

## **DIGITIZATION IN PUBLIC ADMINISTRATION IN UKRAINE: OPPORTUNITIES AND CHALLENGES**

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**Abstract.** Digitalization in public administration is one of the key processes transforming modern states, enhancing the efficiency, transparency, and inclusiveness of administrative processes. This article examines the impact of digital transformations on public administration in Ukraine, particularly their role in ensuring sustainable development, strengthening democracy, and addressing corruption. The study focuses on analyzing the current state of digitalization in Ukraine's public sector, identifying key opportunities and challenges, and exploring prospects for further development in the context of globalization and the spread of information technologies.

The research highlights that digitalization offers significant opportunities for optimizing public administration, including automating routine functions, implementing electronic document management, creating platforms for e-government, and increasing citizen participation in decision-making. Additionally, digital technologies enhance the transparency of government processes, minimize corruption risks, and facilitate citizen engagement with authorities through electronic petitions, online consultations, and public discussion platforms.

The article also addresses several challenges Ukraine faces in digitalizing public administration. These include uneven access to digital resources across regions, low digital literacy among parts of the population, insufficient funding for technological solutions, and cybersecurity threats. Furthermore, the lack of a systematic approach to digitalization and insufficient integration of modern technologies, such as artificial intelligence and blockchain, hinder the implementation of digital initiatives. The study examines the current state of digitalization in Ukraine, including achievements in providing electronic services through the "Дія" platform and the development of e-governance.

The article emphasizes the importance of international experience in implementing digital reforms and adapting successful practices from countries like Estonia and Singapore to Ukraine's realities. The authors underscore the need to develop a national digitalization strategy, improve the legislative framework, invest in cybersecurity development, enhance digital literacy, and create favorable conditions for the development of the digital economy.

The findings demonstrate that digitalization is not merely a technological process but also a tool for societal transformation. It fosters a new interaction model between the state and its citizens, improves the quality of public services, and upholds the principles of open governance. However, to successfully realize this potential, it is essential to overcome existing challenges, develop effective

mechanisms for implementing digital solutions, and ensure the integration of technologies into all aspects of public administration.

This article contributes to understanding the strategic importance of digitalization for public administration in Ukraine, offering practical recommendations for improving administrative processes and laying the groundwork for further research in this area.

**Keywords:** Digitalization, Public Administration, e-Government, Digital Technologies, Ukraine, Challenges, Opportunities.

**Problem Statement and Relevance.** In the modern world, digitalization is a key driver of economic, social, and political development, as well as a major trend in the enhancement of public governance systems. Digitalization in public administration represents a crucial stage in transforming state apparatuses to increase transparency, efficiency, accessibility of administrative services, and interaction between governments and societies. This global phenomenon affects all aspects of life, from the economy to social processes. In the context of digital transformation, states face the necessity of adapting their governance systems to new technological realities. Ukraine, aspiring to integrate into the European and global digital landscape, actively implements digital technologies in public administration. However, alongside these advantages, digitalization also introduces a range of challenges, particularly regarding data security, the adaptation of legal frameworks, technical support, and workforce training.

Scientific studies and practical case analyses demonstrate the significant potential of digitalization for improving public administration. However, in Ukraine, this process has unique characteristics due to specific political, economic, and social challenges.

The concept of "digitalization" gained prominence in the second half of the 20th century [11]. During this period, digital technologies became pivotal in various sectors, including information processing and transmission, electronic calculations, and communication tools, giving rise to the "digital era" or "digital age," which reflects the importance of digital technologies in the modern world. At the same time, the term "digitalization" is defined as a multifaceted process of transitioning societal sectors to digital technologies [12].

The relevance of this study is determined by the urgent need to improve public administration efficiency amid globalization, technological progress, and evolving citizen expectations. The lack of harmonious digitalization development in Ukraine poses risks to governance stability, national competitiveness, and public trust in authorities. Simultaneously, digital tools open new horizons for enhancing communication, transparency, and accessibility of public services.

**Analysis of Recent Studies and Publications Addressing the Problem and Serving as the Author's Basis.** In recent years, the issue of digitalization in public administration has been actively researched. Significant attention has been given to both theoretical aspects and practical cases. Theoretical questions about the digitalization of public administration have been explored in the works of V.

