/z1043-22. Accessed 10 Apr. 2025.
2. Ukraine, The Verkhovna Rada of Ukraine. On rehabilitation in the field of health care. The Law of Ukraine, No. 1053-IX, 3 Dec. 2020, <https://zakon.rada.gov.ua/laws/show/1053-20>. Accessed 10 Apr. 2025.
3. Ukraine, The Verkhovna Rada of Ukraine. On approval of the Concept for the development of the public health system. Order of the Cabinet of Ministers of Ukraine, No. 1002-r., 30 Nov. 2016, zakon.rada.gov.ua/laws/show/1002-2016-p. Accessed 10 Apr. 2025.
4. Babova, I.K., and V.S.Rozhkov. “Sanatorium and resort rehabilitation of military personnel in Ukraine: public management aspect.” *Public management and administration in Ukraine*, no. 19, 2020, pp. 21-26. <https://doi.org/10.32843/pma2663-5240-2020.19.4>.
5. Voloshyna, V.V. “The essence of the concept of psychological rehabilitation of military personnel.” *Scientific Bulletin of Uzhgorod National University. Series: Psychology*, no. 2, 2024, pp. 7-11. <https://doi.org/10.32782/psy-visnyk/2024.2.1>.
6. Kohut, O.O., and S.I.Vyshnichenko. “Results of testing the rehabilitation program for military personnel.” *Scientific Bulletin of Uzhhorod National University. Series: Psychology*, no. 3, 2023, pp. 109-115. <https://doi.org/10.32782/psy-visnyk/2023.3.22>.
7. Radysh, Ya., and O.Sokolova. “Medical rehabilitation of Ukrainian military personnel injured as a result of hostilities (on the problem of state regulation of the system of sanatorium and resort support for military

