

VALUE PRIORITIES AND MECHANISMS OF PUBLIC ADMINISTRATION IN THE CONTEXT OF DIGITAL TRANSFORMATION: A NETOCRATIC APPROACH TO PROVIDING ADMINISTRATIVE SERVICES

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INTRODUCTION

Modern trends in the development of society are characterized by the rapid spread of digital technologies, which are fundamentally changing the processes of public administration. In the context of digital transformation, an important task of the state is to optimize the mechanisms for providing administrative services, which contributes to increasing the efficiency of administrative decisions, transparency of the public sector and accessibility of services for citizens.

One of the key aspects of modern public administration is the formation of value orientations that determine the directions of development of digitalization and its integration into the administration system. The principles of transparency, efficiency, innovation, inclusiveness, security and public participation become the basis for the modernization of administrative processes and increasing the level of trust in public institutions.

The introduction of electronic administrative services as a component of digital governance contributes to changing traditional models of interaction between the state and citizens, creating conditions for improving the quality of public administration, strengthening public control and involving society in decision-making. At the same time, the digitalization process is accompanied by a number of challenges related to ensuring cybersecurity, personal data protection, accessibility of digital services for all segments of the population, and effective legal regulation.

In this context, it is relevant to study a netocratic approach to public administration, which involves the use of information and communication technologies to strengthen interaction between citizens and authorities. This approach contributes to the democratization of the decision-making process, the development of e-government, and the creation of open digital platforms for the provision of administrative services in real time.

Thus, the study of mechanisms for the provision of administrative services in the context of digitalization, as well as the conceptualization of value priorities of public administration, is of particular relevance. Determining the role of digital technologies in increasing the efficiency of public

administration allows developing optimal strategies for the development of public administration that will meet the challenges of the modern information society.

1. Theoretical and methodological foundations of mechanisms for providing administrative services in the context of digitalization of management

An important vector of the process of formation and development of public administration is the creation of a modern cellular system of administrative services. Today, administrative services serve the interests of consumers and are a step towards increasing satisfaction of the needs of citizens and business entities. The search for innovative forms and mechanisms of administrative services, methods and methods of interaction and communication of interested parties in the conditions of digitalization of administrative processes is a pressing issue that requires a comprehensive solution.

It is today that high-quality electronic (digital) administrative services for citizens are of exceptional importance in the formation of effective public administration and significantly influence the adoption of administrative decisions, on various aspects of management, increasing the value for both society and the state. Electronic public services have universal access and can be obtained by any person in real time.

Solving problems that are in the sphere of development of systems for the provision of administrative services in the conditions of digitalization, conceptualization of mechanisms for the provision of electronic administrative services based on modern information and communication technologies (digital), a favorable increase in the quality of implementation of state functions and the efficiency of the public administration system as a whole.

Research on the issues of providing administrative services, dedicated to the work of a number of scientists and practitioners, including: V. Bilous, T. Brusa, O. Vasyliiev, N. Grabar, N. Datsiy, N. Kalynets, V. Mamonov, V. Motrechko, N. Pushkarev, O. Radchenko and others. The following were engaged in studying the problems of forming a system of administrative services in the process of developing e-government: O. Vityk, Yu. Danshyna, V. Dovgan, D. Zapisny, S. Kandzyuba, P. Klimushyn, O. Lytvynov, E. Romanenko, L. Trebyk, O. Yatsenko and others.

However, despite the relevance and depth of the scientific research carried out, the issue of conceptualizing the mechanisms of providing administrative services in the context of digitalization of management processes remains unexplored.

In the context of rapid technological progress and intensification of digital transformation, the importance of administrative services in increasing the

efficiency of public administration for citizens is growing. The development and implementation of electronic administrative services, as a component of e-government, have changed the way public administration bodies interact with the public. Thanks to the implementation of various operations and an unprecedented way of communicating with public authorities, digital platforms for providing such services have become a source of information for society.

The impact of electronic services for citizens on the effectiveness of public administration provides a fundamental shift in its dynamics, contributing to the democratization of access to services, increasing the transparency of public administration and encouraging public participation in state governance. In addition, the introduction of the latest information and communication technologies in the sphere of public administration contributes to the optimization of government activities, increases the efficiency of service provision and expands the opportunities for citizens to participate in the decision-making process.

The concept of public administration, which is based on the idea of using information and communication technologies to involve more citizens in decision-making and policy formation, is defined in modern scientific literature as «netocracy». It is netocracy that is designed to transform relations between authorities and citizens into more transparent and effective ones, which is achieved by creating special electronic platforms, as well as encouraging citizens to actively use them¹.

