

Dear Representatives!

The Charitable Foundation “**Shelter for Unbreakable Warriors**” respectfully submits for your consideration an investment and donor package for the establishment of an **International Rehabilitation Center for War Victims** in the Ivano-Frankivsk region of Ukraine.

The project aims to create a modern 500-bed rehabilitation center providing medical, physical, psychological, and social rehabilitation for military personnel, veterans, civilians, internally displaced persons, and children affected by the war.

The center is expected to provide rehabilitation services to up to **15,000 people annually**, create more than **300 jobs**, and become a regional and national hub for comprehensive rehabilitation in Ukraine.

We believe the project aligns with Norway’s long-term support for Ukraine, including resilience, reconstruction, inclusive healthcare, human rights, and sustainable recovery.

We kindly ask you to consider the attached project package and explore possible formats of cooperation, technical assistance, partnership, or funding support.

We kindly invite you to consider the attached **Investment and Donor Package** and explore opportunities for cooperation through financial support, technical assistance, strategic partnership, or other appropriate mechanisms that could contribute to the successful implementation of this project.

To ensure the highest standards of transparency, openness, and accountability throughout the implementation of the project, all key documentation related to the establishment of the **International Rehabilitation Center "VOLIA"** is publicly available on the project's official website:

<https://unbreakable-ua.org/>

The website provides comprehensive documentation demonstrating the organizational, legal, technical, and institutional readiness of the project, including:

- founding and registration documents of the Charitable Organization;
- statutory and governance documents;
- decisions of the governing bodies;
- letters of support from national government authorities, regional and local authorities, healthcare institutions, universities, international partners, and civil society organizations;
- memoranda of understanding, cooperation agreements, and partnership agreements;
- the architectural concept of the project;
- the master site development plan;
- architectural drawings and design documentation;
- visualizations of the future International Rehabilitation Center;

- project presentation materials;
- financial and organizational documentation;
- other supporting documents required for the assessment of the project by international partners and donors.

Throughout the implementation period, the official website will serve as an open **Project Information Platform (Digital Project Data Room)**. It will be regularly updated with the latest project documentation, implementation reports, financial information, monitoring and evaluation results, project progress updates, and other supporting materials, in accordance with the principles of openness, transparency, accountability, good governance, and responsible resource management.

We would be grateful for the opportunity to present the project in an online meeting.

Sincerely,

Vasyl Hutsulyak

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“Shelter for Unbreakable Warriors”

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<https://unbreakable-ua.org/>

INVESTMENT & DONOR PACKAGE

International Rehabilitation Center

"VOLIA"

**Comprehensive Medical, Physical, Psychological and Social Rehabilitation Center
for War Victims**

Project Proposal

Prepared for

The Government of the Kingdom of Norway

Norwegian Ministry of Foreign Affairs

Norad – Norwegian Agency for Development Cooperation

Norwegian Humanitarian Organizations

International Financial Institutions

International Development Partners

Prepared by

Charitable Organization

"Shelter for Unbreakable Warriors"

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Project Location

Ivano-Frankivsk Region

Western Ukraine

Estimated Investment

USD 50 - 60 Million

Project Duration

36 Months

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EXECUTIVE SUMMARY

Rebuilding Lives. Restoring Hope. Strengthening Ukraine.

Ukraine is experiencing the most significant humanitarian and healthcare crisis in Europe since the Second World War.

The ongoing full-scale war has resulted in an unprecedented number of military personnel, veterans, civilians, internally displaced persons, and children requiring long-term physical, neurological, psychological, and social rehabilitation.

Modern rehabilitation has become one of the highest priorities for Ukraine's recovery and resilience.

Despite substantial efforts undertaken by the Government of Ukraine and international partners, the current rehabilitation infrastructure remains insufficient to meet the growing demand.

Thousands of patients require comprehensive multidisciplinary rehabilitation that is currently unavailable or inaccessible.

To address this urgent challenge, the Charitable Organization "**Shelter for Unbreakable Warriors**" proposes the construction of an **International Rehabilitation Center** in the Ivano-Frankivsk Region of Western Ukraine.

The Center will become one of the largest specialized rehabilitation institutions in Eastern Europe.

Project Vision

To establish an internationally recognized rehabilitation center that restores health, dignity, independence, and hope for people affected by war while contributing to the long-term transformation of Ukraine's rehabilitation system according to European standards.

Mission

To provide comprehensive, patient-centered rehabilitation services through multidisciplinary medical care, innovation, education, international cooperation, and evidence-based practice.

The Center will serve as both a healthcare institution and a national platform for professional education, scientific research, and international knowledge exchange.

Project Goal

To design, construct, equip, and operate a modern multidisciplinary rehabilitation center providing high-quality medical, psychological, physical, occupational, and social rehabilitation services for war-affected populations in accordance with international standards.

Key Project Indicators

Capacity

- 500 inpatient beds
- Up to 15,000 patients annually
- More than 300 highly qualified employees

Target Beneficiaries

- Military personnel
- Veterans

- Civilians affected by war
- Internally Displaced Persons (IDPs)
- Children with neurological and musculoskeletal disorders
- Persons with disabilities
- International patients requiring specialized rehabilitation

Main Services

- Physical Rehabilitation
- Occupational Therapy
- Neurological Rehabilitation
- Orthopedic Rehabilitation
- Psychological Rehabilitation
- PTSD Treatment
- Pediatric Rehabilitation
- Hydrotherapy
- Speech Therapy
- Social Reintegration
- Vocational Rehabilitation
- Family Support Programs

Infrastructure

The Center will include:

- Medical and Diagnostic Departments
- Inpatient Rehabilitation Hospital
- Physical Therapy Facilities
- Occupational Therapy Units
- Hydrotherapy and Aquatic Rehabilitation
- Mental Health Center
- Children's Rehabilitation Department
- Prosthetics and Assistive Technology Unit
- Conference and Education Center

- Accommodation Facilities
- Outdoor Rehabilitation Park
- Sports and Adaptive Training Areas
- Administrative and Technical Buildings

Estimated Investment

USD 50 - 60 Million

Implementation Period

2027–2029

Expected Outcomes

The project will significantly strengthen Ukraine's rehabilitation capacity by establishing a flagship rehabilitation institution capable of serving thousands of patients annually.

Expected long-term outcomes include:

- Improved quality of life for war victims.
- Increased access to multidisciplinary rehabilitation.
- Reduced long-term disability.
- Enhanced psychosocial recovery.
- Improved employment opportunities for rehabilitated patients.
- Development of professional rehabilitation education.
- International medical cooperation.
- Strengthened resilience of Ukraine's healthcare system.

Why This Project Matters

The war has fundamentally changed the healthcare needs of Ukraine.

Rehabilitation is no longer an auxiliary medical service—it has become an essential component of national recovery.

The proposed International Rehabilitation Center represents not only a healthcare investment but also an investment in human dignity, social stability, economic recovery, and long-term peacebuilding.

By supporting this initiative, international partners will contribute to rebuilding lives, strengthening Ukraine's healthcare system, and creating a sustainable rehabilitation model aligned with European Union standards and global best practices.

HUMANITARIAN CONTEXT, NEEDS ASSESSMENT AND STRATEGIC LOCATION

Humanitarian Context

Ukraine is facing one of the most significant humanitarian crises in Europe in recent decades. The full-scale war has caused an unprecedented increase in the number of people requiring long-term medical, physical, psychological, and social rehabilitation.

Hundreds of thousands of military personnel and civilians have sustained severe injuries, including amputations, spinal cord injuries, traumatic brain injuries, burns, complex fractures, neurological disorders, and psychological trauma. In addition, millions of internally displaced persons continue to experience long-term physical and emotional consequences of war.

The demand for multidisciplinary rehabilitation services has increased dramatically, while Ukraine's rehabilitation infrastructure remains insufficient to meet current and future needs.

The reconstruction of Ukraine is therefore inseparable from rebuilding a modern rehabilitation system capable of restoring people's health, independence, dignity, and quality of life.

Current Challenges

Ukraine currently faces several critical challenges in rehabilitation services:

- insufficient number of specialized rehabilitation centers;
- shortage of multidisciplinary rehabilitation professionals;
- limited access to advanced rehabilitation technologies;
- fragmented rehabilitation pathways;

- inadequate capacity for psychological rehabilitation and PTSD treatment;
- insufficient facilities for pediatric rehabilitation;
- limited availability of long-term inpatient rehabilitation programs.

As a result, many patients cannot receive comprehensive rehabilitation at the time when it is most effective.

Why This Project Is Needed

The proposed International Rehabilitation Center addresses these critical gaps through the establishment of a comprehensive rehabilitation campus integrating:

- physical medicine;
- neurological rehabilitation;
- occupational therapy;
- hydrotherapy;
- psychological rehabilitation;
- pediatric rehabilitation;
- social reintegration;
- vocational rehabilitation;
- family support;
- professional education;
- research and innovation.

The Center will operate according to international evidence-based rehabilitation standards and multidisciplinary care pathways.

Strategic Location

One of the project's greatest strengths is its carefully selected location in the **Ivano-Frankivsk Region of Western Ukraine**.

The Center will be built approximately **15–30 kilometres from the city of Ivano-Frankivsk**, in a quiet natural environment surrounded by forests and close to the **Ukrainian Carpathian Mountains**.

This location provides an exceptional combination of safety, accessibility, and natural therapeutic conditions rarely available in rehabilitation projects.

Safe Environment

Unlike many regions of eastern and southern Ukraine, the Ivano-Frankivsk Region remains one of the country's safest areas.

The region is located far from active frontlines and has not experienced the continuous destruction affecting many other parts of Ukraine.

This creates a stable environment essential for:

- long-term inpatient rehabilitation;
- recovery from severe trauma;
- psychological healing;
- family participation in rehabilitation;
- uninterrupted operation of medical services.

For patients recovering from war-related trauma, a peaceful environment is itself an important therapeutic factor.

Natural Healing Environment

The rehabilitation center will benefit from the unique natural resources of the Carpathian region.

Scientific evidence demonstrates that access to nature significantly improves rehabilitation outcomes by:

- reducing stress and anxiety;
- improving mental health;
- supporting cardiovascular recovery;
- increasing physical activity;
- accelerating neurological rehabilitation;
- improving sleep quality;
- enhancing social interaction.

The surrounding forests, fresh mountain air, clean environment and green landscapes provide ideal conditions for comprehensive recovery.

Outdoor rehabilitation programs, therapeutic walking trails, adaptive sports activities and nature-based therapy will become integral components of the rehabilitation model.

Excellent Accessibility

Despite its peaceful natural setting, the project enjoys excellent transport accessibility.

The Center will be located close to:

- Ivano-Frankivsk International Airport;
- major railway connections;
- national highways;
- European transport corridors.

Patients, medical teams, humanitarian aid, medical equipment and international experts will have convenient access from both Ukraine and European Union countries.

Gateway to Europe

Western Ukraine has become the primary humanitarian gateway connecting Ukraine with Europe.

The Ivano-Frankivsk Region offers convenient access to neighbouring EU Member States, including:

- Poland;
- Slovakia;
- Hungary;
- Romania.

This geographical advantage significantly facilitates:

- international cooperation;
- medical partnerships;

- humanitarian logistics;
- donor visits;
- professional exchanges;
- international training programmes.

Strong Academic and Medical Ecosystem

Ivano-Frankivsk is home to leading higher education institutions that provide an excellent foundation for the long-term sustainability of the project.

Partnerships with medical universities, psychology faculties and rehabilitation training institutions will enable:

- education of future rehabilitation professionals;
- continuous professional development;
- clinical research;
- innovation;
- international academic cooperation;
- implementation of evidence-based rehabilitation.

The Center will become not only a healthcare institution but also an educational and scientific platform serving Ukraine and international partners.

Why Ivano-Frankivsk Is the Right Choice

The selected location combines all strategic factors required for a flagship rehabilitation center:

- ✓ Safe region.
- ✓ Peaceful natural environment.
- ✓ Close proximity to the Carpathian Mountains.
- ✓ Excellent transport infrastructure.
- ✓ Strong healthcare ecosystem.
- ✓ Academic partnerships.

- ✓ Access to European partners.
- ✓ High quality of life.
- ✓ Environment supporting psychological recovery.
- ✓ Long-term sustainability.

For these reasons, the Ivano-Frankivsk Region represents the optimal location for establishing Ukraine's future flagship International Rehabilitation Center.

VALUES, HUMAN RIGHTS, INCLUSION AND NON-DISCRIMINATION

Our Core Values

The International Rehabilitation Center "**Shelter for Unbreakable Warriors**" is founded on the principles of **human dignity, equality, compassion, inclusion, professionalism, and respect for fundamental human rights**.

Every individual affected by war deserves access to high-quality rehabilitation services regardless of personal background or circumstances.

The Center is committed to providing comprehensive rehabilitation based solely on medical needs, ethical standards, and respect for every human being.

Equal Access to Rehabilitation

The Center will ensure **equal and non-discriminatory access** to all rehabilitation services.

Medical care, rehabilitation, psychological support, and social reintegration services will be provided **without discrimination of any kind**.

No individual will be denied access to services on the basis of:

- nationality;
- citizenship;
- ethnicity;
- race;
- religion or belief;
- language;
- gender;
- age;
- disability;

- political opinion;
- social origin;
- sexual orientation;
- gender identity;
- marital status;
- economic status;
- cultural background;
- or any other personal characteristic protected under international human rights standards.

Every patient will be treated with equal dignity, respect, confidentiality, and professionalism.

Human Dignity First

The Center recognizes that every person possesses inherent dignity.

All medical, rehabilitation and psychosocial services will be delivered in accordance with internationally recognized ethical principles, respecting each patient's:

- privacy;
- autonomy;
- informed consent;
- cultural identity;
- religious beliefs;
- personal values;
- individual rehabilitation goals.

Patient-centered care will remain the fundamental principle of every rehabilitation programme.

Multicultural and Inclusive Environment

As an International Rehabilitation Center, the institution will welcome patients from Ukraine and abroad.

The Center will foster an inclusive environment where people of different cultures, languages, religions and traditions feel respected and safe.

Whenever necessary, the Center will provide:

- multilingual communication;
- cultural mediation;
- interpretation services;
- religious accommodations;
- dietary adaptations;
- accessible information materials.

The objective is to ensure that rehabilitation is accessible, understandable and respectful for every individual.

Accessibility for Everyone

Universal accessibility is one of the project's fundamental design principles.

The Center will be developed according to international accessibility standards, ensuring that all facilities are fully usable by persons with disabilities.

Infrastructure will include:

- barrier-free architecture;
- wheelchair accessibility;
- accessible patient rooms;
- adapted bathrooms;
- tactile navigation systems;
- visual and auditory information systems;
- accessible recreational areas;
- inclusive rehabilitation equipment.

Accessibility will extend beyond infrastructure to communication, information and participation.

Gender Equality

The project fully supports gender equality and equal opportunities.

Women and men will have equal access to rehabilitation services, employment opportunities, leadership positions and professional development.

Specific rehabilitation programmes will be developed to address the different physical and psychological needs of women, men and children affected by war.

The Center will maintain zero tolerance for any form of discrimination, harassment or violence.

Protection of Vulnerable Groups

Special attention will be given to vulnerable populations, including:

- children;
- older persons;
- persons with disabilities;
- internally displaced persons;
- survivors of torture;

- survivors of sexual and gender-based violence;
- people experiencing severe psychological trauma;
- families of fallen or missing persons.

Tailored rehabilitation programmes will be designed to meet their specific needs.

Safeguarding and Ethical Standards

The Center will implement comprehensive safeguarding policies to protect all patients, staff members and volunteers.

These policies will include:

- child safeguarding;
- prevention of abuse;
- prevention of exploitation;
- prevention of sexual harassment;
- confidential reporting mechanisms;
- ethical clinical practice;
- data protection;
- patient confidentiality.

Regular staff training will ensure compliance with international safeguarding standards.

Commitment to International Standards

The project will operate in accordance with internationally recognized principles, including:

- the Universal Declaration of Human Rights;
- the UN Convention on the Rights of Persons with Disabilities;
- the Geneva Conventions and humanitarian principles;
- the WHO Rehabilitation 2030 initiative;
- the UN Sustainable Development Goals;
- international standards for medical ethics and patient safety.

These principles will guide every aspect of the Center's governance, service delivery and partnerships.

Our Commitment

The International Rehabilitation Center "**Shelter for Unbreakable Warriors**" is more than a healthcare institution.

It is a place where every person—regardless of nationality, religion, race, gender, disability, language, political views, sexual orientation, social status or cultural background—will be welcomed with compassion, treated with dignity, and provided with the highest standard of rehabilitation care.

Our commitment is simple:

Every person deserves the opportunity to recover. Every life has equal value. Every patient deserves hope.

PROJECT DESCRIPTION

Building a National Center of Excellence for Rehabilitation

The **International Rehabilitation Center "Shelter for Unbreakable Warriors"** is envisioned as one of the largest and most advanced multidisciplinary rehabilitation centers in Eastern Europe.

The project involves the construction of a **purpose-built rehabilitation campus** designed entirely according to international healthcare, rehabilitation, accessibility, sustainability, and patient-centered care standards.

Rather than adapting existing hospital facilities, the Center will be built from the ground up to create an environment specifically optimized for rehabilitation, recovery, education, and research.

The project responds to the urgent and long-term rehabilitation needs created by the war in Ukraine while establishing a sustainable institution capable of serving future generations.

Project Goal

The primary goal of the project is to establish an internationally recognized rehabilitation center providing integrated physical, neurological, psychological, occupational, pediatric, and social rehabilitation services for individuals affected by war.

The Center will combine medical excellence with innovation, education, research, and international cooperation to become a flagship institution within Ukraine's healthcare system.