Kuibida, O. Karpenko, and V. Namestnik. Researchers such as O. Bernazyuk, V. Birkovych, T. Birkovych, N. Hrytsiak, V. Dreschpak, O. Kabanets, P. Klimushyn, H. Koval, I. Lopushynskyi, I. Makarova, O. Orlov, M. Pavlov, Yu. Piharev, V. Popovych, H. Pocheptsov, V. Rakipov, and others have emphasized the key role of digital technologies in transforming state institutions and analyzed the impact of digital platforms on the efficiency of administrative services. Specific studies by P. Polovyi, H. Razumey, M. Razumey, and others have focused on the modernization of public administration and the benefits of digital technologies in enhancing governmental transparency and citizen participation in decision-making processes. These studies form a foundation for analyzing the opportunities and challenges of digitalization in Ukraine.

At the international level, significant contributions to this topic have been made by researchers such as S. Brennen, M. Kaku, D. Kreis, D. Tapscott, K. Schwab, and A. Williams. European Union experiences and digitalization of public administration in Ukraine have been studied by scholars such as N. Vovk, O. Markovets, V. Pylaieva, and others. Despite the vast body of work on this pressing issue, questions remain unresolved regarding the impact of digital transformation on public administration processes in Ukraine.

**Formulation of the Article's Goals (Problem Definition).** The goal of this article is to conduct a comprehensive analysis of the impact of digital transformations on public administration, particularly within a contemporary society characterized by the dynamic development of information technologies. It also aims to identify the opportunities presented by digital technologies for public administration, as well as the challenges and barriers encountered during their implementation.

**Presentation of the Core Research Material with Justification of Scientific Findings.** Digitalization of public administration in Ukraine is a complex and multifaceted process requiring the integration of cutting-edge technologies across all areas of state operations. This process is closely tied to the aspiration to enhance transparency, efficiency, and accessibility of government services [2]. The changes brought about by digital transformation affect every stage of citizen and business interaction with the state. However, this path is not without challenges that require an integrated approach to solving.

Digitalization is changing fundamental aspects of public administration, offering new models of interaction between government, business and citizens. Electronic services allow to reduce the time and costs of administration, providing citizens with easier access to public services. By moving to digital platforms, Ukraine is modernizing the system of public administration, which has historically been burdened by bureaucratic processes. One of the key possibilities of digitalization is the improvement of the efficiency of the state apparatus. Due to the implementation of electronic platforms of such initiatives as, for example, the "Diia" platform, which is an example of how digitalization can reduce barriers between citizens and state institutions, the process of providing administrative services is significantly accelerated. Ukraine became one of the first countries in the world to introduce

digital passports, and the «Diia» platform is a vivid example of innovation in the provision of public services.

The digital transformation agenda spans multiple sectors, including healthcare, education and social protection. In fact, three out of five Ukrainian adults use electronic government services during the year [4;5]. Citizens can access documents, register or submit applications without the need to physically visit government institutions. This not only reduces time spent, but also optimizes the use of public resources, reducing the number of necessary paper documents and reducing the burden on public officials [4;5].

At the same time, digitalization contributes to increasing the transparency of management through open access to information. Digital platforms allow citizens to monitor the activities of government structures by submitting requests and initiating public discussions. This reduces corruption risks and increases trust in the authorities. Thanks to the automation of many routine processes, such as submitting applications, obtaining certificates or registering a business, the time citizens spend interacting with government agencies is significantly reduced. This not only makes life easier for citizens, but also reduces the burden on the state apparatus, freeing up resources for solving strategic tasks. In order to solve this range of problems, it is necessary to encourage employees to actively use digital technologies, increase the level of computer literacy, ensure active participation in seminars and webinars that should be held regularly in the public sector of organizations, form the so-called digital maturity among employees and users. In addition, national programs aimed at supporting and developing the infrastructure of Ukrainian society in general should be developed at the state level [9].

Another important aspect is increasing the transparency of management processes. The use of technologies such as blockchain ensures the immutability and security of data, which makes it impossible to falsify information or corrupt manipulations. For example, in the field of public procurement, the Prozorro system is already in place, which demonstrates how digital technologies can contribute to the fight against corruption and ensure transparency in the spending of public funds.

Ukraine can introduce a blockchain-based electronic voting system. Such a system will provide:

1. Transparency of the election process. All actions in the system are recorded, making them available for inspection.
2. Security guarantee. Voter data and voting results cannot be falsified or tampered with without traces.
3. Availability. Elections can be held online, which simplifies the voting process for citizens abroad or in remote regions.

The use of blockchain in the field of health care will contribute to the creation of a single register of medical records of citizens, protected from changes or loss. This will simplify patient access to medical services, increase diagnostic accuracy and optimize health care costs. Digital transformation, as one of the key trends in the development of human civilization, contributes to the creation of a more inclusive society and the improvement of governance mechanisms. It expands

access to services in the field of health care, education and banking, improves the quality and availability of public services, expands opportunities for interpersonal cooperation, and also opens opportunities to obtain various goods at more affordable prices [13].