Further implementation of e-government in management processes, improvement and conceptualization of mechanisms for providing services to citizens with its use requires studying the relationship between electronic services and the efficiency of public administration. After all, determining the degree of influence of electronic services on various aspects of the efficiency of public administration allows obtaining valuable information that facilitates the adoption of complex management decisions and contributes to effective transparent and balanced management².

Today we live in a world where the virtual is sharply and rapidly replacing the real, weakening territorial, religious and other identities. In turn, this affects the functioning of democracy, changing the relationship between states, society and individuals. It also affects citizens' trust in state institutions,

¹ Storozhenko L.H. Netocratic vector of formation of public administration in the information society. *Modernization of the system of public management and administration in Ukraine: the experience of the Republic of Latvia* : Scientific monograph. Riga, Latvia : Baltija Publishing, 2023. P. 99–114. DOI: <https://doi.org/10.30525/978-9934-26-279-1-4>.

² Krasnykov Y., Ninyuk I., Storozhenko L., Marukhlenko O., Kruhlov V. Impact of digital public services on governance efficiency. *Telos: Revista de Estudios Interdisciplinarios en Ciencias Sociales*. 2024. Vol. 26. № 1. P. 35–51. DOI: <https://doi.org/10.36390/telos261.04>.

the growth of populism and nationalism, the transfer of responsibility for welfare from the state to the individual through the latest information and communication technologies.

There is no doubt that the world is entering an era of networked (digital) public administration. Thus, in countries with a high level of economic development, such digital governance mechanisms as biometric personal identification, facial recognition programs for various purposes, prediction of offenses based on digital algorithms, digitization of justice and immigration systems, online filing of tax returns, etc. are becoming the norm.

Digitalization is believed to play a catalytic role in improving economic, social and political development in developed economies, as well as in developing countries. It is also perceived as improving the quality of life through better governance and expanding people's opportunities. This helps to connect the state and the people, making governments more transparent, accountable and people-oriented. In fact, increasing the digitalization of public administration increases its efficiency on the one hand, and saves scarce resources and time on the other. It can also help in strengthening equality by focusing on inclusive growth and transparency.

Increasing the level of administrative services in the context of digitalization of administrative processes, along with strengthening their security, are the main goals of deep social transformations and significant costs associated with the transfer of the entire population of the country to centralized digital data systems. As a result, in many countries of the world today, models of the «digital welfare state» are emerging, which are increasingly managed by digital data and technologies used for automation, forecasting, identification, monitoring, provision of administrative services, etc. Thus, the digital strategy of governments proclaims that it transforms the relationship between society and the state, transferring more powers to citizens and responding more sensitively to their needs³.

The processes of digitalization and the growing role of automation of administrative processes using algorithms and artificial intelligence contribute to the transition to a technocratic-bureaucratic process, which, of course, significantly simplifies and accelerates the procedures for providing administrative services, and therefore accelerates the process of making administrative decisions. However, in this case, the personal-subject approach to each participant in the process of providing/receiving administrative services is «erased». Thus, the modern model of the state is based on the assumption that a person is not the owner, but only an applicant for receiving

³ Петькун С.М. Теоретико-методологічна концептуалізація механізмів державного управління соціальною безпекою України в умовах цифрової трансформації : дис. ... д. н. дер. упр. : 25.00.02 / Державний університет інформаційно-комунікаційних технологій. Київ, 2024. 466 с.

a service. That is why it is necessary to develop conceptual principles for the mechanisms for providing administrative services, which include comprehensive human-centric approaches and principles aimed at ensuring the efficiency, transparency and accessibility of public services for citizens.

In the context of digitalization, the outlined aspects provide for the following key positions: user orientation – administrative services should be focused on the needs of users, which includes convenient access, intuitive interfaces and high quality of service. In turn, this involves conducting research and surveys to identify problems and requests from citizens, taking into account feedback from representatives of society for continuous improvement of the level and methods of providing services.

The next important component of the modernization of the process of providing administrative services is the large-scale introduction of e-government, which contributes to reducing bureaucracy, improving the quality of services and convenience for citizens. E-governance provides the opportunity to expand and provide electronic administrative services, improve the quality of decision-making at all levels, while uniting responsible persons and citizens involved in the development of solutions, and thereby supporting social integration and social stability.