Comprehensive Rehabilitation Campus

The Center will operate as a fully integrated rehabilitation campus where patients receive all necessary services in one location.

The campus will include:

- Medical and Diagnostic Center
- Inpatient Rehabilitation Hospital
- Outpatient Rehabilitation Department
- Physical Therapy Center
- Occupational Therapy Department
- Neurological Rehabilitation Unit
- Orthopedic Rehabilitation Unit
- Pediatric Rehabilitation Center
- Psychological Rehabilitation Center
- PTSD Treatment Unit
- Hydrotherapy and Aquatic Rehabilitation Complex
- Speech and Language Therapy Department
- Prosthetics and Assistive Technology Center
- Sports Medicine and Adaptive Sports Facilities
- Social Reintegration Center
- Family Support Center
- Educational and Research Center
- Conference and Training Facilities
- Administrative Buildings
- Technical Infrastructure
- Rehabilitation Park
- Outdoor Therapeutic Areas

Center Capacity

The project has been designed to become one of the largest rehabilitation centers in Ukraine.

Key operational indicators include:

500 inpatient beds

Up to 15,000 patients annually

More than 300 highly qualified employees

Multidisciplinary rehabilitation teams

24-hour inpatient rehabilitation services

Outpatient rehabilitation services

Tele-rehabilitation support

International clinical cooperation

Medical Services

The Center will provide comprehensive rehabilitation services covering all major rehabilitation specialties.

Medical services will include:

- Physical Medicine and Rehabilitation (PM&R)
- Neurological Rehabilitation
- Orthopedic Rehabilitation
- Trauma Rehabilitation
- Amputation Rehabilitation
- Prosthetic Rehabilitation
- Spinal Cord Injury Rehabilitation
- Traumatic Brain Injury Rehabilitation
- Burn Rehabilitation

- Chronic Pain Management
- Hydrotherapy
- Sports Rehabilitation
- Pediatric Rehabilitation
- Occupational Therapy
- Speech Therapy
- Clinical Psychology
- Psychiatry
- PTSD Treatment
- Cognitive Rehabilitation
- Nutritional Support
- Nursing Rehabilitation
- Social Work

Integrated Rehabilitation Model

Every patient will receive an individualized rehabilitation plan developed by a multidisciplinary team.

Each rehabilitation pathway will combine:

Medical assessment

Functional assessment

Goal setting

Physical rehabilitation

Occupational therapy

Psychological rehabilitation

Family counselling

Social reintegration

Vocational rehabilitation

Long-term follow-up

This integrated model ensures continuity of care from admission to successful reintegration into society.

Patient-Centered Care

The project is based on internationally recognized patient-centered rehabilitation principles.

Each patient will actively participate in planning their own rehabilitation goals.

Rehabilitation programmes will be individually tailored according to:

- diagnosis
- functional limitations
- age
- psychological condition
- family situation
- social circumstances
- professional needs
- long-term recovery goals

Innovation

The Center will introduce modern rehabilitation technologies currently available only in leading international institutions.

These include:

- robotic rehabilitation systems
- virtual reality rehabilitation
- intelligent gait analysis
- motion capture systems
- digital rehabilitation platforms

- telemedicine
- artificial intelligence-assisted rehabilitation planning
- electronic patient records
- outcome measurement systems

Innovation will remain a continuous process through international partnerships and scientific research.

Research and Education

Beyond clinical care, the Center will become an academic institution.

Its educational mission includes:

training rehabilitation physicians;

educating physiotherapists;

educating occupational therapists;

training psychologists;

clinical internships;

international fellowships;

scientific research;

innovation projects;

international conferences.

Partnerships with Ukrainian and international universities will ensure continuous professional development.

International Cooperation

The Center will actively cooperate with:

international rehabilitation hospitals;

European universities;

WHO collaborating centres;

international NGOs;

medical associations;

humanitarian organizations;

government institutions;

private foundations.

The objective is to establish Ukraine as an active participant in the international rehabilitation community.

Long-Term Vision

The International Rehabilitation Center "Shelter for Unbreakable Warriors" is not intended to serve only the immediate consequences of war.

It is designed as a permanent national institution that will continue providing rehabilitation services for decades.

The Center will become:

- a flagship rehabilitation hospital;
- a national training center;
- an international research platform;
- a center for innovation;
- a symbol of Ukraine's recovery and resilience.

Expected Strategic Impact

The project will transform rehabilitation in Ukraine by:

- increasing national rehabilitation capacity;
- improving access to specialized rehabilitation services;
- introducing international standards of care;
- strengthening the healthcare workforce;
- supporting veterans and civilians affected by war;
- promoting international medical cooperation;
- fostering scientific research and innovation;
- contributing to Ukraine's long-term recovery and European integration.

Тут вставити

- **3D-візуалізації комплексу;**
- **генеральний план;**
- **схему функціональних зон;**
- **план потоків пацієнтів;**
- **діаграми організаційної структури;**
- **фотографії природного оточення та Карпат.**

MEDICAL AND REHABILITATION CONCEPT

A Center of Excellence for Comprehensive Rehabilitation

- The **International Rehabilitation Center "Shelter for Unbreakable Warriors"** is designed to become one of the leading multidisciplinary rehabilitation institutions in Europe, providing integrated, patient-centered rehabilitation services based on international standards, evidence-based medicine, and innovative rehabilitation technologies.
- The Center will address the urgent rehabilitation needs arising from the war in Ukraine while establishing a sustainable model for the country's long-term rehabilitation system.
- Rather than treating a disease alone, the Center will focus on restoring a person's physical abilities, mental health, independence, dignity, and quality of life.

Rehabilitation Philosophy

- The rehabilitation model is based on internationally recognized principles promoted by the **World Health Organization (WHO Rehabilitation 2030 Initiative)** and leading European rehabilitation institutions.
- The Center embraces the understanding that rehabilitation is not a single medical intervention but a continuous, multidisciplinary process that begins immediately after injury and continues until the patient regains the highest possible level of independence.
- Each patient will receive an individualized rehabilitation pathway developed according to their medical condition, functional limitations, psychological needs, personal goals, family circumstances, and social environment.

Multidisciplinary Rehabilitation Teams

- Every patient will be supported by an integrated multidisciplinary rehabilitation team consisting of:
 - Physical and Rehabilitation Medicine Physicians
 - Neurologists
 - Orthopedic Surgeons
 - Trauma Specialists
 - Physiotherapists
 - Occupational Therapists

- • Rehabilitation Nurses
- • Clinical Psychologists
- • Psychotherapists
- • Psychiatrists
- • Speech and Language Therapists
- • Prosthetists and Orthotists
- • Social Workers
- • Nutrition Specialists
- • Vocational Rehabilitation Specialists
- • Case Managers
- Each specialist contributes to a coordinated rehabilitation plan focused on measurable functional outcomes.

Medical Rehabilitation Services

- The Center will provide comprehensive rehabilitation for patients with:
 - war-related injuries
 - amputations
 - spinal cord injuries
 - traumatic brain injuries
 - neurological disorders
 - orthopedic injuries
 - complex fractures
 - burns
 - chronic pain
 - musculoskeletal disorders
 - stroke
 - multiple trauma
 - post-surgical conditions
 - congenital neurological disorders
 - pediatric disabilities

Physical Rehabilitation

- Physical rehabilitation will focus on restoring mobility, strength, endurance, balance, coordination, and functional independence.
- Programs will include:
 - therapeutic exercise
 - gait training
 - balance rehabilitation
 - muscle strengthening
 - cardiovascular conditioning
 - respiratory rehabilitation
 - mobility training
 - adaptive movement techniques
- Treatment plans will follow evidence-based international rehabilitation protocols.

Occupational Therapy

- Occupational therapy will help patients regain independence in daily living activities.
- Programs will include:
 - self-care training
 - activities of daily living
 - upper limb rehabilitation
 - fine motor skills
 - cognitive rehabilitation
 - adaptive equipment training
 - home adaptation planning
 - workplace reintegration
- The objective is to maximize independence and participation in community life.

Neurological Rehabilitation

- Specialized neurological rehabilitation programmes will be developed for patients with:
 - traumatic brain injuries
 - spinal cord injuries
 - stroke
 - peripheral nerve injuries
 - multiple sclerosis
 - Parkinson's disease
 - cerebral palsy
 - other neurological conditions
- Treatment will combine intensive therapy, modern technology, and individualized rehabilitation planning.

Prosthetic and Amputation Rehabilitation

- The Center will provide specialized rehabilitation for patients following limb loss.
- Services will include:
 - pre-prosthetic rehabilitation
 - prosthetic fitting
 - gait training
 - upper-limb prosthetic training
 - residual limb care
 - pain management
 - psychological support
 - long-term prosthetic follow-up
- Close cooperation with international prosthetic manufacturers will ensure access to advanced technologies.

Pediatric Rehabilitation

- Children affected by war and children with neurological and musculoskeletal disorders will receive specialized rehabilitation programmes.
- Services will include:
 - early intervention
 - pediatric physiotherapy
 - occupational therapy
 - speech therapy
 - sensory integration
 - developmental rehabilitation
 - family-centered care
 - educational support
- The Center will create child-friendly rehabilitation environments that promote recovery through play, education, and family participation.

Psychological Rehabilitation

- Psychological recovery will represent one of the project's highest priorities.
- Comprehensive services will include:
 - psychological assessment
 - trauma-focused therapy
 - PTSD treatment
 - depression management
 - anxiety treatment
 - grief counselling
 - crisis intervention
 - family therapy
 - peer support programmes
 - resilience-building interventions
- Mental health care will be fully integrated into every rehabilitation pathway.

Social Reintegration

- Successful rehabilitation extends beyond medical recovery.
- Patients will receive support in returning to independent living through:
 - vocational counselling
 - employment preparation
 - education support
 - social adaptation
 - community integration
 - independent living skills
 - legal counselling
 - family support

Hydrotherapy and Aquatic Rehabilitation

- The Center will include modern hydrotherapy facilities providing:
 - therapeutic pools
 - underwater gait training

- • aquatic exercise
- • musculoskeletal rehabilitation
- • neurological rehabilitation
- • pain reduction therapy
- Aquatic rehabilitation significantly improves functional recovery while reducing stress on joints and muscles.

Sports Medicine and Adaptive Sports

- Adaptive sports will become an important element of rehabilitation.
- Facilities will support:
 - • wheelchair sports
 - • adaptive fitness
 - • strength conditioning
 - • endurance training
 - • recreational therapy
 - • therapeutic outdoor activities
- Sports rehabilitation enhances physical recovery while improving motivation, confidence, and social participation.

Tele-Rehabilitation

- To ensure continuity of care after discharge, the Center will implement tele-rehabilitation services.
- Patients will have access to:
 - • virtual consultations
 - • online therapy sessions
 - • remote monitoring
 - • digital rehabilitation plans
 - • patient education
- This approach increases accessibility for patients living in remote areas of Ukraine.

Innovation and Digital Health

- The Center will integrate advanced rehabilitation technologies including:
 - • robotic rehabilitation systems
 - • virtual reality rehabilitation
 - • motion analysis laboratories
 - • intelligent rehabilitation software
 - • wearable monitoring devices
 - • electronic medical records
 - • artificial intelligence-assisted rehabilitation planning
- Innovation will continuously improve patient outcomes and operational efficiency.

Measuring Success

- Rehabilitation outcomes will be measured using internationally validated clinical indicators.
- Evaluation will include:
 - functional independence
 - quality of life
 - mobility
 - psychological recovery
 - return to work
 - social participation
 - patient satisfaction
- Continuous monitoring will ensure the highest quality of rehabilitation services.

Our Commitment

- The International Rehabilitation Center "**Shelter for Unbreakable Warriors**" is committed to delivering rehabilitation that restores not only physical function but also dignity, confidence, independence, and hope.
- Every patient will receive individualized, compassionate, evidence-based care delivered by highly qualified professionals working together toward one common goal:
- **Helping people rebuild their lives after war.**

ARCHITECTURAL CONCEPT, INFRASTRUCTURE AND SUSTAINABLE CAMPUS DEVELOPMENT

Creating a World-Class Rehabilitation Environment

The **International Rehabilitation Center "VOLIA"** is envisioned as a purpose-built rehabilitation campus designed to meet the highest international standards in healthcare architecture, patient safety, accessibility, sustainability, and environmental responsibility.

Rather than adapting existing infrastructure, the Center will be constructed from the ground up, allowing every aspect of the campus to be optimized for rehabilitation, healing, education, research, and long-term resilience.

The architectural concept integrates evidence-based healthcare design with the natural environment of the Carpathian region, creating a therapeutic space that promotes physical recovery, psychological well-being, and social reintegration.

Master Plan

The Center will be developed as a fully integrated rehabilitation campus consisting of interconnected functional zones designed to ensure efficient patient flow, operational effectiveness, and a comfortable healing environment.

The campus will include:

- Medical and Diagnostic Center
- Inpatient Rehabilitation Hospital (500 beds)
- Outpatient Rehabilitation Clinic
- Physical Therapy and Rehabilitation Complex
- Occupational Therapy Department
- Neurological Rehabilitation Unit
- Pediatric Rehabilitation Center
- Psychological Rehabilitation Center
- Hydrotherapy and Aquatic Therapy Complex
- Prosthetics and Orthotics Unit
- Sports Medicine and Adaptive Sports Complex
- Educational and Research Center
- Conference and Training Facilities
- Administrative Buildings
- Staff Facilities
- Accommodation for Patients' Families
- Rehabilitation Park
- Outdoor Therapy Areas
- Walking and Cycling Paths
- Therapeutic Gardens
- Parking Areas
- Technical Infrastructure

Healing Architecture

The design philosophy follows the principles of **Healing Architecture**, recognizing that the built environment significantly influences recovery outcomes.

The Center will maximize:

- natural daylight;
- panoramic views of nature;
- fresh air circulation;
- quiet surroundings;
- green landscapes;
- comfortable indoor climate;
- spacious rehabilitation areas;
- privacy and dignity for patients.

The architecture will create an environment that reduces stress, promotes relaxation, and supports both physical and psychological recovery.

Barrier-Free Accessibility

Universal accessibility will be a fundamental design principle throughout the campus.

The Center will fully comply with international accessibility standards, ensuring equal access for persons with disabilities.

Infrastructure will include:

- step-free access to all buildings;
- accessible entrances;
- wide corridors;
- barrier-free patient rooms;
- accessible bathrooms;
- elevators designed for medical transport;
- tactile guidance systems;
- visual and auditory information systems;
- accessible rehabilitation equipment;
- inclusive outdoor spaces.

Accessibility will extend beyond physical infrastructure to communication and information services.

Sustainable Construction

Environmental sustainability is a core component of the project.

The Center will be designed according to modern green building principles aimed at reducing environmental impact and minimizing long-term operating costs.

The project will prioritize:

- energy-efficient building envelopes;
- high-performance insulation;
- low-energy lighting systems;
- smart building management technologies;
- environmentally friendly construction materials;
- efficient water management;
- waste reduction strategies.

Where feasible, the project will seek compliance with internationally recognized green building standards.

Renewable Energy Systems

To enhance energy independence and operational resilience, the Center will integrate renewable energy technologies, including:

- photovoltaic solar panels;
- solar thermal systems for hot water production;
- heat pump technologies;
- energy-efficient ventilation with heat recovery;
- battery energy storage systems (where appropriate);
- emergency backup power systems.

These technologies will reduce greenhouse gas emissions and improve long-term financial sustainability.

Climate Resilience

The project is designed to remain operational during emergencies and changing climate conditions.

Key resilience measures include:

- reliable emergency power supply;
- protected water reserves;
- resilient communication systems;
- emergency medical infrastructure;
- climate-adapted landscaping;
- modern drainage systems;
- fire protection infrastructure.

These measures will ensure uninterrupted rehabilitation services even during adverse conditions.

Patient-Centered Design

Every architectural decision will prioritize patient comfort, dignity, and recovery.

The Center will provide:

- spacious patient rooms;
- accessible bathrooms;
- family-friendly visiting areas;
- quiet recovery zones;
- therapy gardens;
- recreational areas;
- outdoor rehabilitation spaces;
- private consultation rooms;
- child-friendly environments.

The campus will create a welcoming atmosphere that reduces institutional stress and supports holistic healing.

Rehabilitation Park

A defining feature of the project will be the creation of a dedicated Rehabilitation Park.

The park will include:

- therapeutic walking trails;
- adaptive exercise stations;
- sensory gardens;
- outdoor physiotherapy spaces;
- wheelchair-accessible pathways;
- recreational green areas;
- meditation and relaxation zones;
- horticultural therapy spaces.

Nature-based rehabilitation has been shown to improve physical recovery, mental health, and overall quality of life.

Educational and Innovation Facilities

The campus will include a modern Education and Innovation Center supporting:

- professional training;
- international workshops;
- academic conferences;
- clinical simulation;
- research laboratories;
- digital learning;
- telemedicine education;
- international exchange programmes.

This component will strengthen Ukraine's rehabilitation workforce and promote international collaboration.

Safety and Security

Patient and staff safety will be ensured through comprehensive security measures, including:

- controlled campus access;
- integrated security systems;
- fire detection and suppression systems;
- emergency evacuation planning;

- medical emergency response infrastructure;
- cybersecurity measures for digital health systems.

A secure environment is essential for uninterrupted rehabilitation services and international cooperation.

Long-Term Vision

The architectural concept is designed not only for today's rehabilitation needs but also for future expansion.

The campus master plan will allow:

- phased development;
- future clinical departments;
- research expansion;
- international partnerships;
- additional accommodation;
- new rehabilitation technologies.

This flexibility ensures that the Center can continue evolving alongside advances in rehabilitation medicine.

