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**ANDRIY MELESHEVYCH KYIV-MOHYLA SCHOOL OF GOVERNANCE**

**INNOVATIVE PROJECTS IN PUBLIC POLICY  
AND ADMINISTRATION**

**Abstracts of policy papers**

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This collection comprises abstracts of policy papers written by students in the scientific and educational program "Public Policy and Governance". Their studies are the content of the coursework "Innovative Projects in Public Policy and Administration", which is a mandatory element of the program, designed by the Andriy Meleshevykh Kyiv-Mohyla School of Governance. In terms of its content, the coursework is designed to address a specific policy problem, is grounded in the process, and encompasses all stages of policy analysis.

The abstracts published in this collection are devoted to addressing the urgent policy problems faced in Ukraine during the war period and to developing recommendations to enhance the efficiency of state and local government bodies, as well as the implementation of principles of good governance and democratic values.

This collection can be useful to specialists in governance and communications, as well as to students and postgraduates in relevant specialties.

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## **TO THE READER**

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### **BUILDING THE FUTURE THROUGH PUBLIC POLICY ANALYSIS: PROBLEMS OF LEARNING AND PRACTICAL APPLICATION**

#### **Introduction**

Nowadays, a particular field of applied research has been formed in the world – policy science. It consists of policy study and policy analysis. Each of these components corresponds to a certain type of document that allows you to record the results of policy science. The results of the policy study may be obtained, for example, during the implementation of scientific research works. The results of the policy analysis are carried out as part of the preparation of a draft of policy decision for a specific customer – a particular official, central or local authority, or government organization.

In states with a high potential for public governance, the practice of policy document writing is widespread. The main policy documents are policy papers. They are addressed at a particular official, authority, or government organization. The key components of such documents are a description of the context and importance of the particular issue – public problem, a discussion of its possible solutions, and recommendations for further course of action.

Writing a quality policy paper requires knowledge of the social sciences, and the ability to apply qualitative and quantitative methods, cost-benefit, and risk analysis. Future experts may be acquired relevant knowledge and skills by studying Master's programs in Public Administration (MPA) or Public Policy (MPP), as well as advanced training programs. Such programs have been developed in all OECD member states.

But, there are a lot of problems in policy analysis – problems of learning and practical application that need to be solved.

#### **Basic problems of policy analysis learning and practical application**

The procedures of writing policy papers are legally regulated in most OECD member states. But, the practice of teaching the academic discipline "Public Policy Analysis and Implementation" shows that most students have certain difficulties with the practical application of these procedures.

In particular, instead of choosing a public problem suitable for policy analysis students choose to study political problems, which outline political analysts for political parties to win the favour of the electorate. But such issues are not public problems – the situations that cause concern in society and require government intervention, and for which specific recommendations can be developed – instructions for its solution with the resources available to the customer.

The consequence of this is:

- the degeneration of advice offered by students on solving public problems into a list of calls for "reform", "improvement", "improvement", and "strengthening" without considering the environmental features, available limitations, and resources;
- lack of answers to the question: who resists solving the public problem and why; how to overcome this resistance; what resources are needed to solve the public problem; what recommendations should be provided (what to do; why to do it; how to do it); how to implement the policy (the organization or structure that will implement it; the way services are provided; policy tools).

Therefore, it is important to spread among civil servants, officials of local self-government, and experts of non-governmental analytical centres knowledge and skills regarding the process and procedures of developing advice to authorities about the best possible options for actions that solve social problems, monitoring and evaluating the results and consequences of these actions - for building the best future. The first task on this path is a distinction between policy and politics, as well as the spheres of activity of political and policy analysts.

### **Discussion**

In Slavic scientific terminology, the word "политика" corresponds to two different concepts, for which in other languages, in particular, English, different words are used (policy and politics).

Typical examples of definitions of these terms are as follows.

"Politics is the ongoing argument about what we should do as a nation and how it should be done, where the rules by which we argue may themselves become part of the argument" (Boynton, 2013). It is "the set of activities that are associated with making decisions in groups, or other forms of power relations among individuals, such as the distribution of resources or status" (Webster, 1996). Politics in this sense is the subject of political analysis and the field of activity of political analysts.

The policy is a course of action accepted and followed by the government. "Policy is intended to affect the "real" world, by guiding the decisions that are made" (Lowi, 1972). The policy is the subject of policy analysis and the field of activity of policy analysts. The policy analysis aims to find out what government

actually does: "what government do, why they do it, and what difference it makes" (Dye, 1983). Or "whatever governments choose to do or not to do" (Dye, 1992 cited in Anderson, 1994). In general, policy analysis "determines which of the various alternative public or government policies will most achieve a given set of goals in light of the relations between the policies and the goals and in light of politically feasible courses of action, it generates information and evidence in order to help the policymaker choose the most advantageous action" (Geva-May, Pal, 1999).

The false identification of the concepts of politics and policy occurs as a result of the understanding:

- the policy-making process as decision-making;
- policymakers only as political persons;
- an authoritative decision (that is, a decision regarding a policy course, a specific action) as a political decision based on consideration of various political interests;
- the policy analysis as commenting on political events or critical discussion of the actions of authorities.

According to the above distinction:

- political analysis is a study of politics in the sense of politics, that is, a system of procedures aimed at obtaining a scientifically based forecast of the development of political events, phenomena, and processes (for their use in the practice of political management). Performers of political analysis are political analysts;
- policy analysis – a set of procedures for developing advice on the best of the possible courses of action of the authorities, oriented to the particular official, central or local authority and based on evidence and values. Policy analysts are the direct performers of policy analysis.

Thus, political analysis results in a forecast, while policy analysis results in advice on specific actions of authorities. Since the political forecast is used in the development of policy advice, the advice cannot be a component of the forecast. The idea that policy analysis is reduced to political analysis is false. On the contrary, political analysis is a component of policy analysis, a separate aspect of the future course of action.

The policy analysis should not be identified with:

- scientific research, since policy analysis is measured by solving a problem, not by searching for the truth. Unlike scientific research, policy analysis is limited in time, systemic, multidisciplinary (requires special knowledge and skills), sensitive to the political context, and oriented to the particular official, central or local authority;
- drafting legislation, which is only the preparation of particular tools for solving a public problem. The policy analysis is aimed at writing instructions for

public problem-solving and does not end with the adoption of a law (approval of a program, signing of an order, creation of a new authority, etc.);

- political propaganda, that focuses on positive or negative government activities to gain support from political parties, social groups, or non-government organizations. Therefore, political propaganda can be based on the policy analysis or deny it.