Digital platforms allow you to receive administrative services online, which reduces the need for personal visits to government institutions. For the full functioning of e-government and the formation of an open e-democracy, in turn, it is necessary to improve and develop the digital infrastructure, the development of which is necessary for the effective functioning of e-government. This includes the development of high-speed Internet, the creation of safe and reliable data centers, as well as ensuring access to digital devices for all segments of the population. Of course, the key role in the implementation of e-government is played by the latest mass media and open electronic environments. Automation of routine and standard administrative processes allows you to reduce the burden on civil servants and increase the efficiency of service provision. This includes the use of robotic platforms and services for processing applications, registration, issuing permits and certificates, etc. In this case, artificial intelligence and the ability to use big data can come to the rescue, which, in turn, opens up new opportunities for analyzing citizens' needs, predicting trends and making informed and balanced decisions. These technologies help to improve the quality of administrative processes and respond quickly to changes, which makes the process of providing administrative services more efficient and flexible, as it can facilitate the assessment of unstructured data for obtaining the right to (re)assessment and accelerate this process through computerized operations. Also, after the introduction of artificial intelligence into the general register,

the entire system gains flexibility that can be adjusted and increased in scale by expanding information and communication technology programs and infrastructure with relative ease. However, it should be taken into account that artificial intelligence constantly requires the improvement of its algorithms and models based on machine learning, which can lead to significant costs, often overestimated for implementation, including transparency mechanisms, which require investment in adequate digital technologies and infrastructure. Countries with developed and emerging economies must be prepared to invest in creating the digital infrastructure necessary for inclusive growth, in public services (primary education; healthcare; water and sanitation; transport; social assistance to all who need it, etc.) in order to be able to build a solid foundation for the further development of the state.

Special attention is paid to electronic identification systems, the introduction of which simplifies the process of accessing public services, increasing the security and speed of administrative procedures. For example, electronic identification cards, biometric data, mobile applications/platforms/services ensure the convenience and accessibility of services. Recently, there have been more and more of them and they are justifiably gaining popularity, as they allow citizens to receive services anywhere and anytime, ensuring accessibility, flexibility and ease of use.

During the digitalization of public administration mechanisms for the provision of administrative services, their efficiency can be increased through the use of integrated and computerized management information systems that ensure accurate and timely management of large volumes of data. These are integrated automated systems that provide information to support operations, provide information, and make management decisions in general. Integrated and computerized management information systems can be used as computerized and manual procedures, models for analysis, planning, control over the provision of administrative services and decision-making, as well as database management. The special feature of such systems is that they can help reduce fraud, errors and corruption by alerting end users when data discrepancies or misuse occur, ensuring data protection and increasing efficiency.

The second stage of the supply chain is the digital registration of beneficiaries. This process is different from general registration, as all applicants are registered, but only beneficiaries are included in the program.

The registration stage includes several steps: implementers assess the needs and living conditions of applicants using data collected during the registration process according to defined criteria. Thus, those who are considered eligible become beneficiaries, and those who are not eligible cannot enter the waiting list; the next steps include the process of determining the packages of benefits and services that the selected beneficiaries receive;

beneficiaries receive confirmation that they have been selected as a beneficiary and information on further actions.

Digital social or beneficiary registries facilitate registration in a specific program by reducing the number of forms of documentation that a person needs to provide to be considered for an administrative service. Especially when registries are integrated with other social information systems, their data can help identify social gaps.

The social network platform allows you to combine numerous digital tools for providing administrative services, eliminate data duplication and widespread updating, as well as use mobile communication and machine learning technologies, which helps to cover all beneficiaries, accelerates their identification, and data updating leads to the elimination and elimination of errors. In practice, this improves the quality of monitoring, facilitates work with the population, allows you to register yourself through applications, submit an application through a specific mobile application, edit your data yourself and, ultimately, receive a high-quality administrative service. Of course, it is worth noting certain obstacles to the implementation and use of social network platforms (lack of modern devices for installing mobile applications; low level of (digital) literacy of citizens; limited local content and insufficient Internet coverage; low incomes of certain social groups of society; high cost of modern digital technologies; weak regulatory framework and limited access to digital infrastructure and services, etc.).

The above barriers, which limit citizens' free access to and use of digital technologies, can undermine the benefits of digitalization of administrative services or exacerbate existing gaps in access to them.

Another important aspect of the mechanisms for providing administrative services in the context of digitalization of administrative processes is ensuring interaction between various state systems and databases. It is interoperability that allows for faster exchange of information between different departments, which contributes to increasing the efficiency of administrative processes and data accuracy.

In addition, the challenges of a globalized society and the conditions of digitalization of administration require strict measures for cybersecurity and protection of personal data. Therefore, it is necessary to implement modern encryption technologies, multi-factor authentication and other means of protection to guarantee confidentiality, security and optimal protection of information.

Taking into account the above, it is necessary to focus on the need for legal regulation of administrative processes in the context of digital transformations – the creation and improvement of the legislative framework that regulates the digitalization of administrative processes is another important factor in

building trust between state institutions that provide administrative services and the public. Therefore, at the legislative level, it is necessary to resolve issues that determine the legal status of electronic services and platforms, electronic documents, electronic signatures, and other digital tools. Thus, the basis of effective public administration, in our case, netocratic, should be regulatory and legal acts designed to regulate and streamline administrative processes, ensure their consistency, stability, and balance. Domestic regulatory and legal support includes a number of documents that contribute to the formation and improvement of the national e-government system as a component of the sphere of informatization and the development of a netocratic information society, among which the leading role is primarily assigned to legislation. After all, it is at the legislative level that regulatory state policy and the possibility of forming a perfect management system are determined.