Expected Infrastructure Impact

The completed campus will become:

- one of the largest rehabilitation centers in Eastern Europe;
- a national reference center for rehabilitation;
- a regional hub for education and research;
- a model of sustainable healthcare infrastructure;
- a symbol of Ukraine's recovery and resilience.

Its design will combine innovation, accessibility, environmental responsibility, and healing architecture to create a world-class rehabilitation environment.

додати:

- **генеральний план комплексу;**
- **3D-візуалізації;**
- **плани поверхів;**
- **схему функціонального зонування;**
- **карту розташування центру відносно Івано-Франківська, міжнародного аеропорту та Карпат;**
- **фотографії природного ландшафту;**
- **інфографіку щодо енергоефективності та безбар'єрності.**

INNOVATION, DIGITAL HEALTH AND INTERNATIONAL BEST PRACTICES

Building the Future of Rehabilitation in Ukraine

The International Rehabilitation Center "**Shelter for Unbreakable Warriors**" is envisioned as one of the most innovative rehabilitation institutions in Central and Eastern Europe.

Beyond providing high-quality medical care, the Center will serve as a platform for innovation, research, education, and international knowledge exchange. It will introduce advanced rehabilitation technologies and digital healthcare solutions to improve patient outcomes, increase operational efficiency, and strengthen Ukraine's rehabilitation system.

The project aims not only to respond to the current consequences of war but also to establish a long-term model of rehabilitation aligned with European Union standards and global best practices.

Innovation-Driven Rehabilitation

The Center will integrate advanced rehabilitation technologies into daily clinical practice to enhance recovery, improve functional outcomes, and personalize patient care.

The innovation ecosystem will include:

- robotic-assisted rehabilitation systems;
- virtual reality (VR) therapy;
- augmented reality (AR) rehabilitation tools;
- intelligent gait analysis systems;
- motion capture laboratories;
- balance assessment technologies;
- biofeedback rehabilitation systems;
- cognitive rehabilitation platforms;
- digital rehabilitation planning tools.

These technologies will support evidence-based rehabilitation while increasing patient motivation and engagement.

Digital Health Transformation

Digitalization will play a central role in the operation of the Center.

The project will implement a fully integrated digital health environment, including:

- Electronic Medical Records (EMR);
- Electronic Rehabilitation Plans;
- Digital Patient Portals;
- Clinical Decision Support Systems;
- Secure Cloud-Based Medical Data Storage;
- Digital Imaging Integration;
- Electronic Appointment Management;
- Mobile Patient Applications;
- Digital Outcome Measurement Systems.

The digital infrastructure will improve communication among multidisciplinary teams, optimize clinical workflows, and ensure continuity of care.

Telemedicine and Tele-Rehabilitation

To ensure continued rehabilitation after discharge and improve access for patients living in remote areas, the Center will establish a comprehensive tele-rehabilitation program.

Services will include:

- remote medical consultations;
- online physiotherapy sessions;
- virtual occupational therapy;
- psychological counselling;
- follow-up assessments;
- home exercise monitoring;
- family education programs.

Tele-rehabilitation will reduce geographical barriers and provide continuous support throughout the recovery process.

Artificial Intelligence in Rehabilitation

The Center plans to progressively integrate Artificial Intelligence (AI) into selected clinical and operational processes, including:

- rehabilitation planning support;
- predictive analytics for patient outcomes;
- personalized therapy recommendations;
- resource planning;
- operational efficiency analysis;
- early identification of rehabilitation risks.

AI technologies will always support, rather than replace, clinical decision-making by healthcare professionals.

Evidence-Based Practice

All rehabilitation programs will be developed and continuously updated according to internationally recognized evidence-based clinical guidelines.

Clinical protocols will reflect recommendations from:

- World Health Organization (WHO);
- European rehabilitation associations;
- international scientific literature;
- leading rehabilitation hospitals;
- peer-reviewed medical research.

Regular clinical audits and outcome evaluations will ensure continuous quality improvement.

Research and Clinical Innovation

The Center will actively contribute to the development of rehabilitation science through:

- clinical research projects;
- international multicenter studies;
- rehabilitation technology evaluation;
- innovation partnerships;
- scientific publications;
- postgraduate education;
- international conferences.

Research activities will strengthen Ukraine's position within the global rehabilitation community.

International Knowledge Exchange

The Center will establish long-term cooperation with international rehabilitation institutions to promote knowledge transfer and professional development.

Areas of cooperation will include:

- staff exchange programs;
- international fellowships;
- visiting experts;
- joint educational programs;

- collaborative research;
- international clinical workshops;
- online learning platforms.

These partnerships will facilitate the implementation of the latest rehabilitation methods and technologies in Ukraine.

Continuous Professional Development

Maintaining a highly qualified workforce is essential for delivering world-class rehabilitation services.

The Center will implement continuous professional education through:

- regular clinical training;
- simulation-based education;
- international certification programs;
- multidisciplinary workshops;
- leadership development;
- digital learning platforms.

All healthcare professionals will be encouraged to participate in lifelong learning.

Innovation Partnerships

The Center will seek strategic cooperation with:

- universities;
- research institutions;
- rehabilitation technology companies;
- healthcare innovation hubs;
- international NGOs;
- medical device manufacturers;
- digital health developers.

These partnerships will ensure continuous technological advancement and access to cutting-edge rehabilitation solutions.

Quality Management and Continuous Improvement

Innovation will be supported by a robust quality management system based on international standards.

Key elements will include:

- clinical quality indicators;
- patient safety programs;
- patient satisfaction monitoring;
- regular internal audits;
- external quality assessments;
- accreditation processes;
- performance benchmarking.

Continuous improvement will remain an integral part of the Center's organizational culture.

Innovation for Sustainability

Innovation will also support environmental and financial sustainability by promoting:

- energy-efficient technologies;
- digital document management;
- smart building systems;
- predictive maintenance;
- optimized resource utilization;
- environmentally responsible procurement.

These measures will reduce operational costs while minimizing the environmental footprint of the Center.

Expected Innovation Impact

The implementation of innovative technologies and digital health solutions will result in:

- improved rehabilitation outcomes;
- faster patient recovery;
- enhanced patient engagement;
- increased operational efficiency;
- better clinical decision-making;
- strengthened professional competencies;
- expanded access to rehabilitation services;
- greater resilience of Ukraine's healthcare system.

A National Innovation Hub

The International Rehabilitation Center "VOLA" will become more than a healthcare institution.

It will serve as:

- a national center for rehabilitation innovation;
- a platform for international scientific collaboration;
- a model for digital transformation in healthcare;
- a training center for rehabilitation professionals;
- a catalyst for the modernization of rehabilitation services across Ukraine.

By integrating innovation, research, digital health, and international cooperation, the Center will contribute to building a resilient, future-oriented rehabilitation system capable of responding to both current and emerging healthcare challenges.

EDUCATION, RESEARCH, CAPACITY BUILDING AND INTERNATIONAL PARTNERSHIPS

Developing Human Capital for Ukraine's Rehabilitation System

The long-term success of Ukraine's rehabilitation system depends not only on modern infrastructure but also on highly qualified professionals, continuous education, scientific research, and international cooperation.

The International Rehabilitation Center "**VOLIA**" will serve as a national platform for education, clinical excellence, research, and professional development, ensuring that rehabilitation services continue to evolve in line with international standards.

Beyond delivering healthcare services, the Center will invest in developing the next generation of rehabilitation professionals and strengthening Ukraine's capacity to respond to both current and future healthcare challenges.

Center of Excellence

The Center is designed to become a **National and International Center of Excellence in Rehabilitation**, integrating clinical practice, education, scientific research, innovation, and international collaboration.

Its mission extends beyond patient care to include:

- professional education;
- scientific advancement;
- knowledge transfer;
- policy development;
- international networking;
- workforce development.

The Center will contribute to the modernization of rehabilitation education throughout Ukraine.

Strategic Academic Partnerships

A major strength of the project is its location within one of Ukraine's strongest academic and medical regions.

The Center intends to establish long-term cooperation with leading higher education institutions, including:

- **Ivano-Frankivsk National Medical University**
- **Vasyl Stefanyk Precarpathian National University**
- regional colleges of physical education and rehabilitation;
- international medical universities;
- European rehabilitation schools.

These partnerships will ensure continuous professional education, clinical training, research collaboration, and academic exchange.

Clinical Education

The Center will function as a clinical training site for undergraduate and postgraduate students.

Educational activities will include:

- clinical internships;
- residency training;
- physiotherapy education;
- occupational therapy education;
- psychology practice;
- nursing education;
- multidisciplinary team training;
- continuing professional development.

Students will gain practical experience in a modern rehabilitation environment while contributing to patient care under professional supervision.

Continuing Professional Development

Recognizing that rehabilitation medicine is continuously evolving, the Center will establish a lifelong learning system for healthcare professionals.

Educational opportunities will include:

- certified training programmes;
- clinical workshops;
- simulation-based learning;
- multidisciplinary case conferences;
- online education;
- international masterclasses;
- leadership training;
- professional certification.

Continuous education will support excellence in clinical practice and improve patient outcomes.

Research and Scientific Development

The Center will actively promote rehabilitation research as an essential component of healthcare innovation.

Research priorities will include:

- rehabilitation outcomes;
- neurological rehabilitation;
- prosthetics and assistive technologies;
- PTSD rehabilitation;
- pediatric rehabilitation;
- digital rehabilitation;
- artificial intelligence in rehabilitation;
- social reintegration;
- healthcare management;
- evidence-based rehabilitation.

Research findings will contribute to national healthcare policy and international scientific knowledge.

Innovation Laboratory

The Center will establish an Innovation and Research Laboratory supporting:

- clinical innovation;
- rehabilitation technology testing;
- digital health development;
- robotics;
- virtual reality applications;
- wearable technologies;
- telemedicine;
- data analytics.

The laboratory will facilitate collaboration between healthcare professionals, engineers, universities, and technology companies.

International Academic Cooperation

The Center will actively seek cooperation with international universities and rehabilitation institutes through:

- academic exchange programmes;
- joint research projects;
- international fellowships;
- visiting professors;
- student mobility;
- joint educational programmes;
- Erasmus+ partnerships;
- scientific conferences.

These collaborations will strengthen Ukraine's integration into the European Higher Education and Research Area.

Professional Workforce Development

Ukraine faces a significant shortage of rehabilitation professionals.

The Center will contribute to addressing this challenge by supporting the education and professional development of:

- physicians specializing in Physical and Rehabilitation Medicine;
- physiotherapists;
- occupational therapists;
- psychologists;
- speech and language therapists;
- rehabilitation nurses;
- prosthetists and orthotists;
- social workers;
- rehabilitation managers.

Developing a qualified workforce is essential for ensuring the sustainability of rehabilitation services nationwide.

Knowledge Transfer

International expertise will be integrated into daily practice through structured knowledge transfer mechanisms, including:

- international expert missions;

- mentorship programmes;
- clinical supervision;
- online consultations;
- joint guideline development;
- international clinical protocols.

Knowledge transfer will ensure that Ukrainian rehabilitation professionals have access to the latest global practices.

Policy Development

The Center aims to contribute to national rehabilitation policy by:

- participating in professional working groups;
- developing clinical guidelines;
- supporting healthcare reform;
- contributing to rehabilitation standards;
- providing expert recommendations;
- generating evidence for decision-makers.

This role will strengthen Ukraine's rehabilitation system beyond the Center itself.

International Conferences and Professional Networking

The Center will organize annual international conferences dedicated to rehabilitation medicine, bringing together healthcare professionals, researchers, policymakers, patient organizations, and international partners.

These events will promote:

- scientific exchange;
- professional networking;
- dissemination of best practices;
- international collaboration;
- innovation.

The Center aims to become a recognized venue for international rehabilitation dialogue in Eastern Europe.

Building Sustainable Capacity

Education and research are central to the sustainability of the project.

By investing in people, knowledge, and innovation, the Center will create lasting value that extends far beyond individual patients.

The project will contribute to:

- strengthening Ukraine's rehabilitation workforce;
- improving healthcare quality;
- increasing access to rehabilitation services;
- fostering innovation;
- enhancing international cooperation;
- supporting long-term national recovery.

Expected Educational Impact

The establishment of the Education and Research Platform will result in:

- a new generation of rehabilitation professionals;
- improved clinical competencies;
- increased scientific output;
- stronger international partnerships;
- continuous professional education;
- improved rehabilitation standards nationwide.

Vision for the Future

The International Rehabilitation Center "**Shelter for Unbreakable Warriors**" will become more than a rehabilitation hospital.

It will evolve into an internationally recognized institution where healthcare, education, science, and innovation work together to improve lives, strengthen Ukraine's healthcare system, and contribute to global rehabilitation knowledge.

Through strategic partnerships, continuous learning, and international cooperation, the Center will help shape the future of rehabilitation in Ukraine and beyond.

GOVERNANCE, MANAGEMENT, TRANSPARENCY AND STRATEGIC PARTNERSHIPS

Building a Trusted Institution

The long-term success of the International Rehabilitation Center "**Shelter for Unbreakable Warriors**" depends not only on high-quality infrastructure and medical

services but also on transparent governance, professional management, accountability, and strong institutional partnerships.

The Center will operate according to internationally recognized principles of **good governance**, ensuring effective leadership, financial integrity, transparency, stakeholder engagement, and evidence-based decision-making.

Its governance framework is designed to inspire confidence among patients, staff, government authorities, international donors, and development partners.

Governance Principles

The Center will be guided by the following principles:

- transparency;
- accountability;
- integrity;
- professionalism;
- independence;
- patient-centered decision-making;
- ethical leadership;
- financial responsibility;
- inclusiveness;
- continuous improvement.

These principles will be embedded in all management processes and organizational policies.

Organizational Structure

The governance model will consist of several complementary bodies responsible for strategic oversight, executive management, clinical quality, and stakeholder engagement.

The proposed governance structure includes:

Supervisory Board

Responsible for strategic direction, institutional oversight, financial accountability, and long-term sustainability.

The Board will include representatives from:

- the Charitable Organization "Shelter for Unbreakable Warriors";
- independent experts;
- healthcare professionals;
- legal and financial specialists;

- representatives of partner organizations;
- international advisers (where applicable).

Executive Management

The Executive Management Team will oversee the daily operation of the Center and ensure effective implementation of its strategic objectives.

Key management positions will include:

- Chief Executive Officer (CEO);
- Medical Director;
- Director of Rehabilitation Services;
- Chief Operating Officer;
- Chief Financial Officer;
- Director of Human Resources;
- Director of Education and Research;
- Director of International Cooperation;
- Quality and Compliance Manager.

Medical Council

The Medical Council will provide professional leadership in clinical governance and healthcare quality.

Responsibilities include:

- approval of clinical protocols;
- monitoring patient safety;
- quality assurance;
- implementation of evidence-based practice;
- continuous professional development.

International Advisory Board

To strengthen international cooperation, the Center will establish an International Advisory Board composed of distinguished experts in rehabilitation medicine, healthcare management, research, humanitarian assistance, and public health.

The Advisory Board will provide strategic guidance on:

- international standards;
- innovation;
- education;
- research;
- quality improvement;
- international partnerships.

Project Management Office (PMO)

During construction and implementation, a dedicated Project Management Office will coordinate all project activities.

The PMO will be responsible for:

- project planning;
- procurement coordination;
- contractor supervision;
- budget monitoring;
- donor reporting;
- risk management;
- communication with stakeholders;
- implementation monitoring.

The PMO will apply internationally recognized project management methodologies to ensure efficient delivery.

Financial Management

Financial accountability is a cornerstone of the project.

The Center will implement a modern financial management system ensuring:

- transparent budgeting;
- internal financial controls;
- independent external audits;
- donor-specific financial reporting;
- procurement monitoring;
- expenditure verification;
- compliance with international accounting standards.

Financial information will be available to donors in accordance with agreed reporting requirements.

Procurement Policy

All procurement processes will be conducted according to the principles of:

- transparency;
- fairness;
- equal competition;
- value for money;
- accountability;
- conflict-of-interest prevention.

Competitive procurement procedures will be used whenever applicable.

The project will prioritize quality, sustainability, and long-term operational efficiency.

Anti-Corruption Policy

The Center will maintain a zero-tolerance approach toward corruption, fraud, bribery, and conflicts of interest.

Key measures include:

- Code of Ethics;
- Conflict of Interest Policy;
- Whistleblower Protection Mechanism;
- Internal Audit Procedures;
- Independent Financial Audits;
- Transparent Procurement Processes;
- Staff Ethics Training.

All staff members and contractors will be required to comply with these policies.

Quality Assurance

Continuous quality improvement will be integrated into all aspects of the Center's operations.

Quality management will include:

- clinical audits;
- patient safety monitoring;
- outcome measurement;
- patient satisfaction surveys;
- accreditation processes;
- internal quality reviews;
- external evaluations.

Quality indicators will be regularly reviewed to ensure excellence in service delivery.

Stakeholder Engagement

The project recognizes that long-term success depends on meaningful collaboration with stakeholders.

The Center will actively engage:

- patients and families;
- veterans' organizations;
- healthcare professionals;
- universities;
- civil society organizations;
- local authorities;
- national government institutions;
- international donors;
- humanitarian organizations;
- private sector partners.

Stakeholder consultations will support continuous improvement and responsiveness to community needs.

Strategic Partnerships

The Center seeks to establish long-term partnerships with:

- the Ministry of Health of Ukraine;
- regional and local authorities;
- universities and research institutions;
- international rehabilitation hospitals;
- United Nations agencies;
- the World Health Organization (WHO);
- international NGOs;
- humanitarian organizations;
- private foundations;
- corporate partners.

These partnerships will strengthen institutional capacity and support sustainable development.

Monitoring, Reporting and Accountability

The Center will maintain comprehensive monitoring and reporting systems to ensure transparency and accountability.

