

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.

Elina SYMONENKO

*Student of the educational and scientific program
"Public Policy and Governance"*

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 Monitoring reveals that existing equipment is obsolete, creating a technological gap that prevents convicts from mastering practical skills during training and hinders their professional performance.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.

Kateryna VOROBEL

Student of the educational and scientific program

"Public Policy and Governance"

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.