The normative and legal foundation for the development of e-government in Ukraine was the Law of Ukraine «On Information», which defined the basic principles of information relations, key areas of state information policy, subjects and objects of information relations, rights and guarantees of the right to information, main types of information activities; identified types of information and methods of access to it; established liability for violation of information legislation, etc⁴.

The Law of Ukraine «On Administrative Services» regulates the provision of administrative services by state bodies and defines the legal principles for the implementation of legitimate interests, freedoms, rights of legal entities and individuals in the field of administrative services⁵.

An important component of successful digitalization is the training of personnel, advanced training of civil servants, whose training and professional development should be aimed at mastering new digital tools, methods and technologies.

Of course, another significant conceptual aspect of the mechanisms for providing administrative services in the context of digitalization of administrative processes remains public participation and transparency. The use of digital technologies contributes to increasing the transparency and openness of public administration. Electronic democracy tools, such as online surveys, petitions, public discussions, etc. allow citizens to participate more actively in decision-making processes.

In addition to the outlined aspects of the provision of administrative services in the context of the digitalization of administrative processes, a

⁴ Про інформацію : Закон України. UPL: <https://zakon.rada.gov.ua/laws/show/2657-12#Text>.

⁵ Про адміністративні послуги : Закон України. URL: <https://zakon.rada.gov.ua/laws/show/5203-17#Text>.

number of equally important positions can be identified (monitoring and evaluation of effectiveness; partnership with the private sector; inclusivity and accessibility; digital literacy; change management; international cooperation; ethics and responsibility; development of an innovative culture, etc.) that require additional study.

Thus, the conceptual principles of the mechanisms for the provision of administrative services provide for an integrated approach to digitalization, user-oriented, security, inclusiveness and continuous improvement of processes that require coordinated efforts at all levels of public administration, require the introduction of new technologies and active participation of citizens. The implementation of these conceptual principles will help to increase the efficiency, transparency and accessibility of administrative services in the context of digital transformation.

As we can see, the digitalization of administrative processes requires a comprehensive approach, including organizational, technical, security, regulatory and legal measures aimed at improving the quality of administrative services. The digitalization of administrative services should be linked to the national development goals of the state. Since digital technologies of public administration vary from country to country depending on a number of factors (level of democracy, economic development, political priorities, socio-cultural features, geography, etc.), it is advisable to develop digital strategies for the provision of administrative services that will be sufficiently adaptive and flexible to correspond to the political, economic, socio-cultural environment. Each state should develop its own mechanisms for optimal interaction between the state and public sectors.

2. Value orientations of public administration in the process of digitalization

Digitalization of public administration is an important step towards increasing its efficiency, transparency and accessibility. The urgency of the problem is due to the need to adapt state structures to modern realities, which will ensure that management processes meet the needs of society and contribute to the sustainable development of the country.

The value principles of public administration in the context of digital transformation are key aspects that determine the directions of development and modernization of the administrative sphere. In the context of digitalization, as an integral part of modern life, it is important to understand how core values affect management processes. Value aspects of public administration form the basis for effective, transparent and responsible management activities; determine the principles and ethical norms on which interaction between state bodies and citizens is built.

Values create the basis for building citizens' trust in state institutions, contribute to improving the quality of public administration and ensuring social justice and development of society, and also contribute to improving the quality of life of citizens and strengthening democratic processes in general.

The scientific studies of a number of scientists are devoted to the study of the value basis of public administration and political and managerial values, among which the works of G. Atamanchuk, V. Bakumenko, T. Vasilevska, L. Gonyukova, V. Golub, Y. Kalnysh, V. Kozakov, O. Lebedynska, I. Nadolny, V. Rebkala, G. Sytnyk, Y. Surmin and others should be highlighted.

However, despite the relevance and depth of the scientific research carried out, the issue of studying domestic value priorities in reforming public administration in the context of digital transformations remains unexplored.

The formation of a system of values of public administration in the context of modern digital transformation is the most important principle of its existence and, at the same time, the main instrument of social reforms. It is no coincidence that one of the strategic tasks of the public administration system is the desire to form a system of basic values and orient citizens to them. After all, when values become a motivation for an individual citizen, he will necessarily seek means to realize them. If the values declared in the information society contradict the value-based state motives, then they are only tools for achieving another, perhaps diametrically opposed goal.