Regular reports will include:

- project implementation progress;
- financial performance;
- clinical outcomes;
- rehabilitation indicators;
- procurement status;
- risk management updates;
- donor-specific reporting;

- impact assessments.

This information will support evidence-based decision-making and demonstrate responsible stewardship of donor resources.

Commitment to Sustainability

Good governance is essential to the long-term sustainability of the Center.

Transparent management, responsible financial practices, strong partnerships, and continuous quality improvement will ensure that the Center remains financially viable, professionally respected, and socially impactful for decades to come.

Vision for Institutional Leadership

The International Rehabilitation Center "VOLIA" aspires to become a benchmark institution for rehabilitation governance in Ukraine.

By combining transparent leadership, accountable management, clinical excellence, and international collaboration, the Center will build lasting trust among patients, communities, government institutions, and global partners.

It will stand not only as a modern rehabilitation facility but also as a model of integrity, professionalism, and responsible stewardship in the healthcare sector.

APPENDIX A

ORGANIZATIONAL CHART

International Rehabilitation Center

"VOLIA"

SUPERVISORY BOARD

|

|

CHIEF EXECUTIVE OFFICER (CEO)

|

|

Medical
Director
International

|

Chief
Financial

|

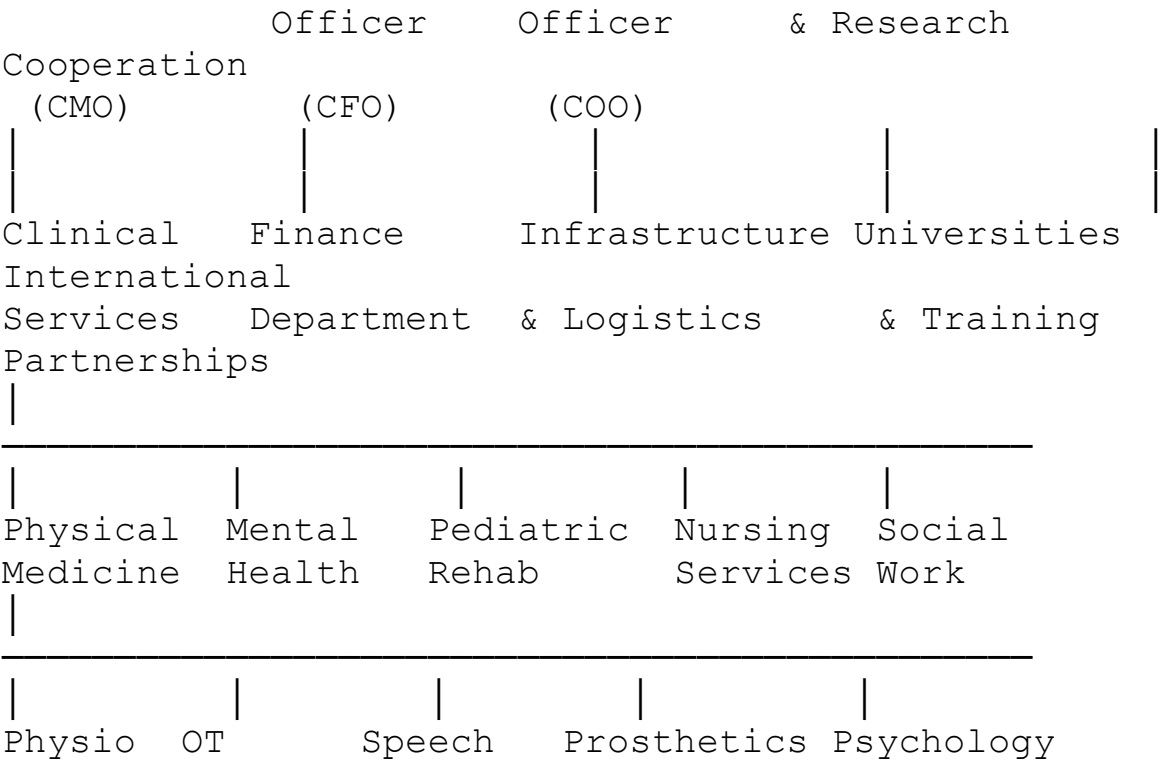
Chief
Operating

|

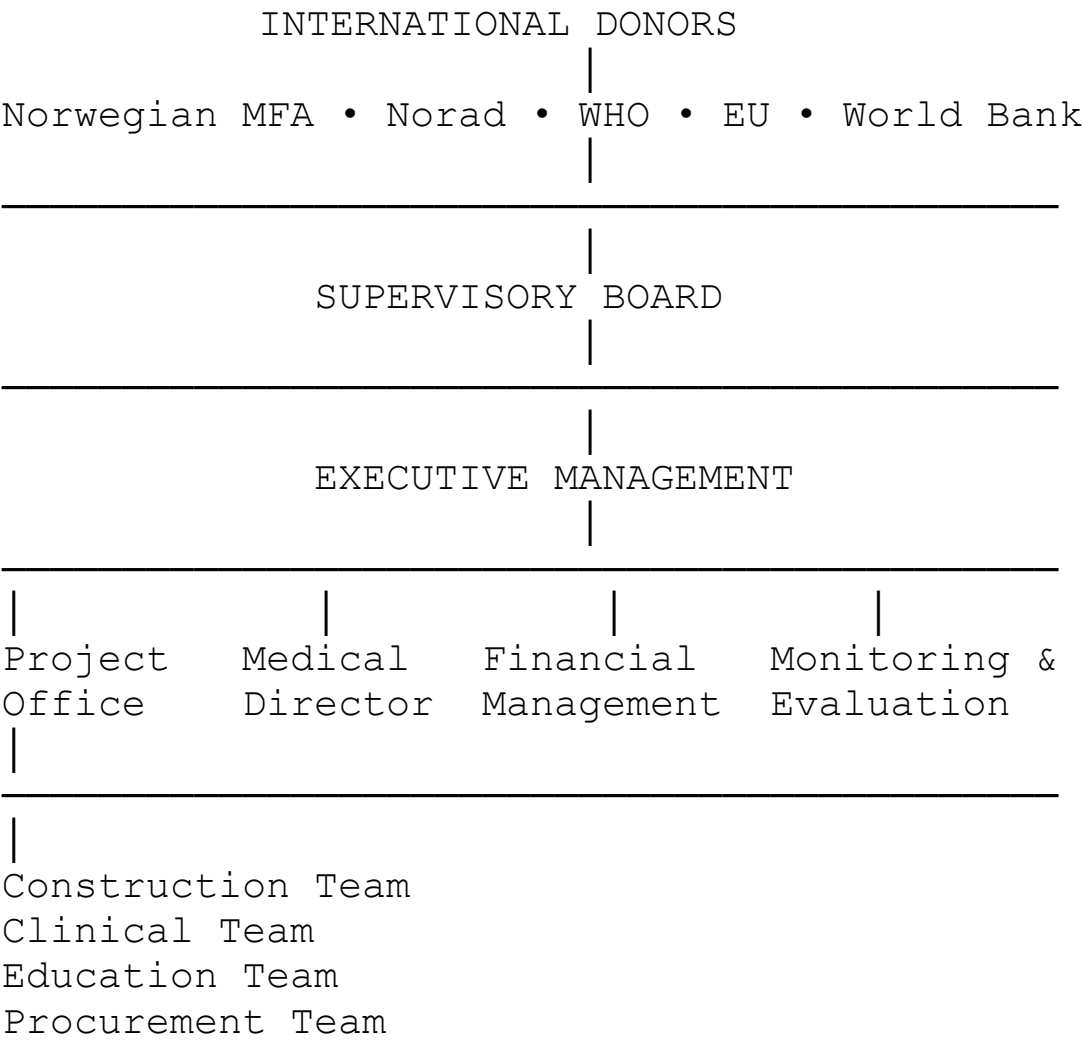
Director
Education

|

Director



PROJECT GOVERNANCE STRUCTURE



RACI MATRIX

Activity	Supervisory Board	CEO	PMO	Medical Director	CFO	Donors
Strategic Planning	A	R	C	C	C	I
Budget Approval	A	R	C	I	R	I
Construction	I	A	R	I	C	I
Procurement	I	A	R	I	R	I
Medical Equipment	I	C	R	A	C	I
Recruitment	I	A	C	R	C	I
Clinical Quality	I	C	I	A	I	I
Monitoring	C	A	R	C	C	I
Reporting	I	A	R	C	R	I
External Audit	A	C	I	I	R	I

Legend:

R Responsible

A Accountable

C Consulted

I Informed

ANTI-CORRUPTION POLICY

Zero Tolerance

The International Rehabilitation Center shall maintain a strict zero-tolerance policy towards:

- corruption
- fraud
- bribery
- embezzlement
- procurement manipulation

- conflicts of interest
- abuse of authority
- misuse of donor funds

Core Principles

Transparency

Accountability

Integrity

Fair Competition

Independent Audit

Public Reporting

Equal Opportunities

Ethical Procurement

Anti-Corruption Measures

- ✓ Code of Conduct
- ✓ Procurement Manual
- ✓ Financial Regulations
- ✓ Independent External Audit
- ✓ Internal Audit
- ✓ Annual Financial Reports
- ✓ Procurement Committee
- ✓ Conflict of Interest Register
- ✓ Supplier Due Diligence
- ✓ Staff Ethics Training

CONFLICT OF INTEREST POLICY

Every employee, consultant, contractor, volunteer and Board Member shall disclose any actual, perceived or potential conflict of interest.

Examples include:

- family relationships
- financial interests
- business ownership
- gifts
- political influence
- personal benefit

Persons with conflicts shall not participate in procurement or decision-making.

Annual declarations shall be mandatory.

WHISTLEBLOWER PROTECTION POLICY

The Center shall establish confidential mechanisms allowing staff, contractors and stakeholders to report:

- fraud
- corruption
- financial misconduct
- abuse
- discrimination
- harassment
- violations of donor rules

Reports may be submitted anonymously.

Retaliation against whistleblowers is strictly prohibited.

Independent investigations will be conducted.

DONOR ENGAGEMENT PLAN

Our Commitment

Every donor will receive transparent communication and timely reporting throughout the project lifecycle.

Communication Channels

Quarterly Reports

Financial Statements

Annual Reports

Project Dashboard

Site Visits

Video Conferences

Independent Audits

Impact Reports

Newsletters

Reporting Schedule

Monthly

Construction Progress

Quarterly

Financial Reports

Biannual

Impact Assessment

Annual

External Audit

Strategic Review

PARTNERSHIP FRAMEWORK

Strategic Partners

Government of Ukraine

Ministry of Health

Regional Administration

Universities

WHO

European Union

Norwegian Partners

Private Foundations

Corporate Partners

Veterans Organizations

TRANSPARENCY MECHANISMS

The Center will publish annually:

- Financial Statements
- Independent Audit
- Procurement Summary
- Annual Activity Report
- Impact Report
- Key Performance Indicators
- Donor Contributions
- Environmental Performance

ESG COMPLIANCE

The project will comply with:

- ✓ WHO standards
- ✓ EU Public Procurement Principles
- ✓ UN Sustainable Development Goals
- ✓ OECD Anti-Corruption Guidelines
- ✓ Environmental and Social Governance (ESG)
- ✓ Human Rights Standards
- ✓ Transparency International recommendations

PROJECT IMPLEMENTATION STRATEGY AND IMPLEMENTATION PLAN

From Vision to Reality

The successful implementation of the International Rehabilitation Center "**VOLIA**" requires a structured, transparent, and professionally managed implementation process.

The project has been designed according to internationally recognized project management principles, ensuring effective planning, financial accountability, quality control, risk management, and continuous monitoring throughout every phase.

Implementation will be coordinated through a dedicated **Project Management Office (PMO)** working in close cooperation with Ukrainian authorities, international partners, engineering consultants, healthcare experts, and donor organizations.

Implementation Objectives

The implementation strategy aims to:

- construct a modern rehabilitation campus according to international standards;
- ensure transparent and efficient use of donor resources;
- maintain the highest quality of construction and medical infrastructure;
- recruit and train qualified personnel;
- establish sustainable operational systems;
- ensure timely project delivery within the approved budget.

Implementation Principles

The project will be implemented according to the following principles:

- transparency;
- accountability;
- quality assurance;
- patient-centered design;
- sustainability;
- environmental responsibility;
- international procurement standards;
- stakeholder participation;
- evidence-based decision-making.

Implementation Phases

Phase 1 – Project Preparation

Duration: 3–6 months

Activities include:

- land preparation and legal documentation;
- feasibility study confirmation;
- environmental and social assessments;
- engineering investigations;
- architectural and technical design;
- donor coordination;
- establishment of the Project Management Office;
- development of procurement plans.

Deliverables:

- ✓ Approved project documentation
- ✓ Technical design completed
- ✓ Construction permits obtained

Phase 2 – Procurement and Contracting

Duration: 3 months

Activities:

- preparation of tender documentation;
- international competitive procurement;
- contractor selection;
- engineering supervision contracts;
- equipment procurement planning;
- contract negotiations.

Deliverables:

- ✓ Construction contractor selected
- ✓ Engineering consultant appointed
- ✓ Procurement plan approved

Phase 3 – Construction

Duration: 18–24 months

Activities:

- site preparation;
- foundations;
- structural construction;
- utilities installation;
- electrical systems;
- water and wastewater systems;
- heating and ventilation;
- roofing;
- internal finishing;
- landscaping.

Continuous quality control will be maintained throughout construction.

Deliverables:

- ✓ Buildings completed
- ✓ Utilities operational
- ✓ Landscaping completed

Phase 4 – Medical Equipment Installation

Duration: 4 months

Activities:

- installation of rehabilitation equipment;
- installation of medical devices;
- IT infrastructure deployment;
- furniture installation;
- testing of systems;
- calibration.

Deliverables:

- ✓ Fully equipped rehabilitation center

Phase 5 – Human Resources Development

Duration: 6 months

Activities:

- recruitment;
- international training;
- development of clinical protocols;
- staff certification;
- emergency preparedness training;
- multidisciplinary team formation.

Deliverables:

- ✓ Operational workforce
- ✓ Clinical teams established

Phase 6 – Pilot Operations

Duration: 3 months

Activities:

- pilot rehabilitation programmes;
- testing operational procedures;
- monitoring patient pathways;
- quality assurance;
- equipment testing;
- patient feedback.

Deliverables:

- ✓ Operational readiness confirmed

Phase 7 – Full Operation

Beginning: Year 3

Activities:

- inpatient rehabilitation;
- outpatient services;
- education programmes;
- research activities;
- international cooperation;
- continuous monitoring.

Deliverables:

- ✓ Fully operational rehabilitation center

Implementation Timeline

Phase	Duration
Preparation	6 months
Procurement	3 months
Construction	18–24 months
Equipment Installation	4 months
Recruitment & Training	6 months
Pilot Operation	3 months
Full Operation	Continuous

Project Management Office (PMO)

A dedicated PMO will coordinate implementation.

Responsibilities include:

- project planning;
- scheduling;
- procurement coordination;
- financial monitoring;
- donor reporting;
- contractor supervision;
- quality assurance;
- risk management;
- stakeholder communication.

The PMO will apply internationally recognized project management methodologies to ensure effective implementation.

Quality Assurance During Implementation

Quality control measures will include:

- engineering supervision;
- independent inspections;
- construction audits;
- equipment verification;
- compliance monitoring;
- environmental monitoring;
- occupational safety inspections.

Quality assurance will continue throughout the operational phase.

Risk Management During Implementation

Key implementation risks include:

- construction delays;
- inflation;
- supply chain disruptions;
- labour shortages;
- regulatory changes;
- security risks.

Each risk will have mitigation measures, contingency plans, and regular monitoring.

Monitoring and Reporting

Implementation progress will be monitored through:

- monthly progress reports;
- quarterly donor reports;
- financial monitoring;
- construction supervision reports;
- procurement reports;
- KPI dashboards;
- independent audits.

This reporting framework will ensure transparency and accountability.

Stakeholder Coordination

The implementation process will involve continuous coordination with:

- Ministry of Health of Ukraine;
- Ivano-Frankivsk Regional Military Administration;
- local self-government authorities;
- universities;
- healthcare institutions;

- international partners;
- humanitarian organizations;
- engineering consultants;
- community representatives.

Regular coordination meetings will support effective decision-making and timely problem resolution.

Sustainability During Implementation

Sustainability principles will guide implementation through:

- environmentally responsible construction;
- local workforce engagement;
- sustainable procurement;
- energy-efficient technologies;
- waste reduction;
- climate-resilient infrastructure.

These measures will contribute to long-term operational efficiency and reduced environmental impact.

Expected Implementation Outcomes

Upon completion, the project will deliver:

- a fully operational 500-bed international rehabilitation center;
- modern medical and rehabilitation infrastructure;
- highly qualified multidisciplinary teams;
- integrated digital health systems;
- education and research facilities;
- sustainable operational systems;
- improved rehabilitation capacity for Ukraine.

Implementation Commitment

The Charitable Organization "**VOLIA**" is committed to delivering this project with the highest standards of professionalism, transparency, and accountability.

Every phase will be implemented in close partnership with government institutions, international donors, healthcare experts, and local communities.

Our objective is not only to construct a rehabilitation center but to establish a sustainable institution that will improve lives, strengthen Ukraine's healthcare system, and serve as a model of excellence for future rehabilitation initiatives.

FINANCIAL MODEL, BUDGET AND LONG-TERM FINANCIAL SUSTAINABILITY

Investing in Ukraine's Future

The establishment of the **International Rehabilitation Center "VOLIA"** represents a strategic investment in Ukraine's healthcare system, social resilience, and long-term national recovery.