The integration of the latest technologies, such as blockchain and artificial intelligence, into public administration ensures transparency, efficiency and security. The development of cyber security is becoming a necessary condition for the protection of government systems and the implementation of digital initiatives. For example:

- Artificial intelligence is used to detect threats in real time by analyzing anomalies in network traffic or user behavior.
- Blockchain can ensure secure data exchange between government agencies, reducing the risks of information leakage.

With the increasing use of digital technologies in governance, cyber security is becoming a critical aspect, especially in the context of war and the rise of cyber threats. The vulnerability of government systems to attacks can lead to the leakage of personal data, disruptions in the work of critical services, or even the loss of sovereignty in the information space.

Further implementation of artificial intelligence, blockchain and big data technologies is expected in the near future. This will allow Ukraine to integrate into the global digital space and ensure sustainable development.

Digitization significantly expands access to administrative services for citizens. In conditions where a large part of the population lives in remote regions or faces difficulties in accessing government institutions, online services eliminate geographical and time barriers. This creates the conditions for greater social equality, in particular for people with disabilities or people living abroad.

In addition, digital transformations are changing the approach to management decision-making. The use of big data technologies allows the state to analyze huge volumes of information to identify trends and forecast the development of situations in various areas. This, in turn, contributes to the development of more effective and adapted policies that take into account the real needs of society.

Another promising direction is the creation of conditions for more active participation of citizens in management processes. Thanks to digital platforms, people can join e-petitions, participate in public discussions or vote for projects to be implemented at the local level. This not only strengthens the democratization of management processes, but also contributes to the formation of trust between the state and citizens.

It is also important to note the economic effect of digitization. Automation of processes, reduction of costs for state apparatus maintenance and creation of transparent conditions for doing business increase the country's investment attractiveness. In particular, simplifying business registration or obtaining permits in digital form reduces administrative barriers for entrepreneurs, contributing to the development of the business environment. According to V. Logvinova, Ukraine has

weaknesses in attracting investments in projects of new knowledge, training of qualified scientific and technical personnel. Conditions of low efficiency of the national innovation system lead to the loss of the country's competitive potential: personnel, technologies and promising ideas [7].

Finally, digitization opens up opportunities for Ukraine's integration into the global digital space. The use of innovative technologies, such as artificial intelligence, allows Ukraine to compete at the international level and attract foreign partners. In addition, the exchange of experience with leading countries in the field of digital transformations contributes to the acceleration of the development of own technologies and the creation of unique solutions that can be exported.

In addition, artificial intelligence and big data technologies are becoming powerful tools for decision-making based on the analysis of large amounts of information. For example, the analysis of socio-economic data makes it possible to forecast the dynamics of the labor market, effectively plan social programs, or even predict the consequences of natural disasters. The use of these technologies also ensures the objectivity and accuracy of management decisions, which reduces the risk of subjectivity and errors.

Digitization radically changes the basic principles of public administration, making it more transparent, accessible and efficient. At the heart of these changes is the interconnected improvement of key aspects such as streamlining processes, increasing transparency, and expanding public participation, which together create a new model of interaction between the state and society.

Optimization of processes in public administration thanks to the implementation of digital technologies ensures automation of routine functions, reduction of time for data processing and minimization of the human factor. Electronic document management, for example, makes it possible to significantly simplify administration, reduce the cost of paper resources and increase the efficiency of government bodies. This becomes the basis for a faster response to the needs of citizens and the creation of prerequisites for the development of other digital tools.

At the same time, digitalization contributes to increasing the transparency of public administration. Thanks to digital platforms, citizens get access to up-to-date information about the activities of authorities, including financial reports, tenders or management decision-making. Such openness not only reduces corruption risks, but also increases trust in state structures, forming a new culture of responsibility and accountability.

Together with transparency, opportunities for citizens to participate in decision-making are expanding. Platforms for electronic petitions, online consultations and public debates allow people to directly influence key aspects of public policy. This not only provides feedback between society and government, but also makes governance more open, inclusive and democratic.

Thus, optimization of processes, transparency and public participation form an interdependent system that forms new standards of public management. Thanks

to digitalization, these aspects reinforce each other, contributing to the creation of a state that is more efficient, fair and focused on the needs of its citizens.

Digitization of public administration opens wide prospects for Ukraine, changing the traditional approach to interaction between the state and citizens. This process involves the creation of a more efficient, transparent and adaptive state apparatus. In this context, digital technologies are not only a tool for automating processes, but also a basis for deep transformations in the management system.