Policy analysis is more about "speaking truth to power" (Wildavsky, 1987) than trying to convince the authority of the possibility of "improving life today"<sup>1</sup> in the absence of the necessary resources.

Based on the above distinction, the spheres of activity of political and policy analysts become clear. A political analyst, writing an analytical document on political risks (for example, a political forecast), creates conditions for making effective political decisions. A policy analyst develops instructions for the complete solution of a specific public problem with the available resources, at the request of the customer – a central authority (ministry, committee, state administration, etc.) or a local self-government body (city mayor, city or village council, etc.).

Thus, the activity of a political analyst is focused, first of all, on the current diagnosis of political texts, political speeches, and the political situation as a whole. It requires the identification and detailed analysis of positive and negative factors affecting political development, clarifying the causes of problematic moments, and establishing the composition of actors, which can change the political situation.

In contrast, the activity of a policy analyst is aimed, first of all, at identifying public problems, establishing the grounds for government intervention, analysing stakeholders and environment, formulating the goal of solving the problem, expected outputs and outcomes, defining and comparing policy options (alternatives), development of policy recommendations, and measures for the implementation of the recommended solution.

At the same time, the activity of neither political analysts nor policy analysts cannot be underestimated or considered unnecessary, because they operate in a common environment and within the framework of a single public process.

### **Conclusions**

1. Unlike politics, which is aimed at using power institutions to realize the interests and needs of various social groups and individuals, the policy is aimed at finding out what governments do or do not do, why they do it and what it changes.

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<sup>1</sup> This is a slogan of one Ukrainian political party in the 2014 elections.

2. Unlike political analysis, which is aimed at obtaining forecasts of the development of political processes, policy analysis is focused on developing advice on the best possible course of government action. With this in mind, political analysis is a component of policy analysis.

3. Unlike a political analyst, whose activity is primarily focused on the diagnosis of political texts, political speeches, and the political situation, the activity of a policy analyst consists in developing instructions for solving public problems. Despite the different spheres of activity, political analysts and policy analysts operate in a common environment and within the framework of a public process.

4. Sustainable social development is impossible without the formation of knowledge and skills among civil servants, officials of local self-government, and experts of non-governmental analytical centres regarding the process and procedures of public policy, based on evidence and values. The basis of the activity of policy analysts should be the development of advice on specific actions of the authority – instructions for solving public problems within the constraints and available resources.

5. The study of students, as well as the training of civil servants, should be clearly separated into the training of future political and policy analysts since they develop different documents for different purposes.

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## **ABSTRACTS OF POLICY PAPERS**

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"Public Policy and Governance"*

### **ENSURING EQUAL ACCESS TO ELECTRONIC ADMINISTRATIVE SERVICES FOR VULNERABLE GROUPS**

The problem addressed in this paper is the unequal access to electronic administrative services for vulnerable groups, which strengthens digital inequality and keeps many people dependent on offline channels. The commissioning authority for the analysis is the Ministry of Digital Transformation of Ukraine, responsible for shaping and implementing state policy in the field of digitalization and e-services; its interest lies in increasing the effectiveness of digital transformation policy, ensuring accessibility and reducing pressure on the network of Administrative Service Centres.

The root causes of the problem combine a persistent digital divide with institutional and procedural barriers. Survey data show that while a large majority of applicants are aware of e-services, many have never attempted to use them and a significant share perceive online procedures as complicated. Older people are particularly vulnerable: the median age of respondents who neither know about e-services nor intend to use them is 60. Uneven institutional capacity across communities, the absence of a clear and unified procedure for obtaining e-services, and distrust or stigma towards digital channels prevents vulnerable groups from benefiting from digitalization. In the context of full-scale war, mass internal displacement and the growing importance of remote access, these factors make state intervention both justified and urgent.

After comparing several policy options, the recommended option is Standardization of the procedure for obtaining e-services. Unlike maintaining current practice, this option directly addresses the core barrier of fragmented and inconsistent requirements. Compared with a strategy focused solely on additional offline support, standardization creates long-term effects: common rules across agencies, scalability of successful solutions and transparent requirements for digital accessibility. It scores higher on effectiveness, efficiency, equity for vulnerable groups, and administrative and political feasibility.

To implement the recommended option, the Ministry of Digital Transformation of Ukraine should: update the list of administrative services that are most critical for vulnerable groups; develop and approve unified procedural and user-experience standards for obtaining these services online; launch an experimental project in selected communities with different levels of institutional capacity; systematically involve representatives of vulnerable groups in piloting and usability testing; and establish a monitoring framework that combines quantitative indicators (share of online applications, time needed to submit an application, rejection rates) with qualitative measures of user experience and trust.

The expected results include a reduction of the gap between awareness and actual use of e-services, an increase in trust in digital channels and greater self-reliance of users when accessing key services. The state benefits from optimized workloads of administrative service centres, lower transaction costs and better data on citizens' needs; communities gain from expanded remote access to services irrespective of the presence of a local administrative service centre. The proposed policy is aligned with Ukraine's international commitments on non-discriminatory access to public services, the implementation of European standards on digital accessibility and the broader principles of people-centred digital government.

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## **PUBLIC POLICY TO DEVELOP PUBLIC-PRIVATE PARTNERSHIP UNDER CONDITIONS OF POST-WAR RECOVERY OF UKRAINE**

This course paper provides a comprehensive analysis of state policy on the development of public-private partnerships (PPPs). The central research problem is formulated as follows: How can large-scale and effective private investment be mobilized for the reconstruction of Ukraine's critical and social infrastructure through the PPP mechanism under conditions of extremely high security risks and a substantial budget deficit?

The client of the analysis is the Ministry of Economy, Environment, and Agriculture of Ukraine (the legal successor of the Ministry of Economy). The client's interest lies in ensuring macroeconomic stability by reducing pressure on the expenditure side of the state budget, the deficit of which is projected to reach a critical level of 18.4% of GDP in 2026. In addition, as the main

coordinator of economic policy, the Ministry is interested in meeting the indicators of the Ukraine Plan under the EU Ukraine Facility programme, which is a prerequisite for receiving financial assistance. The client's mandate enables it to shape the regulatory framework, manage public investments, and coordinate the activities of central and local authorities in the field of PPPs.

The existence of the problem is driven by a critical gap between reconstruction needs – estimated by the World Bank (RDNA4) at USD 524 billion – and available public resources. The analysis shows that the PPP sector is stagnating (project success rate of 11%) due to two groups of factors: Security-related factors: the absence of systematic mechanisms for insuring war-related risks makes long-term investments unacceptable for the private sector. Institutional and regulatory factors: excessive bureaucratization (project preparation taking 18–24 months) and insufficient capacities at the community level to prepare high-quality, bankable projects.