The project has been developed as a financially sustainable initiative that combines donor support, public financing, strategic partnerships, and diversified revenue streams to ensure long-term operational stability.

The financial model is based on international best practices in healthcare infrastructure development and has been designed to maximize social impact while ensuring responsible stewardship of donor resources.

Estimated Investment

The estimated total investment required for the development of the International Rehabilitation Center is:

USD 50-60 Million

This investment includes:

- land development;
- design and engineering;
- construction;
- medical infrastructure;
- rehabilitation equipment;
- digital health systems;
- furniture;
- landscaping;
- staff training;
- project management;
- contingency reserve.

The investment is expected to create a long-lasting healthcare institution serving Ukraine for decades.

Indicative Budget Allocation

Component	Estimated Share
Design, Engineering and Permits	5%
Construction Works	42%
Medical Equipment	20%
Rehabilitation Equipment	8%
Furniture and Interior Equipment	4%
Digital Health Infrastructure	4%
Renewable Energy Systems	4%
Landscaping and External Infrastructure	3%
Staff Recruitment and Training	3%
Project Management and Technical Supervision	3%
Contingency Reserve	4%

The budget structure may be refined during the detailed design phase following engineering studies and procurement procedures.

Funding Strategy

The project will pursue a diversified financing model combining international assistance, public funding, philanthropic contributions, and long-term operational revenues.

Potential funding sources include:

International Donors

- Government of the Kingdom of Norway
- Norad
- European Union
- World Bank
- European Investment Bank
- United Nations Agencies
- International Foundations
- Bilateral Development Agencies

Government Support

- Ministry of Health of Ukraine
- National Health Service of Ukraine (NHSU)
- Regional Government
- Local Authorities

Philanthropy

- Corporate Social Responsibility (CSR) Programs

- Private Foundations
- Family Foundations
- Individual Major Donors
- Charitable Campaigns

Long-Term Financial Sustainability

The Center is designed to remain financially sustainable beyond the initial investment phase.

Operational sustainability will be achieved through a diversified revenue model including:

- contracts with the National Health Service of Ukraine;
- government rehabilitation programmes;
- international humanitarian programmes;
- rehabilitation services for international patients;
- research grants;
- educational and professional training programmes;
- international clinical partnerships;
- charitable contributions;
- corporate sponsorships;
- philanthropic endowment development.

This diversified model reduces dependence on a single funding source and enhances long-term resilience.

Operational Cost Management

The project incorporates strategies to optimize operational efficiency and reduce recurring costs.

These include:

- energy-efficient building systems;
- renewable energy generation;
- smart building management technologies;
- digital administration;
- preventive maintenance;
- efficient procurement;
- centralized logistics;
- sustainable resource management.

These measures will improve financial performance while reducing environmental impact.

Social Return on Investment (SROI)

The project is expected to generate significant long-term social and economic value.

Key social returns include:

- improved quality of life for patients;
- reduced disability;
- increased labour market participation;
- lower long-term healthcare expenditures;
- improved mental health outcomes;
- strengthened family resilience;
- enhanced community inclusion;
- increased professional capacity in rehabilitation.

The broader societal benefits extend beyond individual patients and contribute to Ukraine's national recovery.

Economic Impact

The Center will contribute directly to regional and national economic development through:

- creation of more than **300 permanent jobs**;
- local procurement of goods and services;
- attraction of international investment;
- development of rehabilitation-related industries;
- support for medical tourism in the future;
- increased demand for professional education;
- stimulation of local business activity.

The project will become an important driver of economic development in the Ivano-Frankivsk region.

Financial Governance

Robust financial governance mechanisms will ensure responsible management of donor resources.

Financial management will include:

- internationally recognized accounting standards;
- annual independent external audits;
- internal financial controls;
- transparent procurement procedures;
- donor-specific financial reporting;

- segregation of financial responsibilities;
- risk-based financial monitoring.

These measures will ensure accountability, transparency, and compliance with donor requirements.

Financial Risk Management

The financial model incorporates contingency planning to address potential risks, including:

- inflation;
- currency fluctuations;
- construction cost escalation;
- supply chain disruptions;
- changes in healthcare financing;
- operational cost increases.

Regular financial reviews and adaptive budgeting will support long-term stability.

Investment Value

The proposed investment will establish one of the largest and most advanced rehabilitation centers in Eastern Europe.

Beyond infrastructure, the investment will create:

- a national rehabilitation center of excellence;
- a professional education hub;
- a research and innovation platform;
- an international cooperation center;
- a sustainable healthcare institution serving future generations.

This investment represents not only the construction of a healthcare facility but also a strategic contribution to rebuilding Ukraine's human capital.

Financial Accountability to Donors

The Charitable Organization "VOLIA" is committed to maintaining the highest standards of financial transparency and accountability.

All donor funds will be managed in accordance with:

- internationally accepted accounting standards;
- donor financial regulations;
- Ukrainian legislation;

- independent audit requirements;
- anti-corruption policies;
- procurement transparency principles.

Regular financial and narrative reports will be provided to all funding partners.

Investment Opportunity

The International Rehabilitation Center offers international donors a unique opportunity to invest in one of Ukraine's most significant healthcare recovery initiatives.

The project combines:

- measurable humanitarian impact;
- long-term sustainability;
- institutional capacity building;
- innovation;
- education;
- environmental responsibility;
- international cooperation.

By supporting this initiative, development partners will contribute to rebuilding lives, strengthening Ukraine's healthcare system, and creating a lasting legacy of resilience, dignity, and hope.

Conclusion

The financial model demonstrates that the International Rehabilitation Center is not only technically feasible but also economically sustainable and socially transformative.

The proposed investment of **USD 50-60 million** will establish a flagship rehabilitation institution capable of delivering high-quality rehabilitation services for decades while generating lasting benefits for patients, communities, and Ukraine as a whole.

MONITORING, EVALUATION, ACCOUNTABILITY AND LEARNING (MEAL)

Measuring Results, Ensuring Accountability, Driving Continuous Improvement

The International Rehabilitation Center "VOLIA" is committed to delivering measurable, transparent, and sustainable results.

A comprehensive **Monitoring, Evaluation, Accountability and Learning (MEAL)** framework will be established to ensure that project implementation remains effective, efficient, transparent, and fully aligned with the expectations of patients, donors, government institutions, and international partners.

The MEAL system will provide continuous evidence that the project is achieving its objectives while enabling adaptive management and informed decision-making.

Purpose of the MEAL Framework

The MEAL system will:

- monitor implementation progress;
- measure outputs, outcomes and long-term impact;
- evaluate project effectiveness;
- ensure accountability to donors and beneficiaries;
- identify lessons learned;
- support evidence-based decision-making;
- improve institutional performance through continuous learning.

Monitoring Framework

Monitoring will be conducted throughout all phases of the project, from planning and construction to full operational capacity.

Monitoring activities will include:

- implementation progress;
- budget execution;
- procurement performance;
- construction quality;
- equipment installation;
- staffing;
- service delivery;
- patient outcomes;
- environmental compliance;
- stakeholder satisfaction.

Regular monitoring reports will allow early identification of challenges and timely corrective action.

Results-Based Management

The project adopts a Results-Based Management (RBM) approach, focusing on measurable achievements rather than activities alone.

The results chain includes:

Inputs

- financial resources;
- technical expertise;
- human resources;
- infrastructure;
- medical equipment.

Activities

- construction;
- procurement;
- staff recruitment;
- rehabilitation service delivery;
- education and research;
- partnership development.

Outputs

- completed rehabilitation campus;
- trained workforce;
- operational rehabilitation departments;
- digital health systems;
- education programs.

Outcomes

- increased access to rehabilitation;
- improved patient recovery;
- strengthened rehabilitation workforce;
- enhanced healthcare quality;
- expanded international cooperation.

Long-Term Impact

- improved quality of life;
- reduced disability;
- strengthened national rehabilitation capacity;
- enhanced resilience of Ukraine's healthcare system;
- contribution to post-war recovery.

Key Performance Indicators (KPIs)

The Center will monitor quantitative and qualitative indicators across all operational areas.

Infrastructure Indicators

- construction progress (%);
- project completion milestones;
- equipment installation rate;
- energy efficiency performance.

Clinical Indicators

- number of patients admitted;
- rehabilitation completion rate;
- functional improvement scores;
- reduction in disability;
- patient satisfaction;
- average rehabilitation duration.

Human Resources Indicators

- number of staff recruited;
- staff retention rate;
- training completion rate;
- professional certifications obtained.

Education Indicators

- number of students trained;
- research publications;
- international training programs;
- academic partnerships established.

Financial Indicators

- budget execution rate;
- procurement efficiency;
- audit compliance;
- operational cost performance.

Environmental Indicators

- renewable energy generation;
- energy consumption;
- water use efficiency;
- waste recycling rate;
- carbon emission reduction.

Outcome Measurement

Patient outcomes will be assessed using internationally recognized rehabilitation measurement tools.

Evaluation will include:

- functional independence;
- mobility;
- activities of daily living;
- psychological well-being;
- social participation;
- return to work;
- quality of life;
- family satisfaction.

Outcome data will support continuous quality improvement.

Evaluation

Independent evaluations will be conducted at key stages of the project.

Evaluation types include:

Baseline Evaluation

Conducted before implementation.

Mid-Term Evaluation

Assessment of progress and implementation quality.

Final Evaluation

Assessment of achievement of objectives and overall impact.

Post-Implementation Evaluation

Long-term sustainability assessment conducted after project completion.

External evaluators may be engaged to ensure impartiality and credibility.

Accountability

The Center is committed to maintaining the highest standards of accountability to all stakeholders.

Mechanisms will include:

- transparent financial reporting;

- annual external audits;
- donor reporting;
- patient feedback systems;
- community consultations;
- grievance mechanisms;
- public annual reports.

Beneficiaries will have opportunities to provide feedback and participate in improving services.

Learning and Adaptive Management

Learning is an essential component of sustainable development.

The Center will establish systems for:

- documenting lessons learned;
- sharing best practices;
- reviewing clinical outcomes;
- updating rehabilitation protocols;
- improving operational procedures;
- strengthening institutional capacity.

Lessons learned will be integrated into future planning and service improvement.

Knowledge Management

Knowledge generated through the project will be systematically documented and shared.

Knowledge management activities include:

- clinical guidelines;
- research publications;
- training materials;
- case studies;
- innovation reports;
- policy recommendations;
- international conference presentations.

The Center aims to become a national resource for rehabilitation knowledge.

Data Management

A secure digital information system will support monitoring and evaluation activities.

The system will provide:

- electronic data collection;
- real-time dashboards;
- automated reporting;
- performance analytics;
- secure patient data management;
- compliance with data protection regulations.

Reliable data will support strategic planning and evidence-based management.

Continuous Improvement

Monitoring and evaluation findings will be used to improve:

- clinical quality;
- operational efficiency;
- patient experience;
- financial management;
- staff development;
- environmental performance;
- partnership effectiveness.

Continuous improvement will become an integral part of the Center's organizational culture.

Expected Results by Year Five

By the fifth year of operation, the project is expected to achieve:

- full operational capacity of a 500-bed rehabilitation center;
- rehabilitation services for up to **15,000 patients annually**;
- employment of more than **300 professionals**;
- establishment of national and international education programs;
- implementation of international clinical standards;
- strong partnerships with universities and international organizations;
- recognition as one of the leading rehabilitation centers in Eastern Europe.

Commitment to Excellence

The International Rehabilitation Center "**VOLIA**" recognizes that accountability is essential to building trust.

Through rigorous monitoring, transparent evaluation, continuous learning, and evidence-based management, the Center will ensure that every investment contributes directly to improving people's lives.

Our commitment is to deliver measurable impact, maintain full transparency, and continuously improve the quality of rehabilitation services for all beneficiaries.

ANNEX 12A – LOGICAL FRAMEWORK (LogFrame)

Intervention Logic	Indicators	Means of Verification	Assumptions
Goal	Improved rehabilitation system in Ukraine	National health statistics	Continued government support
Purpose	15,000 patients rehabilitated annually	Clinical records	Sustainable financing
Output 1	500-bed rehabilitation center operational	Completion certificate	Construction completed on time
Output 2	300+ qualified staff employed	HR records	Successful recruitment
Output 3	Education and research platform established	Partnership agreements	
Activities	Construction, procurement, staffing, training, service delivery	Progress reports	Timely procurement and implementation

ANNEX 12B – KEY PERFORMANCE DASHBOARD

Indicator	Target (Year 5)
Inpatient beds	500
Patients rehabilitated annually	15,000
Outpatient consultations	25,000
Rehabilitation completion rate	>90%
Patient satisfaction	>95%
Return-to-work rate	>60% (where clinically appropriate)
Staff retention	>90%
International partnerships	≥20
Scientific publications	≥15 annually
External audits completed	100% compliance
Renewable energy contribution	≥30% of annual energy demand

ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG), CLIMATE RESILIENCE AND SUSTAINABLE DEVELOPMENT

Building a Green, Inclusive and Climate-Resilient Rehabilitation Campus

The International Rehabilitation Center "**VOLIA**" is committed to becoming one of the most environmentally sustainable, socially responsible and ethically governed healthcare institutions in Eastern Europe.

The project integrates **Environmental, Social and Governance (ESG)** principles throughout its planning, construction, operation and long-term management.

The Center is designed not only to restore people's health but also to protect the environment, strengthen local communities and demonstrate responsible institutional leadership.

Commitment to Sustainable Development

The project contributes directly to the **United Nations Sustainable Development Goals (SDGs)** and supports Ukraine's long-term green recovery.

The Center will contribute to:

- SDG 3 – Good Health and Well-being;
- SDG 4 – Quality Education;
- SDG 5 – Gender Equality;
- SDG 7 – Affordable and Clean Energy;
- SDG 8 – Decent Work and Economic Growth;
- SDG 9 – Industry, Innovation and Infrastructure;
- SDG 10 – Reduced Inequalities;
- SDG 11 – Sustainable Cities and Communities;
- SDG 12 – Responsible Consumption and Production;
- SDG 13 – Climate Action;
- SDG 16 – Peace, Justice and Strong Institutions;
- SDG 17 – Partnerships for the Goals.

Environmental Sustainability

Environmental protection is an integral component of the project.

The rehabilitation campus will be designed to minimize environmental impact throughout its entire life cycle.

Key environmental objectives include:

- reducing greenhouse gas emissions;
- improving energy efficiency;
- minimizing waste generation;
- protecting biodiversity;
- conserving water resources;
- promoting sustainable procurement;
- encouraging environmentally responsible operations.

Green Building Principles

The Center will be designed according to internationally recognized green building principles.

Where feasible, the project will seek alignment with internationally accepted sustainability certification systems.

Design priorities include:

- energy-efficient building envelopes;
- high-performance insulation;
- natural lighting;
- passive solar design;
- low-energy HVAC systems;
- environmentally friendly construction materials;
- smart energy management.

The project aims to reduce long-term operational costs while minimizing environmental impact.

Renewable Energy

To improve energy security and reduce dependence on fossil fuels, the Center will integrate renewable energy systems.

Potential technologies include:

- photovoltaic solar panels;
- solar thermal water heating;
- geothermal or air-source heat pumps;
- battery energy storage systems;
- intelligent energy management software.

Renewable energy will improve operational resilience and reduce greenhouse gas emissions.

Energy Efficiency

The project will implement comprehensive energy-saving measures including:

- LED lighting systems;
- smart lighting controls;
- energy-efficient medical equipment;
- heat recovery ventilation;
- building automation systems;
- thermal insulation;
- efficient heating and cooling technologies.

Continuous monitoring of energy consumption will support further optimization.

Water Management

Sustainable water management measures will include:

- water-efficient sanitary fixtures;
- rainwater harvesting (where appropriate);
- greywater reuse for landscape irrigation;
- leak detection systems;
- efficient irrigation technologies.

These measures will reduce water consumption while ensuring reliable supply.

Waste Management

The Center will implement integrated waste management systems covering:

- medical waste;
- hazardous waste;
- recyclable materials;
- organic waste;
- electronic waste.

Waste segregation, recycling and environmentally responsible disposal will comply with national legislation and international environmental standards.

Climate Resilience

The Center is designed to remain operational under changing climate conditions and emergency situations.

Climate adaptation measures include:

- resilient infrastructure;
- emergency power supply;
- protected water reserves;
- stormwater management;
- heat-resistant landscaping;
- emergency communication systems.

Climate resilience strengthens the long-term sustainability of healthcare services.

Social Responsibility

The Center recognizes that healthcare institutions have important social responsibilities extending beyond clinical care.

The project promotes:

- equal access to healthcare;
- non-discrimination;
- gender equality;
- inclusion of persons with disabilities;
- community participation;
- ethical employment practices;
- local economic development.

Every aspect of the project is designed to improve social well-being.

Inclusive Employment

The Center will create equal employment opportunities for qualified professionals regardless of:

- gender;
- nationality;
- ethnicity;
- religion;
- disability;
- age;
- social background.

Employment policies will emphasize diversity, inclusion and equal opportunities.

Community Engagement

Meaningful engagement with local communities will remain a priority throughout the project lifecycle.

Community engagement activities include:

- public consultations;
- stakeholder meetings;
- educational events;
- volunteer programmes;
- partnerships with local organizations;
- public awareness campaigns.

Open communication strengthens public trust and social ownership.

Governance Excellence

Strong governance is fundamental to long-term sustainability.

The Center will operate according to internationally recognized governance principles including:

- transparency;
- accountability;
- ethical leadership;
- anti-corruption;
- financial integrity;
- independent oversight;
- stakeholder participation.

Governance systems will support responsible management of donor resources.

Ethical Procurement

All procurement activities will be guided by:

- transparency;
- equal competition;
- value for money;
- environmental considerations;
- social responsibility;
- anti-corruption measures.

