

Dariia STOLIAROVA

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

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.

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