State intervention is required urgently, as the physical destruction of energy and municipal infrastructure creates risks of a humanitarian crisis. Without mobilizing private capital, the state will be unable to independently ensure the restoration of essential services, and further delays will lead to continued economic degradation and loss of human capital. Based on a comparative analysis of three alternatives (maintaining the current policy, a simplified model with insurance, and decentralization through regional development agencies), Option 2 is recommended for implementation: “Implementation of a simplified PPP model with state-backed insurance of war-related risks.”

The advantages of this option over the others are evident:

- Unlike the *Status Quo* option, which leads to stagnation due to insufficient funding, the recommended option reduces project launch time by a factor of three (to 6–9 months) through simplified procedures for projects valued at up to EUR 5.38 million.

- Unlike the decentralization option, which entails risks of uneven regional development and corruption, Option 2 ensures uniform transparency standards through the DREAM digital ecosystem and centralized risk insurance mechanisms, which are critical for foreign investors.

To implement the recommended option, the client should:

- develop and adopt a package of secondary legislation for the full implementation of Law No. 4510-IX, including approval of a conceptual note format to replace the complex feasibility study and a methodology for calculating availability payments;

- ensure full integration of the PPP module into the DREAM digital ecosystem for recovery governance;

- launch investment insurance instruments and blended finance mechanisms in cooperation with international partners (MIGA, DFC) and the Ministry of Finance;

- transform the PPP Support Agency into a service-oriented office providing professional assistance to public partners.

The implementation of the policy will enable the formation of a portfolio of at least 100 projects prepared for competitive selection and the attraction of more than USD 500 million in private investment into pilot reconstruction projects as early as 2026–2027.

The target audiences will receive the following benefits:

- territorial communities – rapid restoration of access to quality municipal services (heating, water, healthcare) without the need to wait for full state budget financing;

- investors and businesses – transparent rules of the game, protection against war-related risks, and access to a reconstruction market worth hundreds of billions of dollars;

- society – improved quality of life and employment opportunities through economic revitalization.

Addressing the problem is directly linked to Ukraine’s European integration trajectory. Effective reform of public investment management (PIM) and harmonization of PPP legislation with the EU *acquis* are explicit requirements of the Ukraine Facility programme regulation. Successful implementation of the recommended policy is a key condition for obtaining EU macro-financial assistance of EUR 50 billion and for further integration into the European economic space.

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**HOW TO TRANSITION TO A PREDICTIVE MODEL  
THAT IDENTIFIES RISKS TO PEOPLE IN ADVANCE  
AND PROVIDES SUPPORT BEFORE A CRISIS OCCURS**

The problem addressed in this term paper is the insufficient effectiveness of the social support system in Ukraine, which remains largely reactive, fragmented, and focused on outdated categories of the population. The analysis was commissioned by the Ministry of Social Policy of Ukraine, which is interested in transforming the support system for vulnerable groups to make it

more proactive, targeted, and efficient in its use of public resources. The ministry is interested in obtaining sound policy recommendations that will enable it to modernize social policy based on contemporary approaches to data processing and a focus on human needs. The problem exists due to historical inertia—the system still relies on formal statuses and outdated approaches, ignoring individual life circumstances. It is unable to identify the vulnerability of citizens in a timely manner, and assistance arrives too late. In the context of full-scale war, internal displacement, economic instability, and growing population needs, such a system is not fulfilling its functions. Therefore, right now, the state must make a qualitative leap in the field of social support, in line with the course of digital transformation and European integration.

Based on the results of the analysis of three policy alternatives, it is recommended to implement the option of full data integration and the introduction of a predictive model for supporting and developing human potential. This option involves the use of a single digital profile of the individual, vulnerability prediction algorithms, personalized social packages, and targeting assistance not only to overcome the consequences of crises, but also to increase the activity and inclusion of recipients. Compared to the current policy or trigger approach, this option ensures proactivity, effective intervention planning, long-term economic benefits, and people's exit from the support system through training, employment, and participation in the economy.

To implement the recommended option, the client should:

- introduce the necessary regulatory changes to allow for the integration of cross-sectoral data in compliance with protection standards;
- provide the technical infrastructure for data exchange and the implementation of predictive analytics;
- create a coordinating body or platform to manage the integrated system;
- train specialists and launch a public information campaign to garner public support.

Expected results include:

- reducing the proportion of households falling into social decline;
- increasing the number of people leaving welfare and moving into active employment (annual growth of  $\geq 5$  percentage points);
- improved efficiency of public spending through reduced need for emergency assistance;
- creation of a system that promotes inclusion, equal opportunities, and human capital.

The proposed approach is consistent with Ukraine's international commitments under the Association Agreement with the EU, the UN Sustainable Development Goals (in particular, Goals 1, 8, and 10), Ukraine's Digital Transformation Strategy, as well as international experience (New

Zealand, Estonia, the US, the UK) and efforts to move towards predictability and proactivity, moving away from reactivity, which ultimately saves money and, conversely, benefits a number of areas of the state. Its implementation will facilitate the transition to a service-oriented, people-centred state that is capable not only of supporting but also of unlocking the potential of its citizens.

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**HOW TO VERIFY THE SINCERITY OF BELIEFS TO CONFIRM  
THE RIGHT TO PERFORM ALTERNATIVE (NON-MILITARY)  
SERVICE DURING WAR TIME IN UKRAINE**

This policy analysis examines the systemic failure to ensure access to alternative (non-military) service in Ukraine under martial law, identifying the absence of a legitimate mechanism to verify the sincerity of conscientious beliefs as the cornerstone of this problem. The client for the analysis is defined as the State Service of Ukraine for Ethnic Affairs and Freedom of Conscience (DESS), the central executive body with the expertise to develop and coordinate a legally sound verification procedure. The ultimate decision-making authority for implementing the proposed policy rests with the Cabinet of Ministers of Ukraine.

The problem stems from a significant legal gap: while Article 35 of the Constitution of Ukraine guarantees the right to alternative service, the legislative framework for its implementation during mobilisation is absent. This has led to the de facto criminalisation of conscientious objection, with hundreds of citizens facing prosecution under Article 336 of the Criminal Code for draft evasion. This practice contradicts Ukraine's international obligations, particularly under Article 9 of the ECHR, as interpreted by the European Court of Human Rights, and under Article 18 of the International Covenant on Civil and Political Rights (ICCPR). The urgency of state intervention is underscored by the Supreme Court of Ukraine's jurisprudence, which places the burden of proving the sincerity of beliefs on the individual, and by the Venice Commission's March 2025 Amicus Curiae brief, which explicitly states that a fair and transparent verification mechanism is a positive obligation of the state, even during wartime. Thus, creating a reliable procedure for verifying sincerity is not merely a technical issue but a precondition for resolving the broader human rights and national security dilemma.