Suppliers will be encouraged to demonstrate responsible environmental and social practices.

Responsible Supply Chains

The project will seek suppliers that:

- comply with labour standards;
- respect human rights;
- minimize environmental impact;
- maintain ethical business practices;
- support sustainable production.

Responsible procurement contributes to broader sustainable development goals.

ESG Performance Indicators

The Center will monitor ESG performance using measurable indicators, including:

Environmental:

- annual energy consumption;
- renewable energy generation;
- carbon emissions;
- water consumption;
- recycling rate.

Social:

- patient satisfaction;
- staff diversity;
- employee retention;
- community engagement;
- accessibility compliance.

Governance:

- audit compliance;
- procurement transparency;
- financial reporting;
- anti-corruption training;
- stakeholder participation.

Annual ESG reports will be published to ensure transparency.

Alignment with European Green Recovery

The project supports Ukraine's transition toward a modern, sustainable healthcare system aligned with European environmental and social standards.

The Center contributes to:

- green reconstruction;
- climate-neutral infrastructure;
- sustainable healthcare;
- resilient communities;
- responsible governance.

These priorities are consistent with the European Union Green Deal and international climate commitments.

Long-Term Sustainability

Environmental sustainability is not treated as an isolated component of the project.

Instead, ESG principles are integrated into every stage of planning, construction, operation and future expansion.

This integrated approach ensures that the Center remains environmentally responsible, socially inclusive and economically sustainable throughout its lifetime.

Our Commitment

The International Rehabilitation Center **"Shelter for Unbreakable Warriors"** is committed to building more than a rehabilitation hospital.

We are building a model institution that demonstrates how healthcare infrastructure can contribute simultaneously to:

- human recovery;
- environmental protection;
- social inclusion;
- responsible governance;
- climate resilience;
- sustainable economic development.

Through responsible stewardship of natural resources, ethical leadership and long-term vision, the Center will become a flagship example of sustainable healthcare infrastructure in Ukraine and Eastern Europe.

ANNEX 13A – ESG PERFORMANCE DASHBOARD

ESG Area	Key Indicator	Five-Year Target
Energy	Renewable energy share	≥30%

ESG Area	Key Indicator	Five-Year Target
Environment	Reduction in CO ₂ emissions	≥40% compared to conventional facilities
Water	Reduction in potable water consumption	≥25%
Waste	Waste recycling rate	≥60%
Accessibility	Compliance with universal design standards	100%
Employment	Female representation in leadership	≥40%
Governance	Annual independent external audit	100% compliance
Procurement	Competitive procurement procedures	100%
Transparency	Annual ESG report published	Yes
Community	Stakeholder consultation meetings	At least 4 per year

ANNEX 13B – CONTRIBUTION TO THE UN SUSTAINABLE DEVELOPMENT GOALS

SDG	Contribution of the Project
SDG 3	Comprehensive rehabilitation and improved health outcomes
SDG 4	Education, training and professional development
SDG 5	Equal opportunities and gender-responsive policies
SDG 7	Renewable energy integration
SDG 8	Creation of quality employment opportunities
SDG 9	Innovation and resilient infrastructure
SDG 10	Inclusive rehabilitation services for all
SDG 11	Sustainable regional development
SDG 12	Responsible procurement and waste management
SDG 13	Climate-resilient healthcare infrastructure
SDG 16	Transparent governance and anti-corruption
SDG 17	Strong international partnerships

ENTERPRISE RISK MANAGEMENT, BUSINESS CONTINUITY AND RESILIENCE

Managing Risks to Protect Lives, Investments and Long-Term Sustainability

The International Rehabilitation Center "**VOLIA**" recognizes that effective risk management is essential for the successful implementation and long-term sustainability of the project.

The Center will establish a comprehensive **Enterprise Risk Management (ERM)** system based on internationally recognized principles of **ISO 31000:2018 Risk Management**, integrating strategic, operational, financial, environmental, clinical, legal, cybersecurity, and organizational risks into a unified governance framework.

Risk management will not be treated as a one-time activity but as a continuous management process supporting informed decision-making, organizational resilience, and responsible stewardship of donor resources.

Risk Management Objectives

The Enterprise Risk Management framework aims to:

- identify risks at an early stage;
- assess the probability and potential impact of each risk;
- develop effective mitigation measures;
- strengthen organizational resilience;
- protect patients, employees, partners and assets;
- ensure uninterrupted delivery of rehabilitation services;
- safeguard donor investments;
- support long-term institutional sustainability.

Risk Management Principles

The Center will manage risks according to the following principles:

- proactive identification;
- transparency;
- accountability;
- continuous monitoring;
- evidence-based decision-making;
- regular review and improvement;
- stakeholder engagement;
- compliance with international standards.

Risk management will be integrated into all operational and strategic activities.

Risk Governance Structure

Oversight of risk management will be provided through several organizational levels.

Supervisory Board

Responsible for strategic oversight of enterprise risks and institutional resilience.

Executive Management

Responsible for implementation of risk management policies and decision-making.

Risk Management Committee

A multidisciplinary committee responsible for:

- maintaining the Enterprise Risk Register;
- monitoring key risks;
- reviewing mitigation measures;
- reporting emerging risks;
- recommending corrective actions.

Internal Audit Function

Responsible for independent assessment of the effectiveness of internal controls and risk management systems.

Risk Categories

The Enterprise Risk Register will include the following categories:

Strategic Risks

- changes in national healthcare policy;
- changes in donor priorities;
- insufficient long-term funding;
- reputational risks;
- partnership failures.

Financial Risks

- inflation;
- exchange rate fluctuations;
- cost overruns;
- delayed donor disbursements;
- reduced operational funding;
- fraud.

Construction Risks

- contractor delays;
- supply chain disruptions;
- shortage of construction materials;
- technical defects;
- unforeseen geological conditions;
- permitting delays.

Operational Risks

- staffing shortages;
- equipment failure;
- utility interruptions;
- information system failures;
- procurement delays.

Clinical Risks

- patient safety incidents;
- healthcare-associated infections;
- medication errors;
- rehabilitation complications;
- inadequate clinical staffing.

Security Risks

Given the current security situation in Ukraine, the project incorporates comprehensive security planning.

Potential risks include:

- missile attacks;
- drone attacks;
- power outages;
- cyberattacks;
- civil emergencies;
- disruption of critical infrastructure.

The selected location in the **Ivano-Frankivsk Region**, distant from active combat zones, significantly reduces these risks while ensuring a safe environment for patients, staff, and international partners.

Environmental Risks

Potential environmental risks include:

- flooding;
- extreme weather events;
- heat waves;
- water shortages;
- environmental contamination.

Climate adaptation measures have been incorporated into the project design.

Cybersecurity Risks

Digital healthcare systems require strong cybersecurity protection.

Measures include:

- encrypted communications;
- secure cloud infrastructure;
- multi-factor authentication;
- regular security audits;
- staff awareness training;
- incident response procedures.

Patient confidentiality and data protection will comply with international standards.

Enterprise Risk Register

Each identified risk will be recorded within the Enterprise Risk Register, including:

- risk description;
- risk owner;
- likelihood;
- impact;
- mitigation measures;
- residual risk;
- monitoring frequency;
- review date.

The register will be reviewed quarterly.

Risk Assessment Matrix

Risk Level	Probability	Impact	Management Response
Low	Unlikely	Minor	Routine monitoring
Moderate	Possible	Moderate	Mitigation measures
High	Likely	Significant	Executive oversight
Critical	Very Likely	Severe	Immediate response and Board oversight

Business Continuity Planning

The Center will maintain a comprehensive **Business Continuity Plan (BCP)** ensuring uninterrupted critical services during emergencies.

The Business Continuity Plan will include:

- emergency command structure;
- backup power systems;
- protected water supply;
- alternative communication systems;
- emergency staffing plans;
- evacuation procedures;
- continuity of rehabilitation services;
- IT disaster recovery;
- supply chain contingency plans.

Annual exercises and simulations will test the effectiveness of the plan.

Emergency Preparedness

The Center will maintain operational readiness for emergencies through:

- emergency response training;
- multidisciplinary simulation exercises;
- coordination with emergency services;
- crisis communication procedures;
- medical emergency protocols;
- fire safety systems;
- civil protection planning.

Preparedness will be reviewed regularly.

Insurance Strategy

Appropriate insurance coverage will protect the Center throughout construction and operation.

Insurance may include:

- construction all-risk insurance;
- professional liability insurance;
- property insurance;
- equipment insurance;
- cyber insurance;
- public liability insurance;
- directors' and officers' liability insurance.

Insurance requirements will be reviewed periodically.

Resilience Strategy

The Center has been designed as a resilient healthcare institution capable of maintaining essential rehabilitation services during crises.

Resilience measures include:

- renewable energy systems;
- emergency generators;
- water storage capacity;
- diversified supply chains;
- digital resilience;
- climate-adapted infrastructure;
- flexible operational planning.

These measures strengthen the long-term sustainability of the project.

Risk Monitoring and Reporting

Risk management will become an integral component of organizational governance.

Quarterly risk reports will be submitted to:

- Supervisory Board;
- Executive Management;
- donors (where required);
- regulatory authorities (where applicable).

Annual reviews will evaluate the effectiveness of the Enterprise Risk Management system.

Continuous Improvement

The Center recognizes that risk management is a dynamic process.

Lessons learned from operations, audits, emergency exercises and international best practices will be incorporated into future risk management strategies.

Continuous improvement will ensure that the organization remains resilient under changing circumstances.

Commitment to Responsible Risk Management

The International Rehabilitation Center "VOLIA" is committed to maintaining the highest standards of organizational resilience, patient safety and institutional integrity.

Through proactive risk management, transparent governance and comprehensive business continuity planning, the Center will safeguard patients, employees, partners and donor investments while ensuring uninterrupted delivery of rehabilitation services.

Our goal is to create not only one of Europe's leading rehabilitation centers but also one of its most resilient healthcare institutions.

ANNEX 14A – ENTERPRISE RISK REGISTER (SUMMARY)

Risk Category	Example Risk	Likelihood	Impact	Mitigation
Strategic	Changes in donor priorities	Medium	High	Diversify funding sources
Financial	Inflation and exchange rate fluctuations	High	High	Contingency reserve and annual budget review
Construction	Delays in building works	Medium	High	Independent technical supervision and milestone contracts
Operational	Staff shortages	Medium	High	Workforce planning and partnerships with universities
Clinical	Patient safety incidents	Low	High	Clinical governance and continuous staff training
Security	Disruption due to security threats	Low–Medium	High	Secure location, emergency plans and resilient infrastructure
Environmental	Severe weather events	Medium	Medium	Climate-resilient design and emergency preparedness
Cybersecurity	Cyberattack on health information systems	Medium	High	Cybersecurity framework, backups and staff awareness

ANNEX 14B – BUSINESS CONTINUITY PRIORITIES

During any emergency, the Center will prioritize:

1. Protection of patients and staff.
2. Continuity of critical medical and rehabilitation services.
3. Protection of medical records and information systems.
4. Maintenance of essential utilities and infrastructure.
5. Transparent communication with authorities, donors and partners.
6. Rapid recovery and restoration of normal operations.

LONG-TERM SUSTAINABILITY STRATEGY

Ensuring Long-Term Impact Beyond Donor Funding

The International Rehabilitation Center "VOLIA" has been designed not as a temporary humanitarian initiative, but as a permanent national institution that will provide comprehensive rehabilitation services for decades to come.

Long-term sustainability is one of the project's core principles and has been integrated into every stage of planning, design, financing, governance, and operational management.

The objective is to ensure that the Center remains financially viable, operationally resilient, socially valuable, and environmentally sustainable long after the completion of donor-funded construction.

Vision for Sustainability

The Center aims to become a self-sustaining institution that combines public healthcare financing, international cooperation, education, research, innovation, philanthropy, and strategic partnerships.

Rather than relying on a single funding source, the Center will operate through a diversified and resilient financial model capable of adapting to changing economic conditions.

Diversified Revenue Model

Long-term operational sustainability will be supported through multiple complementary funding sources.

These include:

Public Healthcare Financing

The Center intends to contract with the **National Health Service of Ukraine (NHSU)** for rehabilitation services covered under the national healthcare programme.

This will provide stable reimbursement for eligible rehabilitation services delivered to Ukrainian citizens.

Government Programmes

The Center will participate in national and regional rehabilitation initiatives funded by:

- Ministry of Health of Ukraine;
- Ministry of Veterans Affairs;
- Ministry of Social Policy;
- regional government programmes;
- municipal social programmes.

Government cooperation will strengthen long-term financial stability.

International Humanitarian Partnerships

The Center will continue developing long-term partnerships with:

- United Nations agencies;
- World Health Organization;
- European Union programmes;
- Norwegian development partners;
- bilateral donor agencies;
- international NGOs;
- humanitarian organizations.

These partnerships will support innovation, training, research, and specialized rehabilitation programmes.

Research and Innovation Grants

The Center will actively participate in international research programmes.

Potential funding opportunities include:

- Horizon Europe;
- Erasmus+;
- WHO collaborative projects;
- international medical research grants;
- innovation partnerships;
- digital health programmes.

Research activities will strengthen both financial sustainability and institutional reputation.

Education and Professional Training

As a Center of Excellence, the institution will generate additional income through:

- postgraduate education;
- professional certification programmes;
- clinical internships;
- simulation training;
- international workshops;
- scientific conferences;
- continuing professional development.

Educational activities will contribute to workforce development while supporting operational sustainability.

International Patients

Following stabilization of the security situation in Ukraine, the Center intends to develop specialized rehabilitation programmes for international patients.

This may include:

- rehabilitation after trauma;
- neurological rehabilitation;
- prosthetic rehabilitation;
- sports rehabilitation;
- complex rehabilitation programmes.

International services will generate additional revenue while strengthening Ukraine's role in global rehabilitation medicine.

Philanthropy and Endowment Development

The Center will establish a permanent philanthropic programme including:

- individual donors;
- corporate sponsorship;
- charitable foundations;
- legacy giving;
- fundraising campaigns;
- international philanthropy.

In the long term, the organization aims to establish an **Endowment Fund**, creating an additional source of sustainable income.

Operational Sustainability

Operational sustainability will be strengthened through efficient management and responsible resource utilization.

Measures include:

- digital administration;
- preventive maintenance;
- efficient procurement;
- centralized logistics;
- evidence-based resource planning;
- performance monitoring;
- continuous quality improvement.

These measures will optimize operating costs while maintaining high-quality rehabilitation services.

Human Resource Sustainability

The Center recognizes that highly qualified professionals are its most valuable asset.

Long-term workforce sustainability will be supported through:

- competitive employment conditions;
- continuous professional development;
- international exchange programmes;
- academic partnerships;
- leadership development;
- staff well-being programmes.

Strong investment in human capital will improve retention and institutional stability.

Environmental Sustainability

The project incorporates environmentally responsible solutions that reduce long-term operating costs and improve resilience.

These include:

- renewable energy systems;
- energy-efficient buildings;
- water conservation;
- waste reduction;
- climate-resilient infrastructure;
- environmentally responsible procurement.

Environmental sustainability contributes directly to financial sustainability.

Institutional Sustainability

Strong governance is fundamental to long-term success.

The Center will maintain:

- transparent financial management;
- independent external audits;
- ethical leadership;
- anti-corruption systems;
- stakeholder participation;
- continuous strategic planning.

Institutional trust is essential for attracting future partners and investments.

Community Sustainability

The Center will become an integral part of the regional community.

Long-term community engagement will include:

- volunteer programmes;
- partnerships with local authorities;
- cooperation with veterans' organizations;
- collaboration with educational institutions;
- public awareness campaigns;
- family support initiatives.

Community ownership strengthens institutional resilience.

Knowledge Sustainability

The Center will preserve and continuously expand institutional knowledge through:

- clinical guidelines;
- research publications;
- digital knowledge platforms;
- educational resources;
- professional networks;
- international cooperation.

Knowledge generated through the project will benefit rehabilitation services throughout Ukraine.

Financial Sustainability Roadmap

Years 1–3

- Construction and commissioning.
- Initial donor financing.
- Staff recruitment and training.
- Development of operational systems.

Years 4–5

- Full operational capacity.
- NHSU contracts.
- Expansion of educational programmes.
- International partnerships.

Years 6–10

- Growth of research activities.
- Expansion of international cooperation.
- Development of endowment funding.
- Diversification of income sources.
- Financial stabilization.

Beyond Year 10

The Center is expected to operate as a mature institution with diversified financing, international recognition, and stable long-term operations.

Measuring Sustainability

The sustainability strategy will be monitored using key indicators, including:

- proportion of operational costs covered by recurring revenue;
- diversification of funding sources;
- staff retention rate;
- patient satisfaction;
- research funding secured;
- number of strategic partnerships;
- energy savings achieved;
- annual operating surplus or balanced budget.

These indicators will be reviewed annually by the Supervisory Board.

Legacy and National Impact

The International Rehabilitation Center "**VOLIA**" is intended to become far more than a healthcare facility.

Its long-term legacy will include:

- strengthening Ukraine's rehabilitation system;
- improving the lives of veterans and civilians affected by war;
- educating future generations of rehabilitation professionals;
- advancing scientific research and innovation;
- supporting regional economic development;
- fostering international cooperation;
- demonstrating how sustainable healthcare institutions can contribute to national recovery.

Commitment to Long-Term Sustainability

The Charitable Organization "**VOLIA**" is committed to ensuring that every investment made by international partners creates lasting value.

The Center will continue serving patients, families, communities, and future generations long after construction is completed.

Our vision is to establish a permanent institution recognized for clinical excellence, responsible governance, financial sustainability, and unwavering commitment to human dignity.