Thus, digitalization of public administration in Ukraine is a powerful tool for modernizing the state apparatus, ensuring social justice and sustainable economic development. However, the effective implementation of these opportunities depends on the ability to overcome existing challenges, including issues of cybersecurity, digital inequality and legal support.

At the same time, digitalization not only optimizes processes, but also stimulates wider participation of citizens in decision-making. E-democracy platforms, such as e-petitions or public budgets, allow citizens to influence the allocation of resources or propose their initiatives. This not only contributes to the growth of civic activity, but also helps the state to take into account the real needs of society.

According to the UN Global e-Government Index (2022), Ukraine has improved its position thanks to active work on the expansion of digital services. Despite the successes in the implementation of digital technologies, Ukraine still has significant challenges to overcome. Uneven access to digital services remains one of the biggest barriers. In particular, the imperfection of the legal framework, insufficient funding and the low level of digital literacy among the population hinder the effective implementation of digital transformations. While big cities enjoy the benefits of digitization, rural areas are often left out of these processes due to lack of access to high-speed Internet. This creates a digital divide that can exacerbate social disparities. Analyzing the research of P. According to Field, it is expedient to define the system of elements of the development of e-government as a system of interconnected mechanisms of security of the information space, electronic interaction, provision of electronic services, electronic democracy and electronic governance [8]. Attracting international experience allows Ukraine not only to avoid typical mistakes, but also to integrate into global digital processes, strengthening its competitiveness in the globalized world. This comprehensive approach is the key to successful digital transformation of public administration in Ukraine.

The possibilities of digitization in Ukraine are closely intertwined with the challenges that stand in its way.

Cyber security is also an important challenge. Cyberattacks on government systems, such as incidents related to the spread of viruses or attempts to access sensitive data, highlight the need to strengthen the protection of government infrastructure. Ukraine needs a modern system for monitoring threats and responding to them in real time, which will ensure the stability of key services.

Personnel training is an equally important problem. The insufficient level of digital literacy among civil servants and the low percentage of qualified IT specialists in regional institutions slow down the implementation of digital solutions. At the same

time, the outflow of specialists abroad complicates the task of forming a stable personnel base. Digitization requires retraining of personnel and changes in approaches to the performance of work duties. This is often met with resistance caused by reluctance to leave the comfort zone of traditional work methods.

For example, the automation of administrative processes creates prerequisites for reducing corruption, but at the same time puts high demands on cyber security, as automated systems become an attractive target for attackers. The development of platforms for citizen participation contributes to the democratization of management processes, but without proper digital literacy, a large part of citizens will not be able to use these tools.

Digital transformations deeply affect public administration, changing its approaches, structure and mechanisms. One of the key aspects is the development of e-government, which is becoming an integrated platform for the provision of public services. Thanks to this, the state can optimize the costs of maintaining institutions and at the same time increase their efficiency. Electronic government not only simplifies citizens' access to services, but also creates conditions for more transparent and structured management.

At the same time, digitalization opens up new opportunities for the democratization of management processes. Tools of e-democracy, such as petitions, e-voting or online consultations, allow citizens to directly influence decision-making. This not only contributes to the involvement of a wider range of participants in the discussion of state policy, but also forms a culture of open dialogue between society and the state. This approach makes management processes more flexible and adaptive to the needs of citizens. The transparency provided by digital technologies is also becoming a powerful tool in the fight against corruption. The use of technologies such as blockchain ensures the immutability of records in public registers and makes corruption schemes almost impossible. Other digital solutions, such as open databases or electronic platforms for public procurement, create the conditions under which citizens can monitor government activities, minimizing the risks of abuse.

At the same time, digitalization stimulates economic development, increasing the country's investment attractiveness. Automating bureaucratic procedures, such as registering businesses or obtaining permits, reduces administrative costs, shortens transaction time, and simplifies doing business. This creates a favorable climate for entrepreneurs, which stimulates both the development of the domestic market and the attraction of foreign investments.

Therefore, the development of e-government, the democratization of management, the fight against corruption and the improvement of the investment climate are closely related to each other in the context of digital transformations. Together, these processes form a new model of public administration, which is more efficient, transparent and oriented to the needs of society.

Digitization creates new challenges in the field of data protection. Vulnerability of information systems can cause leakage of confidential information. In addition, the gap between urban centers and rural regions exacerbates the digital



divide. The COVID-19 pandemic and the war with Russia have revealed the importance of cyber security in the context of public administration.

Ukraine has significant potential for the further development of digitalization. Among the prospects are the creation of a single digital environment, the integration of artificial intelligence in decision-making, the development of infrastructure for data exchange between various state institutions. The successful implementation of these measures depends on the availability of qualified personnel, sufficient funding and stable regulatory and legal regulation.