The analysis compares four policy options:

- 1) maintaining the status quo (de facto criminalisation);
- 2) adopting a new comprehensive law on alternative service;
- 3) mechanically extending the obsolete peacetime law to wartime conditions;
- 4) making targeted amendments to the current law with the subsequent adopting a detailed Temporary Procedure for Consideration of Applications for Alternative (non-military) Service during martial law.

The latter is recommended as the most balanced and feasible option. Unlike a new law, this approach is faster and politically more viable in the current context. Unlike a simple extension of the old law, it allows the creation of a specialised and secure mechanism tailored to the challenges of wartime.

To implement the recommended policy, it is proposed that DESS initiate the resumption of an inter-agency working group comprising the Ministry of Justice, Ministry of Defence, General Staff of the Armed Forces of Ukraine, Ministry of Economy, Environment and Agriculture of Ukraine, Ministry of Social Policy, Family and Unity of Ukraine, and provide public consultation with experts and civil society representatives, including the Ukrainian Council of Churches and Religious Organizations (UCCRO). The group's primary task will be to draft the Temporary Procedure. DESS, on its part, should be responsible for developing the draft of the part of the Temporary Procedure that specifies the procedure for verifying the sincerity of beliefs. The core of this Procedure should be the creation of independent, civilian-led regional commissions responsible for reviewing applications. This model is based on best practices from European states and the modern Armenian approach, and is designed to shift the verification process from the criminal justice system to an administrative one. The Procedure must detail the application process, evidentiary standards, and transparent criteria for assessing the sincerity of beliefs, based on consistency and the central role of the belief in a person's life, rather than on formal religious affiliation.

The expected results of implementing this policy are multifaceted. Primarily, it will establish legal certainty for citizens and state bodies, thereby creating a clear and predictable administrative path for exercising their constitutional rights. This will lead to a significant decline in criminal prosecutions against conscientious objectors, thereby reducing the burden on the justice system and rectifying a systemic human rights issue. Furthermore, the policy will enable the effective utilisation of human capital, redirecting citizens who cannot bear arms towards vital work in social, medical, and infrastructural recovery sectors, thereby contributing to the nation's resilience. The transparent and fair nature of the proposed mechanism is also expected to reduce social tension and strengthen trust between citizens and the state.

Addressing this problem is directly linked to Ukraine's international commitments. Implementing a fair verification procedure is a direct response to EU integration and aligns Ukraine's domestic legislation with its obligations. A proactive, step-by-step policy on alternative service will strengthen Ukraine's reputation as a state governed by the rule of law, demonstrating its commitment to democratic values and human rights even amid a full-scale war, which is crucial for its European integration process.

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### **PECULIARITIES OF THE INTRODUCTION OF ELECTRONIC VOTING IN UKRAINE IN THE POST-WAR PERIOD**

This policy analysis is devoted to analysing the specific features of implementing electronic voting in Ukraine in the post-war period. The problem is that, amid large-scale population displacement, infrastructure destruction, and persistently high security risks, Ukraine is not sufficiently prepared – in institutional, technological, or communication terms – for the safe and legitimate introduction of electronic voting. The client of the analysis is the Central Election Commission of Ukraine, which is interested in maintaining trust in the electoral process and ensuring that citizens can participate in elections in the post-war period.

The problem stems from war-related destruction, large-scale internal and external displacement, high cyber threats, a fragmented legal framework and low trust in public institutions. The traditional paper-based model does not adequately secure participation of internally displaced persons, citizens abroad and people with limited mobility. At the same time, there is no coherent state policy for gradual and secure introduction of electronic voting. Now, in the context of planning post-war recovery and European integration, the state needs a clear strategy in this area in order to prevent ad hoc decisions that could undermine the legitimacy of elections.

The paper considers three policy options:

- 1) maintaining the current policy of exclusively paper-based voting;
- 2) introducing a pilot electronic voting project in selected territorial communities in the post-war period;
- 3) introduce a hybrid voting model (paper + e-voting) at the national level.

Using the criteria of effectiveness (results), efficiency, equity, political feasibility and administrative capacity, the analysis recommends Option 2 – a pilot introduction of electronic voting in selected communities. Compared to Option 1, it addresses accessibility problems and generates practical experience with e-voting; compared to Option 3, it is less risky and resource-intensive, allowing technologies and procedures to be tested in a controlled environment before any possible scaling-up.

To implement the recommended option, the Central Election Commission (CEC) should initiate and support the development of amendments to the electoral legislation to enable a pilot project; jointly with the Ministry of Digital Transformation and other public authorities, prepare the technical and procedural standards for e-voting; ensure information and public awareness / clarification activities; and establish a monitoring system and interim evaluation of the pilot's results.

Expected results include: improved accessibility of elections for displaced persons and other vulnerable groups; evidence on the safety and acceptability of electronic voting; strengthened state capacity to counter cyber threats in elections; and increased trust in public institutions, provided that the pilot is implemented transparently. Addressing the problem is consistent with Ukraine's international commitments in the field of democratic elections, human rights and digital transformation – in particular, with Council of Europe and OSCE/ODIHR standards on free and inclusive elections, obligations related to EU integration. A cautious, step-by-step policy on electronic voting will help Ukraine combine democracy, security and digital modernisation in the post-war period.

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## **ENSURING EQUAL ACCESS TO INFORMATION ON PHYSICAL SPACES ACCESSIBILITY FOR PEOPLE WITH LIMITED MOBILITY**

Policymakers in Ukraine face significant challenges in ensuring equitable access to information on the physical accessibility of public spaces. Regulatory requirements mandate monitoring accessibility, and official documents recognize barrier-free development as a state priority, yet fragmented and incomplete information often fails to appear in standardized or user-friendly formats. As a result, people with limited mobility are unable to independently

plan their movements, access public services, or fully participate in social and economic life. Meanwhile, public authorities, civil society organizations, and digital service providers lack a coherent data framework to support evidence-based decision-making and service development.

The Ministry of Digital Transformation of Ukraine is identified as the client of this policy analysis. Its interest in addressing the problem derives from its mandate to develop and coordinate digital public infrastructure, promote open data, and ensure interoperability and usability of state information systems. The Ministry possesses the institutional authority and technical capacity to influence data standards, publication requirements, and digital tools related to accessibility information, while coordinating actions with other central executive bodies and local self-government.