ANNEX 15A – SUSTAINABILITY FRAMEWORK

Sustainability Dimension	Strategic Objective	Long-Term Target
Financial	Diversified revenue streams	No single source exceeds 40% of annual income
Clinical	High-quality rehabilitation services	International accreditation and continuous quality improvement
Human Resources	Stable, highly qualified workforce	Staff retention above 90%
Environmental	Resource-efficient operations	Continuous reduction in energy use and emissions
Education	National rehabilitation training hub	Annual growth in professional education programmes
Research	International scientific collaboration	Participation in major international research initiatives
Partnerships	Long-term donor and institutional cooperation	Sustainable strategic partnerships with national and international organizations

INTERNATIONAL PARTNERSHIP STRATEGY, DONOR ENGAGEMENT AND GLOBAL COOPERATION

Building a Global Partnership for Ukraine's Recovery

The reconstruction of Ukraine requires strong, long-term partnerships between government institutions, civil society, international organizations, development agencies, academic institutions, philanthropic foundations, and the private sector.

The International Rehabilitation Center "**VOLIA**" has been designed as an international platform for cooperation, bringing together partners from around the world to restore health, dignity, independence, and hope for people affected by war.

The Center seeks to become an internationally recognized institution where expertise, innovation, humanitarian values, and sustainable development converge to create lasting impact.

Our Partnership Philosophy

The Center believes that sustainable recovery cannot be achieved by a single institution acting alone.

Long-term success depends upon cooperation built on:

- mutual trust;
- transparency;
- accountability;
- shared responsibility;
- knowledge exchange;
- innovation;
- respect for international humanitarian principles.

Every partner will contribute unique expertise, resources, and experience while working toward a common mission of rebuilding lives and strengthening Ukraine's rehabilitation system.

Strategic Partnership Objectives

The International Partnership Strategy aims to:

- strengthen Ukraine's rehabilitation capacity;
- attract international expertise;
- mobilize financial resources;

- promote innovation;
- support professional education;
- facilitate research collaboration;
- enhance institutional sustainability;
- build long-term international networks.

Government Partnerships

The Center intends to cooperate closely with:

- Ministry of Health of Ukraine;
- Ministry of Veterans Affairs;
- Ministry of Social Policy;
- Ministry of Education and Science;
- Ivano-Frankivsk Regional State Administration;
- local self-government authorities.

Government cooperation will ensure alignment with national healthcare priorities and long-term institutional sustainability.

International Government Cooperation

The project welcomes cooperation with governments supporting Ukraine's recovery, including:

- Kingdom of Norway;
- Canada;
- Germany;
- Sweden;
- Denmark;
- Finland;
- Netherlands;
- Switzerland;
- Japan;
- United Kingdom;
- United States of America;
- France;
- Italy;
- Poland;
- Austria.

These partnerships may include financial support, technical assistance, knowledge exchange, and institutional cooperation.

International Development Partners

The Center seeks long-term cooperation with international development institutions, including:

- Norwegian Ministry of Foreign Affairs;
- Norad;
- European Commission;
- European Investment Bank;
- World Bank;
- Council of Europe Development Bank;
- United Nations Development Programme (UNDP);
- World Health Organization (WHO);
- UNICEF;
- International Organization for Migration (IOM);
- International Committee of the Red Cross (ICRC);
- International Federation of Red Cross and Red Crescent Societies (IFRC).

These organizations can contribute to financing, technical expertise, policy dialogue, and institutional development.

Academic Partnerships

International cooperation in education and research is a cornerstone of the project.

The Center aims to establish partnerships with:

- Ukrainian universities;
- European medical universities;
- rehabilitation institutes;
- research centers;
- nursing schools;
- physiotherapy faculties.

Academic cooperation will include:

- student exchanges;
- joint research;
- postgraduate education;
- visiting professors;
- scientific conferences;
- innovation programmes.

Healthcare Partnerships

The Center will collaborate with leading rehabilitation hospitals and healthcare institutions worldwide.

Areas of cooperation include:

- clinical exchange programmes;
- specialist training;
- telemedicine;
- clinical consultations;
- multidisciplinary rehabilitation;
- quality improvement;
- patient safety;
- rehabilitation innovation.

International clinical partnerships will strengthen rehabilitation services throughout Ukraine.

Partnership with Civil Society

Civil society organizations play an essential role in rehabilitation and social reintegration.

The Center will cooperate with:

- veterans' organizations;
- disability organizations;
- humanitarian organizations;
- patient associations;
- faith-based organizations;
- volunteer groups;
- local community organizations.

These partnerships will improve community engagement and ensure that services respond to the needs of beneficiaries.

Private Sector Engagement

The project recognizes the importance of responsible private sector participation.

Potential areas of cooperation include:

- Corporate Social Responsibility (CSR) programmes;
- medical equipment donations;
- technology partnerships;
- digital health innovation;
- workforce development;
- employment opportunities for rehabilitated patients;
- sustainable procurement.

Private sector partnerships will contribute to innovation and long-term sustainability.

Philanthropic Partnerships

The Center welcomes collaboration with philanthropic organizations committed to improving global health and supporting Ukraine's recovery.

Potential partners include:

- international charitable foundations;
- family foundations;
- community foundations;
- humanitarian trusts;
- individual philanthropists.

Philanthropic contributions may support infrastructure, patient care, education, research, innovation, and social programmes.

Volunteer and Professional Exchange Programmes

International volunteers and professional exchange programmes will strengthen institutional capacity.

The Center plans to host:

- visiting rehabilitation specialists;
- physicians;
- physiotherapists;
- psychologists;
- occupational therapists;
- researchers;
- students.

Exchange programmes will facilitate knowledge transfer and international collaboration.

International Conferences and Knowledge Exchange

The Center will become a venue for international dialogue on rehabilitation and post-war recovery.

Activities will include:

- international conferences;
- professional forums;

- scientific symposia;
- clinical workshops;
- policy dialogues;
- innovation showcases.

These events will promote collaboration among governments, universities, healthcare institutions, and development partners.

Partnership Principles

All partnerships will be guided by the following principles:

- transparency;
- equality;
- mutual respect;
- accountability;
- shared objectives;
- ethical conduct;
- evidence-based practice;
- sustainability.

Partnership agreements will clearly define roles, responsibilities, expected outcomes, and governance arrangements.

Communication with Partners

The Center will maintain regular communication through:

- annual partnership meetings;
- quarterly progress reports;
- joint steering committees;
- donor briefings;
- project dashboards;
- newsletters;
- online collaboration platforms.

Transparent communication will strengthen trust and long-term cooperation.

Expected Outcomes of International Cooperation

Through its partnership strategy, the Center aims to achieve:

- sustainable international financing;
- continuous knowledge transfer;

- adoption of international rehabilitation standards;
- strengthened research capacity;
- improved professional education;
- increased innovation;
- expanded global visibility;
- enhanced quality of patient care.

A Global Platform for Rehabilitation Excellence

The International Rehabilitation Center "VOLIA" is envisioned as more than a national institution.

It will become an international platform where governments, healthcare institutions, universities, humanitarian organizations, donors, and communities work together to restore lives and strengthen Ukraine's future.

By fostering long-term international partnerships, the Center will contribute to global rehabilitation knowledge while supporting Ukraine's recovery, resilience, and integration into the international healthcare community.

ANNEX 16A – STRATEGIC PARTNERSHIP MAP

Partner Category	Strategic Role
Government of Ukraine	National policy, healthcare integration
Regional Authorities	Local implementation and infrastructure
Government of Norway	Strategic donor, technical cooperation, humanitarian support
Norad	Grant financing and institutional development
European Commission	Reconstruction and health programmes
World Bank / EIB	Infrastructure financing and technical assistance
WHO	Clinical standards and rehabilitation policy
Universities	Education, research and workforce development
International NGOs	Humanitarian support and programme implementation
Private Sector	Innovation, technology and CSR partnerships
Philanthropic Foundations	Strategic funding and long-term sustainability

ANNEX 16B – WHY NORWAY?

The Kingdom of Norway has demonstrated outstanding leadership in supporting Ukraine through humanitarian assistance, reconstruction, healthcare, energy resilience, and institutional development.

The proposed International Rehabilitation Center aligns closely with Norway's strategic priorities by:

- strengthening healthcare resilience;
- supporting rehabilitation for war-affected populations;
- promoting human rights and equal access to healthcare;
- integrating sustainable and climate-resilient infrastructure;
- fostering international partnerships and knowledge exchange;
- contributing to Ukraine's long-term recovery and European integration.

The project offers Norway a unique opportunity to support a flagship rehabilitation institution that will deliver lasting humanitarian, social, and economic benefits for Ukraine and serve as a model of international solidarity and sustainable recovery.

STRATEGIC CASE FOR NORWAY

Why Norway's Partnership Matters

A Flagship Partnership for Ukraine's Recovery

The International Rehabilitation Center "**VOLIA**" represents a unique opportunity for the Kingdom of Norway to make a transformative and lasting contribution to Ukraine's recovery.

More than a construction project, the Center is designed as a national institution that will restore lives, strengthen healthcare capacity, advance medical education, and foster international cooperation for decades to come.

Norway has consistently demonstrated leadership in supporting Ukraine through humanitarian assistance, reconstruction efforts, democratic governance, energy security, and the protection of human dignity.

This project provides an opportunity to extend that leadership into one of Ukraine's most urgent and strategically important priorities: comprehensive rehabilitation.

Rehabilitation as a National Priority

Millions of Ukrainians have been affected by the consequences of war.

Military personnel, civilians, children, internally displaced persons, and families continue to face long-term physical injuries, psychological trauma, and social challenges.

Modern rehabilitation is no longer an optional component of healthcare.

It has become an essential element of national recovery, economic resilience, and social cohesion.

By supporting this project, Norway will contribute directly to rebuilding Ukraine's human capital and strengthening the country's long-term resilience.

Shared Values

The project reflects values that have long defined Norwegian international development cooperation:

- respect for human dignity;
- protection of human rights;
- equality and inclusion;
- universal access to healthcare;
- transparency and accountability;
- sustainable development;
- peacebuilding and international solidarity.

These values are embedded throughout the governance, clinical model, environmental strategy, and operational framework of the Center.

Supporting the Nansen Programme for Ukraine

The project aligns with the objectives of Norway's long-term support for Ukraine under the **Nansen Support Programme**, particularly in the areas of:

- strengthening essential public services;
- rebuilding healthcare infrastructure;
- supporting civilians affected by war;
- improving resilience;
- promoting sustainable reconstruction;
- strengthening cooperation between Ukraine and Norway.

The Center represents a practical and measurable contribution to these priorities.

A Long-Term Investment

The proposed investment will create benefits extending far beyond the construction period.

The Center will:

- provide rehabilitation services for thousands of patients every year;
- educate future generations of rehabilitation professionals;
- introduce international clinical standards;
- support research and innovation;

- strengthen regional healthcare capacity;
- promote international medical cooperation.

The impact of Norway's support will therefore continue for decades.

A Symbol of Hope

Rehabilitation is fundamentally about restoring hope.

For individuals affected by war, recovery means much more than physical healing.

It means regaining independence, reconnecting with family, returning to education or employment, and participating fully in community life.

The Center will become a place where recovery begins and where dignity is restored.

Norway's partnership will become part of that story.

Strengthening Bilateral Cooperation

The project provides an opportunity to deepen cooperation between Ukraine and Norway through:

- healthcare partnerships;
- university collaboration;
- professional exchanges;
- scientific research;
- innovation in rehabilitation medicine;
- humanitarian cooperation;
- sustainable infrastructure development.

These relationships will create lasting institutional ties between both countries.

Knowledge Exchange

The Center will actively promote bilateral exchange of expertise.

Areas of cooperation may include:

- clinical education;
- rehabilitation medicine;
- physiotherapy;
- occupational therapy;
- prosthetics;
- digital health;
- telemedicine;

- healthcare management;
- research and innovation.

Norwegian professionals and institutions will contribute to strengthening rehabilitation capacity while gaining opportunities for international collaboration.

Environmental Responsibility

The project incorporates environmentally sustainable design principles consistent with Norway's commitment to climate responsibility.

The rehabilitation campus will prioritize:

- renewable energy;
- energy efficiency;
- responsible resource management;
- sustainable procurement;
- climate-resilient infrastructure.

Supporting environmentally responsible reconstruction strengthens both healthcare resilience and climate objectives.

Transparency and Accountability

The Center is committed to maintaining the highest standards of governance.

Norwegian partners can expect:

- transparent procurement;
- independent financial audits;
- international accounting standards;
- regular progress reporting;
- measurable outcomes;
- robust monitoring and evaluation;
- zero tolerance for corruption.

Strong governance ensures that every contribution creates maximum impact.

A Platform for International Cooperation

The Center is designed to become an international hub connecting governments, universities, hospitals, humanitarian organizations, and civil society.

Norway's participation will encourage additional partnerships and strengthen international cooperation in rehabilitation medicine.

The project will demonstrate how collaborative action can address complex humanitarian challenges.

Contributing to European Stability

Supporting rehabilitation contributes not only to individual recovery but also to broader regional stability.

Effective rehabilitation enables people to regain independence, participate in society, and contribute to economic recovery.

By investing in rehabilitation, Norway also invests in a stronger, more resilient Europe.

Expected Outcomes of Norway's Partnership

Through strategic support, Norway will help to:

- establish a 500-bed international rehabilitation center;
- provide rehabilitation services for up to **15,000 patients annually**;
- strengthen Ukraine's rehabilitation workforce;
- improve access to high-quality rehabilitation services;
- advance education and scientific research;
- promote innovation in rehabilitation medicine;
- contribute to sustainable regional development;
- create a lasting symbol of international solidarity.

A Legacy for Future Generations

This project offers an opportunity to create a lasting legacy.

Long after the war has ended, the Center will continue serving patients, educating healthcare professionals, conducting research, and strengthening Ukraine's healthcare system.

Future generations will benefit from the investments made today.

Norway's support will therefore become part of a permanent institution dedicated to healing, resilience, and hope.

Invitation to Partnership

The Charitable Organization "**VOLIA**" respectfully invites the Kingdom of Norway, the Norwegian Ministry of Foreign Affairs, Norad, Norwegian institutions, academic partners, philanthropic organizations, and civil society to join this transformative initiative.

Together, we can create one of Europe's leading rehabilitation centers—a place where innovation meets compassion, where international partnership delivers measurable results, and where every patient is given the opportunity to rebuild their life with dignity.

Closing Statement

The International Rehabilitation Center "VOLIA" is more than a building.

It is an investment in people.

An investment in peace.

An investment in resilience.

An investment in the future of Ukraine.

We believe that, together with Norway, we can create a lasting institution that will stand as a symbol of hope, recovery, and international solidarity for generations to come.

EXPECTED IMPACT, LEGACY AND NATIONAL TRANSFORMATION

Creating Lasting Impact for Ukraine and Beyond

The International Rehabilitation Center "VOLIA" is designed to create a lasting humanitarian, medical, social, economic, and institutional impact extending far beyond the construction of a healthcare facility.

The Center represents a long-term investment in people, communities, healthcare systems, professional education, scientific advancement, and national resilience.

Its impact will be measured not only by the number of buildings constructed or patients treated, but by the lives restored, professionals educated, families reunited, and communities strengthened.

Transforming Rehabilitation in Ukraine

The Center will become one of the flagship rehabilitation institutions in Ukraine, helping transform rehabilitation medicine from a fragmented service into a comprehensive, patient-centered system aligned with European and international standards.

The project will demonstrate best practices in:

- multidisciplinary rehabilitation;
- patient-centered care;
- digital healthcare;
- education;
- scientific research;
- international cooperation;
- sustainable healthcare infrastructure.

The Center will serve as a national model for future rehabilitation development.

Direct Humanitarian Impact

Upon reaching full operational capacity, the Center is expected to provide:

- up to **15,000 patients** receiving rehabilitation services annually;
- more than **25,000 outpatient consultations** each year;
- comprehensive support for veterans, civilians, children, internally displaced persons, and other individuals affected by war.

Patients will benefit from:

- improved mobility;
- increased independence;
- enhanced psychological well-being;
- improved quality of life;
- social reintegration;
- vocational rehabilitation;
- family support.

Every rehabilitation journey represents an opportunity to restore dignity and hope.

Strengthening Ukraine's Healthcare System

The Center will contribute to strengthening the national rehabilitation system through:

- increased rehabilitation capacity;
- implementation of international clinical standards;
- development of multidisciplinary teams;
- expansion of rehabilitation services;
- integration of digital health technologies;
- promotion of evidence-based practice.

The project will complement ongoing healthcare reforms and support Ukraine's European integration.

Impact on Human Capital

Investing in rehabilitation is an investment in human capital.

The Center will:

- educate future rehabilitation professionals;
- strengthen clinical competencies;
- attract international expertise;
- reduce workforce shortages;
- create new career opportunities.

By investing in people, the project contributes to Ukraine's long-term social and economic resilience.

Impact on Veterans and Civilians

The Center will provide equal access to rehabilitation for all eligible beneficiaries, regardless of military or civilian status.

Priority groups include:

- veterans;
- active service members during recovery;
- civilians injured by war;
- children affected by conflict;
- internally displaced persons;
- survivors of trauma;
- families requiring psychosocial support.

Comprehensive rehabilitation will help individuals regain independence and rebuild their lives.

Regional Development

The project will become a major driver of development in the Ivano-Frankivsk region.

Expected regional benefits include:

- creation of more than **300 permanent jobs**;
- increased local procurement;
- development of healthcare services;
- strengthening educational institutions;
- stimulation of innovation;
- attraction of international investment.

The Center will contribute to long-term regional prosperity while enhancing healthcare accessibility.