Modern society is increasingly globalizing, immersed in the world of information and digitalization, which leads to the alienation of people, society and the state. The value approach is aimed at explaining the importance of the process of digitalization of society, its role in increasing the well-being of society, in the implementation of freedom, justice and other moral and social norms. Values are defined as principles, standards or qualities that are considered important or desirable in a given society. They form the main guidelines for the behavior of individuals and social institutions, influence decision-making and policy development. Domestic and foreign scientists interpret the approach to defining values differently. Today, discussions are ongoing on determining the value priorities of the development of society, but the fact remains indisputable that the focus of the values of the world community is on the person, his rights, well-being, health, education, legal education, etc. At the same time, in the globalized world there are declines in culture, devaluation of values, ecology, dignity, justice, freedom and equality. Globalization in modern conditions of social development is based on a combination of different civilizational values, represented by one or another

nation, the openness of which in modern conditions becomes obvious⁶. At the same time, in some cases national values are undermined, obligations are ignored, and rights are violated.

The development of public administration in such conditions is a complex and multifaceted process that requires taking into account many factors and challenges. The changes taking place in the modern world increasingly clearly illustrate the interconnection and interdependence of digitalization and the formation of new management principles and structures, the functioning of which is due to the active development of information and communication technologies.

The nature of modern public administration is determined by a certain system of value criteria, including professionalism, competence, sociality, innovation, morality, tolerance, and natural human rights are a humanistic value of a democratic country, which should primarily be embodied in its system of governance⁷.

It is the value orientations that direct public administration to achieve the common good, ensure the rights and freedoms of citizens, and create conditions for the harmonious development of society.

Thus, modern value principles of public administration primarily include the values of transparency and accountability, which are fundamental in the context of digital transformation, since they provide open access to information about the activities of public authorities and contribute to public control. The introduction of digital technologies in public administration allows to significantly expand the opportunities for citizens and businesses to obtain information and interact with the authorities, making management processes more open and accessible. The concept of public administration, which is based on the idea of using information and communication technologies to involve more citizens in decision-making and policy formation, is defined in modern scientific literature as «netocracy». It is netocracy public administration that is designed to transform relations between authorities and citizens into more transparent and effective ones, which is achieved by creating special electronic platforms, as well as encouraging citizens to actively use them⁸.

One of the key aspects of ensuring transparency is the publication of government data online, which includes access to various documents, reports,

⁶ Войтович Р.В. Вплив глобалізації на систему державного управління (теоретико-методологічний аналіз): монографія. Київ : НАДУ, 2007. 680 с.

⁷ Козаков В.М. Аксиологія державного управління. Київ : НАДУ, 2010. 256 с.

⁸ Storozhenko L.H. Netocratic vector of formation of public administration in the information society. *Modernization of the system of public management and administration in Ukraine: the experience of the Republic of Latvia* : Scientific monograph. Riga, Latvia : Baltija Publishing, 2023. P. 99–114. DOI: <https://doi.org/10.30525/978-9934-26-279-1-4>.

statistical data, budget expenditures and other important materials that may have previously been difficult to access or not made public at all. Government bodies create specialized web portals where citizens and businesses can easily find the necessary information, which, in turn, allows not only to receive answers to their requests, but also to analyze the activities of government bodies.

Electronic registers are another important tool for ensuring transparency. They include databases that contain information on various aspects of public administration (registration of enterprises, property rights, land cadastres, voter registers, etc.). Access to these registers online allows citizens to check and receive up-to-date information, which helps reduce corruption risks and increase trust in government institutions.

Platforms for submitting requests also play an important role in increasing transparency and accountability. They allow citizens to submit requests for public information, monitor the process of their consideration and receive answers within the established deadlines. These platforms provide a convenient and effective mechanism for communication between the state and society, increasing the level of interaction and satisfaction of citizens' needs. In addition to access to information, digital technologies also contribute to the creation of mechanisms for public control as a tool for public assessment of the degree of fulfillment of their social tasks by government bodies and other controlled objects⁹. An equally important value in the context of digital transformation is civic participation and cooperation. Digital platforms open up new horizons for involving citizens in the decision-making process, creating opportunities for active interaction between the state and society, which contributes to increasing the legitimacy of decisions and creating a more open and democratic society.

One of the key tools for civic participation is online consultations. Public authorities can use digital platforms to consult citizens on various policy and governance issues. For example, before adopting a new bill or regulation, the government can organize online consultations where citizens, experts and stakeholders can express their opinions and suggestions. This allows for a variety of perspectives to be taken into account and ensures a more informed decision-making process.

Electronic petitions are another effective tool for involving the public in governance processes. They allow citizens to initiate consideration of certain issues or suggestions at the level of public authorities. If a petition collects a sufficient number of signatures, it must be considered by the relevant authorities. This gives citizens the opportunity to influence political and

⁹ Крупник А.С. Громадський контроль: сутність та механізми здійснення. *Теоретичні та прикладні питання державотворення*. 2007. № 1. С. 96–115.

administrative decisions and contributes to the development of an active civic position. Electronic petitions also stimulate an open dialogue between citizens and the state, which helps to identify and solve pressing problems in society.

