

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The core causes of the problem include outdated paper-based procedures, fragmented information systems, the absence of an integrated digital registry connecting civil registration offices, medical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