The problem persists due to fragmented institutional responsibilities, insufficient local capacity for data collection and publication, limited financial and human resources at the municipal level, and the absence of unified requirements for publishing open data on physical accessibility. These challenges are particularly acute in the context of post-war recovery and reconstruction, which increases the risk of reproducing spatial inequality if accessibility considerations are not integrated into information systems promptly. Therefore, state intervention is required at this stage to prevent long-term exclusion and to align recovery processes with principles of inclusive development.

The analysis compares three policy options: maintaining the status quo, strengthening the capacity of local self-government bodies in the field of accessibility data, and creating a centralized national digital platform on accessibility. Based on a multi-criteria assessment, the recommended option is strengthening local governments' data capacity. This option achieves the most balanced combination of effectiveness, efficiency, equity, and administrative feasibility. Unlike the status quo, it enables gradual improvement in data quality and availability without merely imitating policy implementation. Compared to establishing a national platform, it avoids significant initial investments and institutional risks, while remaining politically and administratively realistic in the medium term.

To implement the recommended option, the Ministry of Digital Transformation should take the following steps:

- 1) update open data publication requirements in accordance with existing accessibility monitoring procedures;
- 2) develop and distribute methodological guidelines and standardized data templates for municipalities;
- 3) support and fund training programs for local staff responsible for accessibility data;

4) facilitate partnerships with civil society and civic technology communities.

Additionally, the Ministry should conduct targeted communication campaigns to raise awareness and demand for accessibility data, ensuring that people with limited mobility and stakeholders understand how to access and use the information, thereby strengthening public trust in digital solutions.

Expected results include improved access to information for people with limited mobility, enhanced data-driven decision-making at the local level, the emergence of new civic and digital services based on open accessibility data, and stronger cooperation between public authorities, civil society, and the IT sector. In the longer run, these actions will contribute to the formation of a sustainable accessibility data ecosystem that may support the future development of a national digital platform.

Addressing this problem directly contributes to Ukraine's international obligations, including the UN Convention on the Rights of Persons with Disabilities and commitments arising from the European integration process. By ensuring equal access to accessibility information, Ukraine advances inclusive governance, strengthens transparency, and aligns its digital transformation agenda with international human rights and non-discrimination standards.

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### **ENSURING THE STABLE FUNCTIONING OF THE PUBLIC BROADCASTING COMPANY OF UKRAINE (UA: PBC) UNDER CONDITIONS OF STAFF REDUCTIOS AND MOBILIZATION**

This paper examines the problem of ensuring the stable operation of the Public Broadcaster of Ukraine (UA "PBC") under conditions of staff attrition and military mobilisation. The client of the analysis is the National Public Broadcasting Company of Ukraine.

During the full-scale war, the Public Broadcaster performs a key function in the sphere of national information security: it provides citizens with reliable and timely information, counters disinformation, and supports the informational resilience of society. Continuous broadcasting is not only a matter of operational capacity but also a prerequisite for maintaining the trust of millions of viewers and listeners across the country.

The causes of the problem combine mobilisation processes, high levels of professional burnout, and persistent staff turnover. Data from 2024 indicate a high rate of attrition, while a study conducted among regional branch staff in 2025 revealed that more than 60% of employees experience symptoms of burnout, and a similar proportion consider changing their professional field. These points point to a systemic vulnerability that extends beyond mobilisation-related categories of staff. Under such conditions, workloads increase for those who remain, raising the risk of errors and uneven production of regional content.

The analysis compares three policy options: maintaining the status quo, temporary relocation of personnel between regional branches, and introducing an accelerated training programme for external candidates to form a staffing reserve. The third option is recommended. Based on the comparison criteria, the most effective was the creation of a system of rapid training and adaptation of new personnel from the external labour market. This approach enables the broadcaster to build an internal staffing reserve independent of mobilisation waves, reduces the burden on existing employees, and ensures more balanced support for regional branches. Unlike the temporary redistribution of staff or maintaining current policy, the proposed solution creates a long-term mechanism for team renewal, enabling the organisation to prepare new staff for specific operational needs, reduce dependency on the labour market's shortages, and gradually decrease overload within teams.

To implement this option, the PBC must conduct a complex staffing needs assessment in the central administration and regional branches, develop short blended learning programs through the Public Broadcasting Academy, involve internal experts in practical training and mentoring, organize a transparent selection process for different target groups, secure funding for the program from the internal budget and donor support, and introduce a system for evaluating results and annually updating training content.

The Program is expected to contribute to reducing the proportion of critical staff vacancies, lowering staff turnover, balancing the workload between regions, shortening the adaptation period for new employees, and maintaining high-quality content. For employees, this will ensure more predictable working conditions and opportunities for development, and for the audience, it will ensure stable access to accurate and reliable information. In a broader sense, strengthening the broadcaster's personnel stability will increase society's overall resilience to disinformation and help maintain public trust in democratic institutions.

Addressing this issue is directly linked to Ukraine's international commitments to protect independent public media and ensure freedom of expression in line with Council of Europe and EU standards. Strengthening the staffing stability of Suspilne is a necessary condition for Ukraine to fulfil its commitments in the areas of democracy, human rights, and information security.

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## **HOW TO PROVIDE HELP TO KYIVANS, WHO ARE INVOLVED IN PROSTITUTION AND BECAME VICTIMS OF VIOLENCE**

The Kyiv City State Administration (KMDA) might order such a policy analysis on the topic of "providing help to women in Kyiv, who are involved in prostitution and became victims of violence" in order to address the critical gap between the legal administrative responsibility for prostitution and the humanitarian need to protect vulnerable residents from escalating violence. KMDA's interest is driven by the need to improve public safety by capturing unreported crimes and to fulfil international human rights obligations that mandate protection for all victims of gender-based violence. Overall, the problem persists because the current legal contradictions – where prostitution is an administrative offense – create a barrier of distrust and stigma that prevents victims from reporting violence to authorities. Urgent governmental intervention is required now because the ongoing war has intensified the economic desperation and physical risks faced by these women, making it a critical public safety and humanitarian priority to ensure they can access life-saving support without fear of prosecution.