Public discussions organized through digital platforms allow the public to participate in policy-making at different levels. They may include discussions of new legislative initiatives, development programs, budget expenditures, etc. This provides the opportunity for active participation of citizens regardless of their place of residence and physical capabilities. It also contributes to the development of an open and democratic society, where the voice of every citizen matters and can influence decision-making.

Transparency also promotes accountability, as citizens are able to monitor the fulfillment of promises and obligations made by state authorities. This includes monitoring budget expenditures, the implementation of projects and programs, as well as assessing the effectiveness of government work. Open information allows ordinary citizens, journalists, researchers and non-governmental organizations to analyze and monitor the actions of the authorities, which, in turn, increases the level of accountability and responsibility of state authorities.

The values of transparency and accountability in the context of digital transformation are critical to ensuring openness, accessibility and efficiency of public administration. In addition, the mass active introduction of information and communication technologies contributes to the creation of a more transparent and accountable government, which increases citizens' trust in state institutions and involves them in active management processes.

Another important aspect of the functioning of modern public administration in the context of digital transformation is increasing the efficiency and effectiveness of management processes. Digital technologies play a key role in this, allowing to optimize administrative procedures, reduce bureaucratic barriers and accelerate the provision of services to citizens and businesses.

The introduction of electronic document management is one of the most significant steps in this direction. Traditionally, state institutions relied on paper documents, which was associated with a large expenditure of time and resources for their processing, storage and transmission. Electronic document management allows you to automate these processes, reducing the amount of paperwork and minimizing the risk of errors.

Automated management systems are another important tool for increasing the efficiency of state bodies. They include software and information systems that help automate routine tasks, such as accounting, reporting, personnel management and task performance control, etc. These systems allow civil servants to focus on more complex and strategic tasks. In addition, automation

also helps to increase the accuracy and reliability of data used for decision-making.

Electronic government services, or e-government, involve the use of a wide range of online services provided by government agencies. These services allow citizens and businesses to interact with the state through the Internet, which greatly simplifies and speeds up the receipt of necessary services. For example, citizens can file tax returns, register a business, obtain certificates and permits without leaving their homes. This not only saves time, but also reduces administrative costs for both users and government agencies. In addition, electronic government services can operate 24 hours a day, which provides convenience for citizens and businesses.

One example of the effective use of digital technologies is e-procurement systems. They allow tenders and purchases of goods and services online, ensuring transparency of the process and reducing opportunities for corruption. Such systems also allow for the automation of document verification and evaluation of proposals, which reduces the time required for tenders and increases their efficiency.

Digital technologies also contribute to improved resource management. Intelligent management systems allow for the optimization of the use of energy, water and other resources, which is critical for sustainable development. For example, energy consumption monitoring systems can help identify inefficient costs and implement measures to reduce them, which reduces costs and increases resource efficiency.

In general, the introduction of digital technologies into the public administration system not only reduces costs, but also significantly improves the quality and speed of providing administrative services to citizens, which ensures more efficient work of state bodies, allows for faster response to the needs of citizens and businesses, and also contributes to increasing trust in the government. Digitalization of administrative processes opens up new opportunities for the development of innovative approaches and increases the overall efficiency of public administration in the face of rapid change and global challenges.

The value of inclusivity and accessibility also becomes important in the context of digital transformation. After all, the use of digital technologies aims to ensure equal access to public services for all citizens, regardless of their place of residence, social status or physical capabilities. This includes the development of convenient and intuitive online platforms, adaptation of services for people with disabilities, and ensuring access to the Internet in remote and rural areas. Inclusivity ensures that no one is left out of the activities of public administration bodies and modern digitalization processes.

Security and confidentiality are another critically important value in the context of the digital transformation of public administration. The growth of

the volume of digital data processed and stored by public authorities puts the issue of personal information protection at the forefront. This is due to the fact that public authorities process a huge amount of data containing personal information about citizens, including their personal, financial and medical data. Ensuring the security of this data is critical to maintaining citizens' trust in public services and protecting their rights to privacy. Another priority for modern public administration in the context of digital transformation is the introduction of modern cybersecurity technologies, which involves the use of advanced data encryption methods, the development of reliable authentication and authorization systems, as well as the implementation of monitoring and threat detection systems. Data encryption ensures that even if information is intercepted by attackers, it will remain inaccessible for reading without the appropriate decryption keys. Reliable authentication and authorization systems ensure that only authorized persons can access data. Today, the level of provision of electronic administrative services and various digital services is gaining momentum, widely entering everyday life and becoming a familiar phenomenon for ordinary citizens¹⁰.

