

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