EFFECTIVE COMMUNICATION IN DIGITAL TRANSFORMATION OF SERVICE STATE DURING CHANGE MANAGEMENT PROCESSES IN UKRAINE

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Abstract. *The development of information technology and the formation of various social networks is proceeding very rapidly, increasing the creation of many forms of self-organization – including civil society, unions, and associations. It therefore becomes urgent to create an effective system of communication between public authorities and society. This article provides a brief analysis of the study of network societies in service-type states. It is emphasized that the use of a service state in Ukraine in the process of development is a very important factor that ensures the interconnection and interplay of such subjects of the public administration system as: public authorities, business structures, and NGOs. The prospects of the realization of the project "State in a Smartphone" as a concept of digital transformation in Ukraine in the direction of its functioning as a service are analyzed. The current state of the implementation of e-democracy tools in Ukraine in the context of digital transformation in the development of a service state is investigated. Ukraine significantly contributes to improving the efficiency of public administration and ensuring sustainable socio-economic development during change management processes. This positive effect is achieved through the active involvement of the population and public structures in the process of developing, making, and implementing political and administrative decisions regarding the creation and dissemination of public goods, and in meeting public interests and needs. Thus, interaction between the authorities and public organizations and the optimization of their cooperation with the use of modern communication technologies should*

contribute to the democratization of society, and should facilitate improvements in the quality of life of the population. Therefore, the issue of the development and implementation of new communication technologies in the activities of different levels of government in the context of building interaction with civil society institutions is of particular importance in contemporary Ukraine.

Keywords: *civil society, public authorities, communication technology, change management processes, service state, network approach, digital transformation.*

Raktažodžiai: *pilietinė visuomenė, viešosios valdžios institucijos, skaitmeninės technologijos, pokyčių valdymo procesai, paslaugų būsena, tinklo prieiga, skaitmeninė transformacija.*

Introduction

The intended course of Ukrainian society in the direction of building and managing a service state should become an objective reality. Thus, in the Program of Activities "Towards the People" (Cabinet of Ministers of Ukraine 2005), which in form consists of a set of priority goals set by the Government in order to ensure a prosperous, safe, and happy life for every Ukrainian citizen – it is asserted that the state is a public service whose primary task is to solve existing problems and prevent potential threats to citizens by ensuring the balance of interests of different parts of society.

The document is based on a human-centered approach, and so the proposed government goals are aimed not at improving abstract indicators in the process of service state formation, but at solving the specific problems of Ukrainian citizens. In this context, it should be noted that the society of a service state is, as a rule, informational, and the network construct – the organizational structure of the society – is one of the characteristics of such a type of service state. In our opinion, only the synergy of politicians, government, the public, and business can contribute to: achieving the set goals (defined by the specified government program); the implementation of structural changes; and the informational transformation of the society in the direction of the sustainable functioning of public authorities in Ukraine as subjects of the public administration system.

The process of forming the service state through the development of e-democracy is undoubtedly present in Ukraine, but has so far been beset by difficulties. Its successful implementation in the context of the European integration of the country seems impossible without the proper digital transformation of the system of public administration.

Main research

Effective information as a character of objective reality provides the process of knowing this reality in all its manifestations. This character is constantly moving in space and time with matter, and its generation – an ideal consciousness – finally closes the chain

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of the process of cognition, representing it in the form of: matter – information – communication – cognition (Yasinevich 2017).

In the modern world, in any society the thesis: "who owns information, owns the world" is valid. Having information makes the citizen more adaptable to the environment and creates a sense of security (often a changing feeling). However, the information society has quickly turned into a knowledge society in which "who owns knowledge, owns the world." Fundamentally, the concept of "knowledge" is not identical to the concept of "information," as it includes a broader cognitive spectrum: understanding, learning, possession of the ability to apply information, etc. However, the knowledge society, along with its huge prospects, is characterized by the presence of new problems. Assuming that the amount of general information is growing, it is possible to put in place certain "protective filters," although the situation with the 2019 election process in Ukraine fundamentally denies this statement (Evsyukova 2018, 2–4).