This paper suggest ordering humanitarian services from specialized NGOs as the most effective policy option because these organizations have already built the "bridge of trust" that the state lacks due to the current legal stigma. Unlike maintaining the status quo, which leaves victims in the shadows, or creating state-run shelters, which many women may avoid for fear of police involvement or administrative record-keeping, NGOs offer anonymity and specialized expertise in harm reduction. This policy achieves a safer, more inclusive city by ensuring victims receive trauma-informed care and legal aid that restores their dignity, while simultaneously providing specific benefits to all stakeholders. Victims of violence, who are involved in prostitution in Kyiv, gain anonymous, life-saving support that breaks the cycle of violence. KMDA fulfils international human rights obligations that mandate protection for all victims of gender-based violence through a cost-effective, decentralized service model that improves public safety. NGOs secure the institutional legitimacy and funding needed to scale their trust-based outreach. UNFPA successfully transitions international humanitarian standards into a sustainable, state-led urban policy.

Solving the problem of providing help to women in Kyiv, who are involved in prostitution and became victims of violence, would allow Ukraine to

fulfil its legal obligations under the Istanbul Convention and CEDAW, which mandate that the state provide non-discriminatory protection and specialized support services to all victims of gender-based violence, regardless of their legal status or occupation. Moreover, by implementing this policy, Kyiv aligns with EU accession requirements and international human rights standards, demonstrating that the city can protect its most vulnerable residents even during the heightened risks of the ongoing war.

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## **HOW TO ENSURE THE IMPLEMENTATION OF THE ONE VOICE PRINCIPLE IN GOVERNMENT COMMUNICATION IN UKRAINE**

This paper examines the problem of ensuring the implementation of the One Voice principle in Ukraine's system of public government communication. The core policy problem can be formulated as follows: how can Ukraine ensure coherent, coordinated, and consistent public communication by government institutions in order to prevent contradictory messages, reduce information risks, and strengthen public trust? In the current institutional setting, government communication remains fragmented, with ministries and central executive bodies often issuing parallel or inconsistent messages, particularly during crisis situations.

The customer of the policy analysis is the Reforms Office of the Cabinet of Ministers of Ukraine, whose institutional interest lies in improving the effectiveness, predictability, and credibility of government action. As a coordinating body within the executive branch, it has both the mandate and the functional capacity to initiate systemic improvements in governance practices, including public communication. Its authority to support regulatory changes, facilitate interagency coordination, and cooperate with international partners makes it a key actor in addressing this problem. The persistence of the problem is driven by several interrelated causes. First, there is no formalized mechanism responsible for interagency coordination of public messaging, which results in unsynchronized statements by different officials and institutions. Second, communication practices are largely reactive, especially in crisis contexts, and lack standardized procedures and protocols. Third, institutional fragmentation and political competition within the executive branch further undermine message coherence. These weaknesses are exacerbated by low public trust in

state institutions, declining trust in traditional media, and the dominant role of social networks as primary sources of information.

The problem requires urgent state intervention due to the conditions of full-scale war, heightened societal sensitivity to official information, and increased exposure to disinformation. In this environment, contradictory government messages directly influence public behaviour, economic decision-making, and cooperation with international partners. Maintaining the status quo perpetuates communication crises, increases information risks, and weakens democratic resilience. The paper analyses three policy alternatives.

The recommended alternative is the establishment of a dedicated Government Office for Public Communication under the Cabinet of Ministers of Ukraine, responsible for implementing the One Voice principle. Compared to preserving the current decentralized model or creating a purely advisory interagency coordination group, this option offers clear advantages. Unlike the status quo, it introduces an institutionalized and enforceable coordination mechanism. Compared to a voluntary interagency group, it provides a stable mandate, professional capacity, and continuity that does not depend on individual political will. As a result, this alternative demonstrates the highest overall performance in terms of effectiveness, fairness, and long-term impact. To implement the recommended option, the customer must undertake several concrete actions. These include establishing the coordination office within the institutional framework of the Cabinet of Ministers, clearly defining its mandate and authority, developing unified communication standards and crisis protocols, introducing mandatory message coordination procedures, and investing in staff training, analytical capacity, and digital coordination tools. Implementation should follow a phased approach to ensure institutional adaptation and stakeholder engagement.

The expected outcomes include increased consistency and transparency of official messages, a reduced number of contradictory statements, improved crisis communication, and higher public trust in government information. Key target audiences, such as citizens, businesses, media, civil society organizations, and international partners, will benefit from clearer, more predictable and more credible government communication, contributing to social stability and more effective policy implementation. Finally, the proposed solution is consistent with Ukraine's international commitments in the areas of democratic governance and public administration reform. It aligns with OECD standards on public communication, supports European principles of good governance, and strengthens Ukraine's credibility as a reliable partner for the European Union, international organizations, and international donors by ensuring unified, transparent, and predictable government messaging.

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**ENSURING ACCESS TO SPECIALIZED PSYCHOLOGICAL  
ASSISTANCE FOR CIVILIANS RELEASED FROM CAPTIVITY  
DURING THE CRITICAL FIRST 60 DAYS BEFORE OBTAINING  
OFFICIAL STATUS**

This policy brief is addressed to the Ministry of Social Policy, Family and Unity of Ukraine, the central executive body responsible for shaping and implementing state policy in the spheres of national unity, reintegration, and support for citizens affected by armed aggression. The Ministry's vested interest in resolving this critical issue is threefold. Politically, as a newly established body, it must demonstrate immediate institutional capacity in managing reintegration tasks. Socio-economically, early intervention is crucial to mitigate long-term budget burdens caused by the chronic disability and loss of working capacity of untreated trauma survivors. Furthermore, the Ministry bears responsibility for ensuring Ukraine's adherence to international humanitarian standards regarding the rehabilitation of victims of war

The core of the problem lies in a critical administrative and normative gap: current Ukrainian legislation ties eligibility for state-funded medical and rehabilitation assistance strictly to obtaining an official legal status from a special Commission. This bureaucratic procedure lasts from several months to a year. However, clinical evidence indicates that civilians subjected to torture develop Complex PTSD (C-PTSD), a severe condition requiring immediate, specialized, trauma-focused intervention within the first 60 days post-release ("the golden hour"). The existing state healthcare system lacks both approved clinical protocols for C-PTSD and a sufficient number of appropriately trained specialists. The urgency of state intervention is paramount because missing this therapeutic window leads to irreversible personality changes, chronification of mental disorders, family disintegration, and severe social maladaptation

The brief conducts a comparative analysis of four policy options based on effectiveness, efficiency, equity, and feasibility criteria.

The "Status Quo" (Option 0) was rejected as it fails to address critical needs during the wait period.

The "Regulatory Mechanism" (Option A – access to state clinics via police reports) was deemed ineffective due to the public sector's current lack of clinical capacity for C-PTSD.

The "Financial Mechanism" (Option B – vouchers) was rejected due to prohibitive administrative complexity during wartime.