The development of clear policies on data storage and processing is another important aspect of ensuring security and confidentiality, which involves the creation of regulations and standards that determine how data should be stored, who has access to them, and how they can be used. It is also important to develop incident response procedures, including action plans in the event of a data security breach, incident reporting mechanisms and data recovery measures, etc. Such policies should comply with international standards and best practices in the field of cybersecurity in order to ensure an adequate level of data protection.

Raising citizens' awareness of security in the digital environment is another key task in the formation and development of public administration in the context of digitalization, which involves conducting information campaigns, trainings and educational programs that help citizens understand the importance of protecting their personal data and teach them to use safe practices on the Internet. For example, citizens should know how to create strong passwords, recognize phishing attacks, protect their devices with antivirus software, update applications and operating systems, etc. Data protection also requires cooperation between government agencies, the private sector and international partners to exchange information about cyber threats and develop joint strategies to combat them. States should actively cooperate at the international level, participating in global initiatives and organizations

¹⁰ Скибун О.Ж. Кібербезпека систем електронних комунікацій органів державної влади України. *Вісник Національної академії державного управління при Президентові України*. 2021. №1. С. 30–39.

working to strengthen cybersecurity. This will allow for the exchange of experience, learning from the examples of other countries and applying best practices in the field of data protection. Data security, in turn, ensures citizens' trust in e-services, which is critical for the formation and development of effective public administration and successful digital transformation. If citizens feel that their data is properly protected, they will be more willing to use e-services, which will contribute to their dissemination and development. The protection of personal data also has an ethical aspect, since the state is responsible for ensuring the privacy of its citizens and protecting their rights in the digital environment.

Thus, data security and confidentiality are critically important values in the context of the digital transformation of public administration. The implementation of modern cybersecurity technologies, the development of clear policies for data storage and processing, and increasing citizens' awareness of security in the digital environment are key tasks for ensuring citizens' trust in e-services and protecting their personal data from unauthorized access.

The value of innovation is another critically important component of the continuous development and improvement of public services in the context of digital transformation. The modern world is changing rapidly, and public authorities must be flexible and ready to implement new technological solutions in order to effectively respond to these changes and the needs of society.

One of the key aspects of innovation is the development of digital competencies of public servants. Public servants must have skills in working with digital tools, understand the basics of cybersecurity and know how to use data to make informed decisions. Organizing trainings, seminars and courses on digital technologies helps to provide public servants with the necessary knowledge and skills to work in a modern digital environment.

Investing in research and the latest developments is another important element of stimulating innovation. One of the main tasks of public authorities should be to support scientific research and technological developments that can be applied to improve the quality of public services.

Stimulating cooperation between the public, private and academic sectors is another important aspect of innovation. This cooperation allows combining efforts and resources to solve complex problems and implement innovative solutions. For example, public authorities can cooperate with private companies to develop and implement new digital platforms, management systems or other technological solutions. Academic institutions can provide expert knowledge and research support, which helps to develop more effective strategies and solutions. Of course, such cooperation contributes to the

creation of an innovation ecosystem, where different sectors work together towards a common goal.

In addition, innovation also involves the active implementation of the latest technologies and approaches in the work of public authorities, which entails the use of artificial intelligence for data analysis and automation of routine processes, blockchain technologies for ensuring transparency and security of transactions, the Internet of Things for monitoring and managing urban infrastructure, etc. Such technologies allow public authorities to quickly adapt to changes, increase the efficiency of their work and provide citizens with high-quality administrative services.

Innovation allows public authorities to implement best practices in the field of governance. This means that they must constantly study the successful experience of other countries, analyze it and adapt it to their conditions. The value of innovation stimulates the constant development and improvement of public services, making them more effective, flexible and responsive to the modern needs of society. The introduction of new information and communication technologies, the development of digital competencies, investment in research and development, as well as cooperation between different sectors create the conditions for the successful digital transformation of public administration. This allows public authorities to quickly adapt to changes and implement best practices, ensuring a high level of services for citizens and increasing the overall efficiency of public administration. Thus, the value principles of public administration in the context of digital transformation provide for the application of transparency and accountability; the creation and regulation of public control mechanisms as a tool for public participation and assessing the degree of implementation of their social tasks by public authorities or other controlled objects (electronic petitions, discussions, etc.). Value priorities such as efficiency, inclusiveness, security, and innovation are key to creating modern public administration that meets the challenges and opportunities of a digitalized society and determines the direction of development of public bodies, ensuring sustainable and inclusive development of society as a whole.