It is quite logical to define the conceptual foundations of the emergence of network societies. In this context, it should be recalled that modern advanced European service states in the world are those countries with network societies that have emerged in the process of change management transformation (Khadzhiradieva and Fyshchuk 2018).

Based on the scientific views of M. Castels, network society is considered as a type of information society, a distinguishing feature of which is the network logic of its basic structure (2000, 42).

The service state model cannot but presuppose the existence of communication networks. These networks enable the movement and interchange of information available in the state between the entities that provide the service functions and shape the cognitive potential of this society. That is why, in our opinion, further development requires an effective communicational process of interaction of the state with other elements of the political system, in order to initiate a reengineering of the state–administrative processes of creating service-oriented technologies of the state in the context of the study of such social phenomena as social networks and social capital. For their meaningful detail, it is necessary to point out the main characteristics of a network society (Kravchenko 2012).

Network constructs (including public policy) are factors that become increasingly relevant in Ukraine. Against this background, the study of real-world social networks through a network approach as an analytical tool will contribute to the correct interpretation of the essence of civil society, determine the prospects for the development of the service state, and optimize the mechanisms of development and decision-making in public administration.

Other scholars, such as P. Kenis and W. Schneider, have drawn attention to the characteristic manifestations of the transformation of socio-political reality. In particular, they note that: modern societies emerge in the process of uniting citizens into organized communities; the number of participants in the political process is steadily increasing; and the pressure on public authorities by political actors is steadily increasing. Modern change management transformation processes lead to the secularization of politics as a socio-political being, and the "spherical" approach provides a certain differentiation of political institutions, programs, and political practices (1997, 3).

In our opinion, the use of a network approach in the process of developing effective communication in the digital transformation of the service state in Ukraine is a very important factor, since it is through networks that the close interconnection and interaction of public authorities, business structures, and citizens is traced.

The components of the social network include: social actors, social and political interests, power relations, collective action, and common principles of interaction. Private actors have important resources at their disposal that are increasingly involved in agenda-setting and influencing management processes (Borzel 1998, 253).

In the context of the implementation of the concepts of P. Bourdieu, as noted by A. F. Pironkov, the state is a macro-owner of social capital, varieties of which include: the capital of physical coercion (army, police, prison, etc.); economic capital; information capital; and symbolic capital (value system, legal norms, traditions, rituals, honors, beliefs, etc.). These capitals, which are concentrated in the hands of the state, form the actual state capital, which makes it impossible for the state to patronize all kinds of private capital (Pironkov 2016). The structuring of power relations, which serve as a space for private-equity owners to struggle for the generalized form of "capital over capital," occurs in parallel with the formation of the state. This generalized form is the state capital, which contributes to the emergence of unrestricted conversion and the reproduction of private capital, the tool of which is the education system (Bourdieu 2005).

The conceptual foundations of the theories of social capital cited above have been further developed in the writings of the American political scientist R. Putnam, who notes that social capital is the driving force of social development and debates. The functioning of public institutions and the state of development of a society depend on the availability and status of norms, and networks of social activity in public life (Putnam 1997). Social networks that use cultural norms, such as a particular value system, and the political participation of representatives of these social networks is a certain instrument of public trust that emerges in the process of interaction between civil society and the state. Since social capital, according to R. Putnam, is the set of social networks and cultural norms that ensure citizens' participation in political life, civil society should stimulate the production of this social capital, while at the same time generating the cognitive potential of debates. Among the varieties of social networks that, according to the author, multiply social capital are non-governmental organizations (NGOs). It is NGOs who help to transform the interpersonal trust of their members into trust in state and political institutions. However, it is worth noting that individual institutions belong to both civil society and the state. These include: political parties; citizens' associations; interest clubs; parliament; media and communications; electoral mechanisms; political and legal groups; civic culture; political representation; and more. Their importance for civil society is significant because at the moment of their formation and participation in elections or other forms of activity they reflect public opinion, showing the attitude of the society to certain positions, persons, or prospects of development, and demonstrating the degree of confidence of members of society in different social issues. With power they play a somewhat different role, forming the necessary link between the state and civil society, and are therefore crucial to the functioning of civil society as a whole.