Based on the analysis, the brief recommends Option C: Organizational Mechanism (Social Contracting with NGOs). Compared to the rejected alternatives, it demonstrates superior advantages: providing highest effectiveness through immediate access to existing NGO expertise, ensuring equitable access, and allowing for rapid deployment without creating complex new systems

To implement the recommended option, the Ministry needs to execute a phased action plan:

1) Normative-Financial Preparation: Establish a dedicated budget program, accumulate international donor funds, and approve a Ministerial Order defining the standard for the crisis service and strict qualification requirements for providers (certification in evidence-based trauma therapy).

2) Competitive Selection: Conduct a transparent contest to contract capable NGOs with experience since 2014, involving donors in the selection committee.

3) Service Delivery and Monitoring: Launch a direct referral mechanism from security agencies to contracted NGOs and ensure payment for services based on performance monitoring

Expected results include immediate access to life-saving therapy for released civilians, prevention of chronic mental health conditions, and facilitated social reintegration.

Finally, establishing this rehabilitation mechanism directly fulfills Ukraine's international obligations under the UN Convention against Torture, guaranteeing victims the means for rehabilitation

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## **HOW TO ENGAGE VETERANS WITH DISABILITIES IN ADAPTIVE SPORTS AND REHABILITATION PROGRAMS**

This study is dedicated to the urgent problem of the low level of engagement of veterans with disabilities in physical and sports rehabilitation in Ukraine. The client of the analysis is the Ministry of Veterans Affairs of Ukraine, whose strategic interest lies in transforming the current system of veteran sports – oriented toward national teams and one-off events – into a mass,

accessible, and inclusive model for reintegrating veterans with disabilities into the social and economic spheres of society.

The relevance of state intervention is driven by a critical imbalance between supply and demand. Amidst the full-scale war, the number of veterans and persons with disabilities is growing rapidly – over 1.3 million veterans, including over 130,000 persons with disabilities – whereas current state policy covers no more than 1% of the target audience with sports and rehabilitation programs. The causes of the problem lie in the physical deficit of adaptive state facilities, their geographic inaccessibility for residents of small communities, and the absence of a clear "hospital-to-gym" client pathway. Delaying the resolution of this issue threatens the marginalization of the veteran community, the deterioration of the nation's physical and mental health, increasing social tension, and high risks for the country's economy.

Based on a comparative analysis of three alternatives – maintaining the status quo, implementing a service model of integrated physical and sports rehabilitation via medical referral, and a state construction program for rehabilitation centres – Option 2 is recommended: the implementation of the integrated physical and sports rehabilitation service model via medical referral.

This option demonstrated undeniable advantages over the state construction alternative (Option 3). Unlike the long-term and costly construction of new centres, the recommended policy treats sport as an integral part of the treatment protocol. It allows for service scaling at the national level by leveraging existing infrastructure, ensuring sustainable results in the medium term (3–5 years). The model is the most cost-effective, equitable, and administratively feasible.

To implement the recommended policy, the client is proposed to apply a set of instruments aimed at creating a service market. The veteran's sports rehabilitation pathway should be initiated by a doctor at the final stage of inpatient treatment through an electronic referral. The service must be integrated into the eHealth, "E-Veteran," and "Diia" digital ecosystems.

The expected result of the policy implementation is the gradual coverage of up to 40% of veterans with physical and sports rehabilitation services upon full program realization. The target audience will gain free access to quality services near their place of residence, professional support, and a clear recovery plan. The state will benefit from a transparent mechanism for budget utilization and a reduced burden on the medical system in the long term.

Solving this problem directly correlates with Ukraine's international obligations regarding human rights protection and EU social standards, and aligns with NATO practices regarding comprehensive support for service members. Implementing inclusive approaches is part of the National Strategy for Creating a Barrier-Free Space in Ukraine.

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## **ENSURING INCLUSIVE FOOD SUPPLY FOR THE ARMED FORCES OF UKRAINE USING A HUMAN-CENTRED APPROACH**

This policy analysis addresses the problem of ensuring inclusive nutrition for the Armed Forces of Ukraine through a human-centred, evidence-based approach. As of October 2024, approximately 25% of service members require inclusive dietary options for religious, ethical, or medical reasons. Despite this demonstrated demand, the state lacks a systematic mechanism for identifying, verifying, and incorporating these needs into food standards and procurement decisions. As a result, the current food-supply policy does not adequately reflect the lived experience of service members or the real capacity of the market.

The client of this analysis is the Ministry of Defence of Ukraine (MoD), which holds the mandate to establish nutrition standards, approve technical specifications, and oversee defence procurement. The MoD has a direct institutional interest in improving the effectiveness of food-supply reform, ensuring safety and quality, preventing discrimination, and reducing procurement failures that generate operational, financial, and reputational risks.

The root causes of the problem include the absence of a standardized methodology for assessing dietary needs, fragmented communication between service members and the state procurer, and the lack of a unified data system to support planning and oversight. These weaknesses result in information asymmetry between the needs of the military and the capabilities of suppliers. A clear illustration of this systemic failure occurred in 2025, when the MoD updated technical specifications for halal and kosher daily food rations, yet the procurement was cancelled due to the absence of suppliers. This case demonstrates that the core issue lies not in individual tenders but in policy design that is detached from human-centred research and market realities.

The problem requires immediate government intervention due to its scale and urgency. Inclusive nutrition affects all branches of the Armed Forces, including combat units, training centres, and logistics hubs, and is geographically dispersed across the country. Under wartime conditions, ignoring these needs risks deteriorating morale, health outcomes, and operational effectiveness, while repeated procurement failures undermine trust in public institutions.

Based on the comparative assessment of policy options, this brief recommends Option 2: Evidence-based Optimization with research delegated to

the State Enterprise “DOT” (DOT). This option means the establishment of a regular cycle of human-centred research focused on service members’ needs and supplier constraints, with findings systematically integrated into regulatory updates and procurement decisions. Compared to maintaining the status quo or relying on fragmented, ad-hoc measures, the recommended option demonstrates higher effectiveness, efficiency, and fairness, while remaining administratively and politically feasible.

To implement this option, the Ministry of Defence should formalize the research mandate of DOT, ensure access to administrative and survey data, integrate research outputs into technical specifications and normative documents, and institutionalize feedback loops with service members and suppliers.

Expected outcomes include better alignment of rations with actual needs, reduced health risks, improved quality of food-service delivery, fewer failed tenders, and optimized expenditures through a more transparent and predictable supply process. The proposed policy is consistent with Ukraine’s international commitments, including principles of good governance, non-discrimination, and evidence-based management, as well as approaches to human-centred public service design.