Overcoming these challenges and realizing the potential of digitalization requires a coordinated strategy. Investing in the development of infrastructure, expanding access to the Internet in the regions, training personnel, and strengthening cyber defense systems are top priorities.

Ukraine should also continue the integration of international experience, taking into account the successful practices of countries that have made significant progress in digitalization and are implementing digital technologies in management. For example:

- Estonia. This country is a world leader in the digitization of the public sector, offering e-residency, online voting in elections and a fully digital document flow.
- Singapore. Through the use of artificial intelligence and automation, Singapore has achieved a high level of efficiency in the management of transport, medicine and the provision of administrative services.
- EU countries. European initiatives such as the Digital Europe program aim to develop digital skills, secure infrastructure and innovation in the public sector.

As you know, Great Britain was among the leaders in implementing digital tools and solutions in the work of government bodies and set an example for many other EU countries in this direction. The use of information technologies in public administration made it possible to improve access to public services, reduce bureaucratic barriers, and contributed to greater involvement of citizens in decision-making processes in government structures. The creation of e-government in Europe began in 2000, when the Lisbon Strategy was developed, which was aimed at increasing the competitiveness and development of the European Union. One of the important components of this strategy was the development of the digital sector and the use of information technologies in the field of public administration, which affected the further development of electronic government in Europe [3].

Finally, it is necessary to continue researching the international experience of ensuring information security in such areas as: development of international standards and normative acts; development of international partnership and participation in various international initiatives [10].

The advantages of international cooperation are as follows:

1. Adaptation of best practices. Ukraine can borrow effective models of digitization, taking into account its own characteristics.
2. Access to resources. Participation in international projects makes it possible to attract financing for the implementation of digital technologies.

3. Development of partnership relations. Joint initiatives contribute to Ukraine's integration into the global digital space.

Ultimately, digitalization should become a tool not only for optimizing existing processes, but also for rethinking approaches to public administration. Only in this case, the state will be able to take advantage of all the advantages of digital transformation, creating an efficient, transparent and accessible management system.

Digitization not only changes the ways of governance, but can also contribute to greater social justice. For example: ensuring equal access to public services through online platforms, especially for residents of remote regions or people with disabilities; reduction of barriers for interaction between citizens and the state thanks to electronic forms of communication.

Attention to digitalization should be paid not only at the level of the central government, but also at the level of local self-government. The use of technology in communities can significantly increase their development potential, contributing to economic growth.

Geopolitical and security factors also affect digitalization in Ukraine. In the conditions of military operations, it is especially important to ensure the uninterrupted operation of digital systems, the protection of state databases and the development of backup systems. It is necessary to implement systems of regular monitoring and evaluation of the effectiveness of digital initiatives in order to timely adapt strategies to new challenges.

**Conclusions.** Digitalization is an important factor in the transformation of public administration in Ukraine and is a necessary condition for modernizing the state, increasing its competitiveness, and adapting to global challenges. Digitization is a powerful tool for reforming public administration in Ukraine and a strategic process that is crucial for the transformation of public administration, strengthening democracy and ensuring sustainable development. It opens up new opportunities for increasing the efficiency, transparency and accessibility of public services. At the same time, the success of this process depends on the state's ability to overcome existing challenges, such as uneven technological development, cyber threats, regulatory gaps and insufficient training of personnel, financial limitations. In addition, there is a need to ensure citizens' trust in digital services. Digitization is an important tool for strengthening anti-corruption policy, stimulating economic growth and attracting investment. However, its implementation is accompanied by significant challenges, such as technical vulnerabilities, regulatory constraints and digital inequality. A comprehensive approach to solving these problems will ensure the sustainability of digital transformations and a positive impact on the lives of citizens.

Ukraine is making significant progress in the implementation of e-government, but to achieve sustainable results, it is necessary to focus on long-term strategic goals. This includes increasing international cooperation, developing digital infrastructure, implementing innovative technologies such as artificial intelligence and blockchain, as well as ensuring data security and user privacy.

In general, digitalization in public administration is not only a technological update, but also a fundamental change in the relationship between the state, society

and business. It forms a new management model based on the principles of transparency, openness, efficiency and orientation to the needs of citizens. The successful implementation of this model requires an integrated approach, effective interaction of all stakeholders and a sustained commitment to modernization, which must be based on the best international practices and meet national needs.

Prospects for further research include the study of the impact of digital innovations on economic development, the development of mechanisms for the integration of technologies into public administration, and the analysis of social aspects of digitalization. Ukraine has a unique chance to take advantage of the opportunities of digital transformation to strengthen its statehood and integration into the global digital space.

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