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The level of social trust depends on the level of activity of citizens, since the presence of a developed civil society is a manifestation of citizens' trust in the state. The larger the activity of public organizations, the higher the index of public confidence. The latter is evidence of the growth of social capital. That is why, incorporating the provisions of R. Putnam's theory into the concept of SD, it can be argued that such a state should possess powerful social capital. Accordingly, the main indicators of the amount of social capital, according to Putnam, are membership in public organizations, the level of activity of the electorate, a sense of security in citizens, and trust both in each other and in society. This leads to the political activity of the electorate and to the satisfaction, recognition, and support of the existing state of power relations in society (Putnam 1993). A certain variability of J. Coleman's theory of social capital is also evident in F. Fukuyama's concept of social capital, which defines social capital as the potential for development of any society, and notes that the level of trust between members of society must be based on social capital (Fukuyama 2004).

It is noteworthy that there is another category in the Ukrainian science of public administration as an alternative to the network structure of a service state society. Among Ukrainian scientists it is worth mentioning O. V. Molodtsov, who considers the network paradigm of territorial development in Ukraine by noting that it is worthy of attention in public administration and in the context of the network approach. Methodologically, it transforms the traditional scheme of systematic analysis of public-power relations into more dynamic components of horizontal interaction, the natures of which are determined not only by the regulatory field but also by their communicative-meaningful content, which determines the content and mechanisms of the combination of formal and informal practices in public (Molodtsov 2010). It is worth agreeing with the scientific position of O. V. Molodtsov that the decentralized system of public-power relations functions in the context of the growth of network processes. These processes include: total informatization; information saturation of social relations; growth of the role of information resources; increasing growth rate of the vitality of the world's social-territorial systems; complications and interrelationships of interaction; and informal interaction between components of territorial development actors.

We can actualize the perspectives of the Ukrainian state on the implementation of the project "State in a Smartphone" as: concepts of digital transformation of the state; the manifestation of the structuring of Ukrainian societies precisely as a network; the digitization of the interaction of power institutions with citizens; and the phenomenon of debates and the like. Specifically, it is a digital service during the provision of which it is necessary to comprehensively digitize all stages of its production, and not only in terms of interaction with consumers (the public). An example in the future could be to ensure electronic interaction with other registers when obtaining a building permit. A digital service is not only the digitization of external processes but, above all, involves the maximum exclusion of officials' participation in the implementation of a particular service. Accelerated digital transformation and the development of the digital economy and Industry 4.0. ensure the eradication of corruption in the field of electronic services (Shevchuk 2012).

It should be noted that the conceptual foundations of the digital era governance (DEG) were first developed in the works of P. Danlev, H. Margets, S. Bastow, J. Tinkler, and L. DeNardis. Further, the DEG concept was based on components such as reintegration, customer-centric value, and digitalization, the latter of which entails transforming the management process through the use of digital communications and the potential of digital storage.

According to Ukrainian researcher O.V. Karpenko, global tendencies in the formation of modern communicative management in the conditions of the development of digital society, having different degrees of influence and expression of signs in the process of interaction between the authorities and the public, integrate effective methods of one sphere of activity into another. At present, the impact of visual communication outweighs that of verbal, which is why it is no wonder that modern people prefer to consume information content through the displays of digital gadgets. The technological importance of digital technology, which was characteristic at the beginning of the Industry 4.0 era, is gradually changing the social function of influence (Karpenko 2019, 44).

In our view, the essence of digital transformation lies in the integration of digital technologies into the operation of the public administration system, which leads to fundamental changes in how its subjects provide citizens as clients with quality public services and effective communication campaigns for the implementation of these transformation processes, including in an electronic format. Digital transformations imply a radical transformation of business and organizational activities, processes, competencies, and models. These ensure changes and the possibility of combining digital technologies and their strategic (priority) acceleration in the service state, taking into account the current state and future development. In the context of public administration, it should be understood that digital transformation is a fundamental transformation of the governance of public authorities on the basis of their ability to use digital technologies in order to form a service state.