Scientific and Educational Impact

The Center will become an internationally recognized platform for:

- rehabilitation education;
- postgraduate medical training;
- scientific research;
- clinical innovation;
- international academic cooperation.

The project will support the development of a highly qualified rehabilitation workforce capable of meeting future healthcare challenges.

Innovation Impact

The Center will introduce modern rehabilitation technologies, including:

- robotic rehabilitation;
- virtual reality therapy;
- tele-rehabilitation;
- artificial intelligence-assisted clinical support;
- digital patient management systems.

Innovation will improve rehabilitation outcomes while increasing operational efficiency and expanding access to care.

International Impact

The project will strengthen international cooperation through partnerships with:

- governments;
- universities;
- hospitals;
- humanitarian organizations;
- research institutions;
- international donors.

The Center aims to become a regional hub for rehabilitation excellence in Central and Eastern Europe.

Environmental Impact

The project incorporates sustainable development principles that will:

- reduce greenhouse gas emissions;
- improve energy efficiency;
- increase the use of renewable energy;
- reduce operational costs;

- promote responsible resource management.

These measures contribute to environmentally sustainable healthcare infrastructure.

Economic Impact

The Center will generate long-term economic benefits by:

- reducing disability-related costs;
- improving workforce participation;
- decreasing long-term healthcare expenditures;
- attracting international investment;
- supporting local businesses;
- stimulating medical innovation.

Rehabilitation is not only a humanitarian investment but also an economically responsible strategy.

Social Impact

The project will strengthen social cohesion by promoting:

- equal access to rehabilitation;
- inclusion;
- non-discrimination;
- family support;
- community engagement;
- volunteerism;
- social reintegration.

The Center will become a place where recovery extends beyond medicine to encompass participation, dignity, and belonging.

Contribution to Ukraine's Recovery

The project directly supports Ukraine's national recovery by:

- rebuilding healthcare capacity;
- restoring human potential;
- strengthening institutions;
- promoting resilience;
- supporting veterans and civilians;
- fostering international partnerships.

The Center represents an investment in Ukraine's future as a resilient, democratic, and inclusive European nation.

Expected Impact by Year Five

Indicator	Target
Inpatient rehabilitation beds	500
Patients receiving rehabilitation annually	15,000
Outpatient visits annually	25,000
Healthcare professionals employed	300+
International institutional partnerships	20+
Academic cooperation agreements	15+
Annual scientific publications	15+
Professional training participants	1,000+ annually
Patient satisfaction	Above 95%
Rehabilitation programme completion	Above 90%
Renewable energy contribution	At least 30% of annual energy demand

Long-Term Legacy

The International Rehabilitation Center "**VOLIA**" will become more than a rehabilitation hospital.

Its legacy will include:

- one of Ukraine's leading rehabilitation institutions;
- a national center of excellence;
- a hub for education and research;
- a platform for international cooperation;
- a model of transparent governance;
- a symbol of resilience and hope.

Long after the physical wounds of war have healed, the Center will continue restoring lives, strengthening communities, and contributing to Ukraine's future.

A Global Model of Recovery

The Center aspires to become an internationally recognized example of how strategic investment, humanitarian values, innovation, and international cooperation can create lasting positive change.

It will demonstrate that recovery is not limited to rebuilding infrastructure—it also means rebuilding lives, opportunities, institutions, and trust.

Final Vision

The International Rehabilitation Center "**VOLIA**" represents a shared commitment to humanity, resilience, and sustainable development.

Every patient who walks again, every child who regains confidence, every veteran who returns to family life, every healthcare professional trained, and every international partnership established will become part of the Center's enduring legacy.

Together with our partners, we aim to build not only one of Europe's leading rehabilitation centers but also a lasting symbol of hope, dignity, and international solidarity.

ANNEX 18A – IMPACT FRAMEWORK

Impact Area	Expected Long-Term Result
Healthcare	National rehabilitation capacity significantly strengthened
Patients	Improved functional recovery, independence, and quality of life
Workforce	Highly qualified rehabilitation professionals trained and retained
Education	National and international rehabilitation education hub established
Research	Increased scientific output and innovation
Economy	Regional employment, investment, and productivity enhanced
Environment	Reduced environmental footprint through sustainable infrastructure
Society	Greater inclusion, resilience, and social cohesion
International Cooperation	Strong, long-term partnerships supporting Ukraine's recovery

Closing Statement

The International Rehabilitation Center "**VOLIA**" is not simply a response to the consequences of war.

It is a commitment to the future.

A future in which every person affected by conflict has access to world-class rehabilitation.

A future in which healthcare systems are stronger, communities are more resilient, and international solidarity is transformed into lasting institutions.

Together, we can build a place where recovery becomes reality, dignity is restored, and hope is renewed—for Ukraine and for generations to come.

COMMUNICATION, VISIBILITY AND PUBLIC ENGAGEMENT STRATEGY

Communicating Hope, Building Trust, Inspiring Partnership

The International Rehabilitation Center "VOLIA" recognizes that transparent communication and meaningful public engagement are essential to the success and long-term sustainability of the project.

The Communication and Visibility Strategy aims to ensure that patients, communities, partners, donors, public authorities, and the international community remain informed, engaged, and confident in the project's progress, governance, and impact.

The strategy reflects the principles of openness, accountability, respect, and partnership while promoting the Center as a flagship example of Ukraine's recovery and international cooperation.

Strategic Objectives

The communication strategy will pursue the following objectives:

- strengthen public trust;
- demonstrate accountability to donors;
- increase awareness of rehabilitation services;
- promote transparency;
- encourage public participation;
- highlight international partnerships;
- share best practices;
- inspire additional support and investment.

Target Audiences

Communication activities will be tailored to different stakeholder groups, including:

Beneficiaries

- veterans;
- active service members;
- civilians affected by war;
- children and families;
- persons with disabilities.

Government Institutions

- Ministry of Health of Ukraine;
- Ministry of Veterans Affairs;

- regional authorities;
- local governments;
- healthcare institutions.

International Partners

- governments;
- development agencies;
- humanitarian organizations;
- United Nations agencies;
- European institutions;
- international NGOs.

Donors

- institutional donors;
- philanthropic foundations;
- corporate partners;
- individual benefactors;
- charitable organizations.

Academic and Medical Community

- universities;
- research institutes;
- rehabilitation professionals;
- healthcare associations.

General Public

- local communities;
- Ukrainian society;
- international audiences;
- media organizations.

Communication Principles

All communication activities will be guided by:

- transparency;
- accuracy;
- inclusiveness;
- accessibility;
- respect for human dignity;
- confidentiality of patient information;
- cultural sensitivity;
- ethical storytelling.

The dignity, privacy, and informed consent of beneficiaries will always be protected.

Brand Identity

The Center will develop a recognizable visual identity reflecting its mission of healing, resilience, and hope.

Brand elements will include:

- official logo;
- visual identity guidelines;
- typography;
- colour palette;
- donor recognition standards;
- presentation templates;
- educational materials.

The brand will communicate professionalism, compassion, innovation, and trust.

Digital Communication

Digital platforms will play a central role in communication.

The Center will maintain:

- an official multilingual website;
- social media platforms;
- patient information portal;
- donor information portal;
- online news section;
- digital publications;
- educational resources.

Digital communication will ensure broad accessibility and timely dissemination of information.

Media Relations

The Center will establish proactive relationships with national and international media.

Activities include:

- press releases;
- media briefings;
- interviews;
- press conferences;
- site visits;

- documentary projects;
- feature stories.

Media engagement will promote public awareness while highlighting the impact of rehabilitation.

Donor Visibility

The Center recognizes the importance of acknowledging donor support.

Donor visibility measures may include:

- recognition on project materials;
- plaques and signage;
- website acknowledgements;
- annual reports;
- conferences;
- opening ceremonies;
- joint communication campaigns.

Visibility arrangements will always respect donor communication policies and applicable funding agreements.

Public Engagement

The Center will actively engage local communities through:

- open days;
- public lectures;
- educational campaigns;
- volunteer programmes;
- health promotion activities;
- community events;
- patient support groups.

Public engagement strengthens trust, ownership, and long-term sustainability.

International Conferences and Events

The Center will organize and participate in:

- international rehabilitation conferences;
- scientific symposia;
- donor forums;
- humanitarian events;
- innovation exhibitions;
- healthcare summits.

These events will promote knowledge exchange and strengthen global partnerships.

Publications

The Center will publish:

- annual reports;
- sustainability reports;
- ESG reports;
- financial reports;
- research publications;
- clinical guidelines;
- educational materials;
- newsletters.

Publications will demonstrate transparency and institutional excellence.

Patient Stories

With informed consent and full respect for privacy, the Center will share stories illustrating the transformative impact of rehabilitation.

These stories will focus on:

- recovery;
- resilience;
- independence;
- hope;
- family support;
- community reintegration.

The objective is to raise awareness while preserving the dignity of every individual.

Monitoring Communication Effectiveness

Communication performance will be monitored through:

- website traffic;
- media coverage;
- stakeholder surveys;
- donor feedback;
- social media engagement;
- public awareness indicators;
- event participation.

Regular evaluation will support continuous improvement.

Crisis Communication

The Center will maintain a Crisis Communication Plan covering:

- public health emergencies;
- security incidents;
- misinformation;
- operational disruptions;
- reputational risks.

Clear communication procedures will ensure timely, accurate, and coordinated responses.

Expected Outcomes

By implementing this strategy, the Center aims to achieve:

- increased public awareness of rehabilitation;
- stronger donor confidence;
- enhanced international visibility;
- greater community engagement;
- improved institutional reputation;
- broader professional cooperation;
- sustainable public support.

A Voice for Recovery

The International Rehabilitation Center "**VOLIA**" will serve not only as a healthcare institution but also as a voice for recovery, resilience, and international solidarity.

Through open communication, responsible storytelling, and meaningful engagement, the Center will demonstrate how collaborative action can restore lives and strengthen communities.

Every message shared, every partnership established, and every success celebrated will reinforce our shared commitment to human dignity, hope, and sustainable recovery.

ANNEX 19A – COMMUNICATION CHANNELS

Audience	Communication Tools
Patients and Families	Website, patient portal, printed materials, hotline
Donors	Quarterly reports, annual reports, donor briefings, site visits
Government	Official reports, policy meetings, strategic consultations
Academic Partners	Conferences, publications, workshops, research networks
Media	Press releases, interviews, press conferences, media visits
General Public	Social media, public campaigns, newsletters, open days

ANNEX 19B – VISIBILITY PLAN

Activity	Frequency	Purpose
Project Website Updates	Weekly	Transparency and public information
Social Media Campaigns	Weekly	Public engagement and awareness
Quarterly Donor Reports	Quarterly	Accountability and progress reporting
Annual Impact Report	Annually	Demonstrating outcomes and transparency
International Conference	Annually	Knowledge exchange and partnership development
Community Open Day	Twice per year	Local engagement and education
Media Briefings	As required	Public communication and visibility

Closing Statement

Transparent communication is fundamental to building trust, strengthening partnerships, and ensuring accountability.

The International Rehabilitation Center "**VOLIA**" is committed to maintaining open dialogue with patients, communities, government institutions, international partners, and donors.

By sharing knowledge, celebrating progress, and communicating responsibly, the Center will not only provide world-class rehabilitation services but also become an internationally recognized symbol of recovery, cooperation, and hope.

CONCLUSION, INVESTMENT OPPORTUNITY AND CALL FOR PARTNERSHIP

Building Hope Together

The International Rehabilitation Center "**VOLIA**" represents far more than a healthcare infrastructure project.

It is a commitment to restoring human dignity, rebuilding lives, strengthening communities, and investing in the future of Ukraine.

The devastating consequences of war have created one of the largest rehabilitation challenges in modern European history. Thousands of military personnel, civilians, children, and families require long-term, comprehensive rehabilitation services that extend beyond medical treatment to include psychological recovery, social reintegration, education, and renewed independence.

Meeting this challenge requires vision, leadership, innovation, and international solidarity.

This project has been developed to answer that need.

A Strategic Investment

Supporting the International Rehabilitation Center is an investment in:

- people;
- resilience;
- healthcare;
- education;
- scientific innovation;
- sustainable development;
- peace and recovery.

The proposed Center will become one of the largest multidisciplinary rehabilitation institutions in Eastern Europe, serving thousands of patients every year while strengthening Ukraine's healthcare system for generations to come.

Why This Project Matters

The project combines:

- evidence-based rehabilitation;
- patient-centered care;
- international clinical standards;
- sustainable architecture;
- environmental responsibility;
- digital innovation;
- transparent governance;
- education and scientific research;
- long-term financial sustainability;
- international cooperation.

These components create a comprehensive model of modern rehabilitation capable of responding to today's humanitarian needs while preparing Ukraine for future healthcare challenges.

A Partnership with Lasting Value

The International Rehabilitation Center has been designed to become a permanent institution.

The impact of every contribution will continue long after construction has been completed.

Every investment will support:

- improved patient recovery;
- stronger families;
- healthier communities;
- professional education;
- scientific advancement;
- institutional resilience;
- sustainable healthcare development.

This is an opportunity to create a legacy that will continue serving people for decades.

Why Ivano-Frankivsk Region

The location of the Center in the **Ivano-Frankivsk Region** offers unique strategic advantages.

The region provides:

- a safe geographical location away from active combat zones;
- excellent transport accessibility;
- proximity to the Carpathian Mountains and natural therapeutic environments;
- clean air and favorable climatic conditions;
- a strong academic and medical ecosystem;
- opportunities for future expansion;
- a welcoming environment for international cooperation.

These characteristics create ideal conditions for rehabilitation, recovery, education, and research.

Our Commitment

The Charitable Organization "**VOLIA**" is committed to implementing this project according to the highest international standards.

We are committed to:

- transparency;
- accountability;
- ethical leadership;
- responsible financial management;
- evidence-based healthcare;
- environmental sustainability;
- equal access to rehabilitation;
- continuous improvement;
- international cooperation.

Every decision will be guided by the interests of patients and the responsible stewardship of partner resources.

An Invitation to Partnership

We respectfully invite governments, development agencies, international organizations, philanthropic foundations, universities, healthcare institutions, corporations, and private donors to join this transformative initiative.

Together, we can build:

- one of Europe's leading rehabilitation centers;
- a national center of excellence;
- an international platform for education and research;
- a model of sustainable healthcare infrastructure;
- a symbol of hope and recovery.

Every partner will become part of a shared mission to restore lives and strengthen Ukraine's future.

What Your Support Will Achieve

Your partnership will help establish:

- **500 inpatient rehabilitation beds;**
- comprehensive rehabilitation services for **up to 15,000 patients annually;**
- employment for more than **300 highly qualified professionals;**
- advanced rehabilitation technologies;
- modern education and research facilities;
- international training programmes;
- sustainable healthcare infrastructure;
- long-term institutional resilience.

Most importantly, your support will restore hope, independence, and dignity to thousands of people affected by war.

Together We Can Build More Than a Rehabilitation Center

We can build a place where:

A wounded soldier learns to walk again.

A child recovers from trauma and rediscovers joy.

A civilian injured by war regains independence.

A family finds support during the most difficult period of life.

A healthcare professional receives world-class education.

A researcher develops innovative rehabilitation solutions.

A community becomes stronger through compassion and solidarity.

Our Vision

We envision a future in which Ukraine is recognized not only for its resilience during war but also for its leadership in rehabilitation, innovation, and humanitarian cooperation.

The International Rehabilitation Center "**VOLIAA**" will become a lasting symbol of that future.

A place where medicine meets humanity.

Where innovation serves compassion.

Where international partnership creates measurable impact.

Where every person is treated with dignity and respect.

Final Message

Recovery is not measured only by rebuilt buildings.

Recovery is measured by restored lives.

Every patient who walks again.

Every child who smiles again.

Every family reunited.

Every veteran who returns to society.

Every healthcare professional inspired to serve.

Every partnership built on trust.

These are the true indicators of success.

Call to Action

Today, Ukraine faces one of the greatest rehabilitation challenges in its history.

Tomorrow, together, we can transform that challenge into an opportunity.

An opportunity to create one of Europe's most advanced rehabilitation centers.

An opportunity to build lasting international partnerships.

An opportunity to invest in people, dignity, and peace.

We invite you to become part of this journey.

Together, we can build a future where recovery is possible, hope is renewed, and resilience becomes a lasting legacy.

Closing Statement

The International Rehabilitation Center "VOLIA" is more than a project.

It is a promise.

A promise that no person affected by war will be left without the opportunity to recover.

A promise that compassion will be transformed into action.

A promise that international solidarity will create lasting institutions.

A promise that hope will prevail.

Together, we can build not only a rehabilitation center—but a future where every life has the opportunity to heal, recover, and thrive.

CONTACT INFORMATION

Charitable Organization

"Charitable Foundation "Shelter for Unbreakable Warriors"

Ivano-Frankivsk Region, Ukraine

E-mail: huw.fund@gmail.com

Website: <https://unbreakable-ua.org/>

Project: **International Rehabilitation Center "VOLIA"**

ADDITIONAL PROJECT INFORMATION

For the convenience of partners, donors, and other stakeholders, comprehensive information regarding the implementation of the **International Rehabilitation Center "VOLIA"** is available on the project's official website.

The official website serves as the project's **Digital Project Data Room**, providing open access to legal and registration documents, statutory documents, cooperation agreements and memoranda of understanding, the architectural concept, project visualizations, technical documentation, project governance documents, financial information, implementation reports, monitoring and evaluation results, as well as other supporting materials demonstrating the project's readiness and implementation progress.

The website is regularly updated in accordance with the principles of **openness, transparency, accountability, good governance, and responsible stewardship of resources**.

Official Project Website

<https://unbreakable-ua.org/>

For partnership opportunities, cooperation inquiries, or additional information, please contact the Project Team using the contact details provided above.