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## **HOW TO INTEGRATE CONVICTS INTO PROFESSIONAL REMUNERATED LABOUR WITHIN CORRECTIONAL FACILITIES**

The client of this analysis is the State Criminal-Executive Service of Ukraine (SCES), which is responsible for implementing state policy on criminal penalties. SCES is therefore focused on ensuring convicts gain professional qualifications through active labour engagement.

The lack of convict engagement in meaningful employment stems from underdeveloped production capacities within facilities. Monitoring reveals that existing equipment is obsolete, creating a technological gap that prevents convicts from mastering practical skills during training and hinders their professional performance.

This paper addresses the need to mobilize domestic labour, as war-related losses and emigration have strained the demographic dependency ratio. The recommended policy is to grant private enterprises access to establish

production facilities within 15 correctional institutions by January 1, 2027. This option eliminates the need for state capital expenditures on equipment procurement. Beyond increasing tax revenues, the state will generate income through property leases. This approach aligns with the Government's privatization strategy and the development of small and medium-sized enterprises (SMEs).

Implementation begins with technical inspections of workshops and property documentation, as well as basic utility upgrades. A standard lease agreement must be developed to enforce strict labour and training standards within the new system. These preparations will enable the launch of auctions on Prozorro.Sale for SMEs. The process will conclude with the launch of an audit system to monitor labour conditions and wage compliance, mitigating the risk of exploitation.

Expanding convict engagement in professional labour through private sector integration is expected to yield significant benefits. Approximately 6,000 more convicts will gain opportunities for resocialization. The Ministry of Justice will see a 20% increase in employment rates and an estimated 180–210M UAH growth in tax revenues. The State Property Fund is projected to generate an additional 30–40M UAH in budget revenue from property leases.

Furthermore, this policy paper meets international and European requirements for the modernization of the penitentiary system. Council of Europe requirements for Ukraine focus on reducing recidivism through resocialization, which is directly linked to the modernization of labour organization.

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## **HOW TO REDUCE THE TIME CITIZENS SPEND ON THE REGISTRATION OF THE DEATH OF THEIR RELATIVES**

This research addresses the problem of excessive time spent by citizens on registering the death of a relative, a challenge that has intensified during martial law. The client of the analysis is the Ministry of Justice of Ukraine, which is responsible for the functioning of civil registration state offices and holds the authority and resources necessary to implement reform. The Ministry's interest lies in improving service efficiency, reducing administrative burdens and meeting international commitments on digital governance.

The core causes of the problem include outdated paper-based procedures, fragmented information systems, the absence of an integrated digital registry connecting civil registration offices, medical institutions and administrative service centres, as well as limited accessibility in frontline and de-occupied communities. These factors lead to multiple visits, delays, additional financial burdens and inequalities in accessing essential documents needed for social benefits and inheritance procedures. State intervention is urgent because the ongoing war increases the number of deaths while simultaneously reducing the availability of administrative infrastructure.

Three policy alternatives were analysed. The first option, maintaining the current centralized model, was rejected due to its limited impact on accessibility and its inability to address structural bottlenecks. The second option, a fully centralized digital registration model integrated into the Diia platform, was assessed as desirable but currently unrealistic due to the high cost of implementation, security and data protection concerns. The recommended option focuses on expanding the authority of local self-government bodies and Administrative Service Centres (ЦНАПи) to register deaths. This option offers the most favourable balance of feasibility and impact, ensuring faster service delivery, improved accessibility and reduced bureaucratic workload.

To implement the recommended policy, the Ministry of Justice must introduce regulatory amendments, support the technical integration of registries, provide training for local authorities and Administrative Service Centres personnel and conduct public communication about new procedures. Expected outcomes include reducing registration time to less than three hours in most cases, enabling single-visit completion, ensuring service availability in all communities – including remote and conflict-affected areas. The proposed policy aligns with best international practices and supports Ukraine's broader commitments to digital transformation and EU-oriented administrative reforms.

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**HOW TO ADDRESS THE PROBLEM OF ACCESSIBILITY  
OF THE EDUCATIONAL ENVIRONMENT FOR CHILDREN  
WITH SPECIAL NEEDS IN THE TERRITORIAL COMMUNITIES  
(a case study of the Kalynivka territorial community, Kyiv region)**

The paper addresses the problem of limited access of children with special educational needs (SEN) to a high-quality and adequately adapted educational

environment within a territorial community. Despite the existence of national standards for inclusive education, a significant number of children with SEN do not receive sufficient support due to human-resource and institutional constraints, insufficient material and technical resources, low digital readiness of Inclusive Resource Centres (IRCs) and schools, as well as weak coordination among participants in the educational process. The client of the analysis is the local education authority, which is interested in ensuring equal opportunities for all children and fulfilling national and international commitments in the field of inclusion. Its interest lies in implementing an effective model for supporting children with SEN, particularly through the use of innovative technologies.

The causes of the problem stem from a combination of market and institutional failures, including information asymmetry, a lack of specialized digital solutions, an underdeveloped market for inclusive educational tools, excessive workload of IRC specialists, and insufficient interagency coordination. The need for public intervention has become particularly urgent due to the growing number of children with SEN, the necessity to modernize the education system, ensure compliance with international standards, and take advantage of new opportunities offered by digital technologies and artificial intelligence.

The analysis considered three policy options: maintaining the status quo, creating a digital library of accessible learning materials, and implementing artificial intelligence tools for data analysis, supporting the work of IRCs, and personalizing educational trajectories for children with SEN. The comparison showed that the third option provides the highest level of effectiveness, as it combines modern technological solutions, partial automation of diagnostic procedures, opportunities for personalized support, and improved quality of managerial decision-making. It also creates conditions for the development of local partnerships between the community, educational institutions, NGOs, and technology providers, whereas the first two options address existing challenges only partially and do not eliminate key systemic barriers.

To implement the recommended option, the client must ensure adequate resource provision (human, technical, financial, and informational), develop local regulatory documents, organize professional training for teachers, establish cooperation between IRCs, schools, civil society organizations, and digital solution providers, and launch an information campaign for parents and the local community.

The expected outcomes of the policy include improved accessibility and quality of education for children with SEN, enhanced diagnostic accuracy, the development of personalized learning pathways, reduced workload for specialists, strengthened institutional capacity of educational institutions, and increased inclusive potential of the community. The benefits extend to children, their parents, educators, and the community as a whole by promoting

individualized approaches, reducing barriers, and creating a more equitable educational environment.

The implementation of the proposed approach is consistent with Ukraine's international commitments, including the UN Convention on the Rights of Persons with Disabilities, the Sustainable Development Goals, and EU recommendations on the development of inclusive and digital education.

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