The relevance of the topic of translating a significant number of public services into an electronic format is explained by the fact that, in the current conditions of developing information technologies in the service state and their practical application in the system of public management, Ukrainian citizens are given the opportunity to receive qualitatively, quickly, and transparently a wide range of services provided by public authorities.

The above only emphasizes the fact that citizens are a strategic resource of socioeconomic and political development of any state in the near future. They represent the main driving force in society and the state, alongside both their creation and functioning. The last years of national state formation are remembered by Ukrainians as a time of profound socio-political transformations, which have made significant adjustments to citizens' life orientations, their behavior, and their socio-economic status. In order to determine the level of relevance of the issue of development, alongside the functioning and management of debates in Ukraine, from June 2019 to September 2019 a sociological study was conducted entitled: "Service State in Ukraine: Myth or Reality?"

The main stages of the study included: the development of a questionnaire and accompanying tools; the development of a sample; conducting an online survey; quality

control of the work performed; input and verification of data for logical errors; preparation of the final data set; and their analytical generalization. The type of study chosen is a representative online survey of the population of Ukraine.

The data for this online survey was based on respondents' age (22–49 years) and their territorial affiliation (all regions of Ukraine except the temporarily occupied territories and the Autonomous Republic of Crimea). Regarding the latter, the highest quantitative indicators of respondents' participation in the online survey are: Kyiv region – 20.8%; Chernihiv region – 9.5%; Kharkiv region – 7.4%; Khmelnitsky region – 6.5%, and the smallest number of respondents were represented by Luhansk and Donetsk regions – 0.1% each, which is displayed in Figure 1. Given that hostilities are taking place in the east of the country, there is difficulty in engaging respondents in the specified regional group online, but even having such a minimal participation rate is extremely important in processing the results of the survey, as it gives reason to believe that the survey is worth considering nationwide.
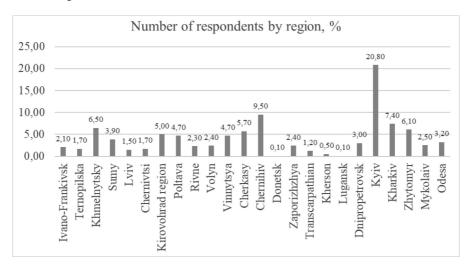

Figure 1. **Geography of the research**

Source: compiled by the authors according to the results of the study

The reliability of the data is 95%, with a margin for error of 3%. The online survey made it possible to define the actual perceptions of the respondents regarding the development, functioning, and management of the service state in Ukraine, which determines the relevance of the problems of the presented sociological research. In total, 500 individual respondents were included in the online survey, whose composition by activity was divided according to indicators (Fig. 2). The largest number of respondents according to the criterion "sphere of activity" was represented by the following professional categories: civil servants and officials of local self-government – 39.4%; teachers /

educators – 21.6%; entrepreneurs / businessmen / economists – 21.2%. This enabled us to summarize the results of the online survey, taking into account the characteristic of "professional belonging" of the respondents, in order to identify the relevance of problems in the construction and development of the service state in Ukraine on the basis of its polysubjectivity structures. The lowest figure in the online survey of respondents belongs to the professional category of political leaders / sociologists – 1.8%, which is evidenced by the specificity of their professional activity, namely over-employment and workload, publicity of professional activity, lack of time, etc. (Fig. 2).
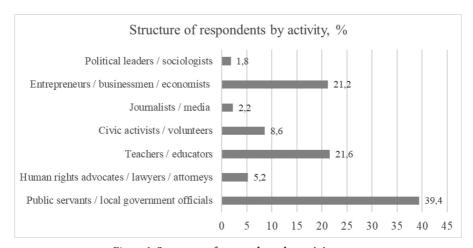