- personnel of the Armed Forces of Ukraine).” *Investments: practice and experience*, no. 24, 2014, pp. 152-155.
8. Fomenko, N. “Organization of recreational services in sanatorium and resort institutions.” *Scientific notes of the Ternopil National Pedagogical University named after Volodymyr Hnatyuk. Series. Geography*, vol. 1, no. 25, 2009, pp. 114-118.
9. Fediai, I.O. “Functions of human recreational activity.” *Physical rehabilitation and recreational and health technologies*, no. 2, 2017, pp. 98-104.
10. Borecka, A., Szczypek, M., Pabin, A., Kowalczyk, K., and E.Maculewicz. “Impact of tick-borne pathogens on the health risk of soldiers.” *Annals of Agricultural and Environmental Medicine*, vol. 30, no. 2, 2023, pp. 211-216. <https://doi.org/10.26444/aaem/159702>.
11. Jiménez, Martínez L., and Valle G. Sebares. “Historical reenactment of the Spanish Civil War and university training.” *Ebre*, vol. 13, no. 13, 2023, pp. 227-238. <https://doi.org/10.1344/ebre38.2023.13.44921>.
12. Komossa, F., van der Zanden, E. H., Schulp, C. J. E., and P. H. Verburg. “Mapping landscape potential for outdoor recreation using different archetypical recreation user groups in the European Union.” *Ecological Indicators*, no. 85, 2018, pp. 105-116. <https://doi.org/10.1016/j.ecolind.2017.10.015>.
13. Schägner, J. P., Maes, J., Brander, L., Paracchini, M.-L., Hartje, V., and G. Dubois. “Monitoring recreation across European nature areas: A geo-database of visitor counts, a review of literature and a call for a visitor counting reporting standard.” *Journal of Outdoor Recreation and Tourism*, no. 18, 2017, pp. 44-55. <https://doi.org/10.1016/j.jort.2017.02.004>.
14. Taye, F. A., Abildtrup, J., Mayer, M., Ščasný, M., Strange, N., and T.Lundhede. “Childhood experience in forest recreation practices: Evidence from nine European countries.” *Urban Forestry and Urban Greening*, no. 46, 2019. <https://doi.org/10.1016/j.ufug.2019.126471>.
15. Kotenko, T.M. “Recreational sphere: essence and role in the processes of reproduction and use of human potential in Ukraine.” *Formation of market economy: collection of scientific works*, vol. 1, no. 1, 2007, pp. 414-425.
16. Babova, K.D., editor. *Rehabilitation of military personnel in the conditions of sanatoriums and rehabilitation institutions*. Odesa: “Polihraf”, 2023.
17. Zabolotnoi, I.B., and Babovoi, I.K., editors. *Rehabilitation of military personnel with musculoskeletal injuries and craniocerebral trauma in the conditions of sanatoriums and rehabilitation institutions*. Odesa: KP OMD, 2022.
18. Korzh, A. “Matios voiced the official statistics of suicides among military personnel in the ATO.” *Mirror of the week*, 25 April 2018, https://zn.ua/ukr/UKRAINE/matios-ozvuchiv-oficiynu-statistiku-samogubstv-sered-vyskovosluzhbovciv-v-ato-276278_.html. Accessed 10 Apr. 2025.
19. Zhyrenko, Kh. “Epidemic of suicides among ATO soldiers: how to prevent the appearance of new victims.” *Glavcom*, 26 Feb. 2018, glavcom.ua/columns/bogomolec/epidemiya-sujicidiv-sered-biyciv-ato-yak-ne-dopustiti-poyavu-novih-zhertv-476524.html. Accessed 2 Apr. 2025.
20. Mahazova, A. “Suicides among military personnel and ATO veterans: what is known?” *DW*, 27 April 2018, www.dw.com/uk/suicides-among-military-and-veteran-that-is-known/a-43548220. Accessed 2 Apr. 2025.
21. “Over a thousand participants in the fighting in Donbas committed suicide – Tretyakov.” *Radio Liberty*, 24 April 2018, <https://www.radiosvoboda.org/a/news/29189517.html>. Accessed 2 Apr. 2025.
22. Kostyuk, B. “Just live”: how to save a veteran from suicide.” *Radio Liberty*, 4 July 2019, www.radiosvoboda.org/a/30036757.html. Accessed 2 Apr. 2025.
23. “The General Staff classified data on suicides in the army and accused Matios of lying.” *TSN*, 23 Febr. 2018, tsn.ua/ukrayina/genshtab-zasekretiv-dani-pro-samogubstva-v-armiyi-ta-zvinuvativ-matiosa-v-brejni-1114665.html. Accessed 5 Apr. 2025.
24. Matvieiev, V.O. “Philosophical foundations of the concept of self-actualization of the personality A. Maslow – the founder of humanistic psychology.” *Bulletin of the V.N. Karazin Kharkiv National University*, no. 1057, 2013, pp. 63-66.
25. Pinska, O.L. “Psychological aspects of self-realization of the individual.” *Bulletin of the Alfred Nobel University. Series “pedagogy and psychology”*. *Pedagogical sciences*, vol. 2, no. 24, 2022, pp. 107-113. <https://doi.org/10.32342/2522-4115-2022-2-24-11>.
26. Zlupko, S.M. *Mykhailo Tugan-Baranovsky (Ukrainian economist of world fame)*. Lviv: Kamenyar, 1993.
27. Karolaakso, T., Mikkonen, K., Pakkanen, T., Simola, P., and K. Peltonen. “Returning home from a full-scale armed conflict: A rapid review of short post-deployment psychological practices.” *Military Psychology*, 2025. <https://doi.org/10.1080/08995605.2025.2469329>.
28. Prokharava, V. “The strength to move on: support to war veterans and families of fallen soldiers in Ukraine.” *EU Neighbours East*, 9 September 2024, euneighbourseast.eu/news/stories/the-strength-to-move-on-support-to-war-veterans-and-families-of-fallen-soldiers-in-ukraine. Accessed 12 Apr. 2025.

29. "Seeking solutions to support the reintegration of veterans in Ukraine." *UNDP*, 9 December 2022, www.undp.org/ukraine/news/seeking-solutions-support-reintegration-veterans-ukraine. Accessed 12 Apr. 2025.
30. "EU, IOM Support Veterans' Reintegration in Ukraine." *IOM*, 12 July 2019, www.iom.int/news/eu-iom-support-veterans-reintegration-ukraine. Accessed 4 Apr. 2025.
31. "Ukraine's Critical Journey: Effective Veteran Reintegration." *FBA*, 2023, fba.se/en/newspress/News/2023/ukraines-critical-journey-effective-veteran-reintegration. Accessed 12 Apr. 2025.
32. "The Unseen Battle: Mental Health Challenges for Military Personnel." *EUROMIL*, 2024, euromil.org/the-unseen-battle-mental-health-challenges-for-military-personnel. Accessed 12 Apr. 2025.

Дата подання: 20.04.2025