In turn, increasing the efficiency and effectiveness of management processes through the use of automated management systems, high-quality provision of electronic government services, the use of intelligent management systems, ensuring security and confidentiality, introducing modern cybersecurity technologies, developing clear policies for data storage and processing, and raising citizens' awareness of security in the digital environment are related to the national development goals of the state. Since digital technologies of public administration vary from country to country depending on a number of factors (level of democracy, economic

development, political priorities, socio-cultural features, geography, etc.), develop and implement value priorities for the provision of public services that will be sufficiently adaptive and flexible to correspond to the political, economic, socio-cultural environment in the context of digital transformations.

CONCLUSIONS

The digital transformation of public administration is fundamentally changing the traditional mechanisms of interaction between citizens and authorities, creating the prerequisites for the development of a netocratic model of governance. In the context of the rapid development of information and communication technologies, public administration can no longer remain a purely bureaucratic apparatus with centralized decision-making procedures. Modern digital services, platforms and algorithmic management models are gradually changing the relationship between government and society, making them more transparent, flexible and adaptive to the real needs of citizens.

The netocratic approach, which is formed on the basis of the active use of digital tools in public administration, involves a departure from the hierarchical structure of power and a transition to decentralized network management models, in which citizens become not just consumers of administrative services, but active participants in decision-making processes. This is achieved through the introduction of innovative mechanisms for citizen participation, such as electronic petitions, online consultations, crowdsourcing platforms, digital forums for discussing legislative initiatives, and open access to government data. Thanks to this approach, citizens are given the opportunity not only to influence the adoption of important government decisions, but also to directly participate in their development, using the potential of the digital environment.

One of the key aspects of the digital transformation of administrative services is the automation and personalization of the processes of interaction between citizens and government bodies. The use of artificial intelligence algorithms and big data analysis allows for the formation of individual approaches to the provision of administrative services, reducing the time for their receipt, minimizing bureaucratic procedures, and eliminating the human factor in decision-making processes. E-government creates conditions for instant exchange of information between government institutions and citizens, providing convenient, fast, and transparent access to administrative services in real time.

A significant impact on the efficiency of public administration in a netocratic model is the digital identification of citizens, which simplifies the process of obtaining administrative services, allowing them to be carried out remotely through mobile applications, biometric technologies or blockchain

solutions for secure authentication. This ensures inclusiveness and equal access to public services for all categories of the population, in particular people with disabilities and residents of remote regions. At the same time, the digitalization of administrative processes creates new challenges that require a comprehensive approach to their solution. First of all, this concerns the protection of personal data, cybersecurity and the risks of algorithmic management, which can affect the transparency and fairness of decision-making. The introduction of digital management mechanisms requires the development of an effective regulatory framework that will ensure a balance between innovation and the protection of citizens' rights. It is important to develop a modern digital infrastructure that will guarantee the stable operation of electronic administrative services, their integration between different departments and protection from possible external threats.

Another important aspect of the digital transformation of administrative management is the development of digital literacy among citizens and civil servants. Since the transition to digital platforms requires users to have appropriate skills, training programs and information campaigns are important that will help expand competencies in the field of digital technologies and ensure effective interaction with state bodies through electronic services.

Thus, a netocratic approach to the digitalization of administrative services forms a new paradigm of public administration, in which citizens receive expanded opportunities for direct participation in decision-making, using network technologies and electronic platforms. The introduction of algorithmic management, automation of administrative processes, and expansion of electronic interaction between authorities and citizens contribute to reducing bureaucracy, increasing the efficiency of management decisions, and creating a transparent, inclusive, and flexible state apparatus. At the same time, the implementation of digital reforms requires coordinated cooperation between the public, private and public sectors, which will allow for the harmonious integration of technological innovations into the public administration system. The transition from the traditional bureaucratic model to network management opens up new prospects for the democratization of state processes, increasing the level of citizens' trust in government, and creating an effective, accessible and secure e-government system.

SUMMARY

Modern trends in the development of society are characterized by the rapid spread of digital technologies, which are radically changing the processes of public administration. In the context of digital transformation, the key task of the state is to optimize the mechanisms for providing administrative services, which contributes to increasing the efficiency of management decisions,

transparency of the public sector and accessibility of services for citizens. The study considers a non-democratic approach to public administration, which involves the use of information and communication technologies to strengthen interaction between the state and society. The conceptual principles of digital governance are analyzed, in particular, the implemented electronic administrative services, digital platforms, electronic identification systems and artificial intelligence to improve management processes. Special attention is paid to ensuring cybersecurity, personal data protection, inclusiveness of digital services and legal regulation in the context of globalization. The study also highlights the importance of value orientations of public administration in the era of digitalization, such as transparency, efficiency, innovation, security and public participation. The implementation of non-democratic principles contributes to the democratization of decision-making, the development of e-government and the formation of open digital platforms for the provision of public services in real time. The results of the study help to form optimal strategies for the digital transformation of public administration that meet the challenges of the modern information society.

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