Figure 2. **Structure of respondents by activity areas**

Source: compiled by the authors according to the results of the study

In the online survey, the respondents most often encountered problems such as: general limited capacity of the respondents due to the small number of them (as they must be qualified specialists specializing in the processes of state formation) and the fragmentation of their analytical generalizations; refusal to participate in the online survey due to lack of time; distrust and skepticism on the part of the respondents (especially human rights advocates / lawyers / attorneys, political leaders / sociologists, journalists / media); difficulties in finding independent respondents who are not afraid to express their opinions, which in content may be fundamentally different from the official position of their management and the provision of public services, etc.

The list of proposals on the introduction of service technologies in the field of public services (see Table 1) is confirmation of the respondents' expressed interest in finding out certain aspects of the development of a service state.

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Table 1. **Distribution of survey respondents' answers to questions regarding the list of service technologies that should be implemented in the field of public service delivery (among the total number of respondents, %)**

Development of the digital infrastructure through the use of digital technologies for the purpose of producing public services as certain "digital products" within the state	20.4
Expanding the list of services that can be provided electronically and further prohibiting direct contact of the customer (consumer) with their provider (manufacturer), which will only increase transparency and accountability in the service delivery process	20.1
Creating open registers, providing online submission of documents and online consultations, creating interactive statistical information based on the effectiveness and efficiency of service delivery	20.1
Intensification of the creation of "electronic offices," translation of registers of services in electronic format, organization of "electronic queues," which will facilitate the receipt of the corresponding service on the principle of "contactlessness," which will create opportunities for saving the resource of time and enhance the consumer's assessment of the quality of the received service	15.5
Creation of a single electronic information base on the consumption of services by each citizen based on the use of an electronic archive and a single electronic system of existing services, taking into account the indicators of electronic reporting on the performance of citizens' requests for a certain service	11.4
Implementation of training programs, specialized courses, and educational projects to enhance the digital competence of both public service providers and consumers. Creation of information and advisory centers on public services in the regions of the state	5.0
Increasing the intensity of the use of web technologies in the process of providing public services (networks, portals, platforms, online hubs) and the digitalization of documentary science within the national borders	14.0
Creation of an "open office" of a nationwide public service center in order to facilitate transparent interaction between producers and consumers of public services on the basis of: subject orientation; appeal; prevention of corruption; openness of the service provision procedure; ensuring equal rights and opportunities for obtaining this service	4.0

Source: Compiled by the authors based on their own research

It should be noted that the respondents to this study are inclined to digitize the provision of public services, as the use of digital communications between their manufacturers and consumers will provide high quality direct public service, as a service product and during the process of its provision (production). In general, the most favorable responses of the respondents concerned the provision of four main elements. The development of digital infrastructure through the use of digital technologies to produce public services as certain "digital products" within the state was supported by 20.4% of respondents. Expanding the list of public services that can be provided electronically, and further prohibiting direct contact of the customer with the service provider, which will only increase transparency and accountability in the process of service provision – 20.1%. The creation of open registers, the provision for online submission of documents and online consultations, and the creation of interactive statistical information bases on the effectiveness

of service delivery – 20.1%. Finally, intensification of the creation of "electronic offices," the translation of registers of services into an electronic format, and the organization of "electronic queues," which will facilitate the receipt of the relevant service on the principle of "contactlessness" in order to save the resource of time and evaluate the quality of the service received by the consumer – 15.5%.

The respondents also stated that Ukrainian democracy had a number of features. Firstly, they outlined instability in the functioning of democratic institutions. This was elaborated on by noting the chaotic transformational processes in the field of democratic development, which are at a peak stage. Ukrainian society has moved quite far towards creating a competitive and pluralistic democratic political regime to move closer to the level of development of countries with deliberative democracy, and to solve a number of problems concerning the understanding of the essence and advantages of reforming the sphere of provision of services, both by representatives of public authorities and the public. Another issue noted by respondents was the decrease in the pace of important reform processes as a result of bureaucratic resistance, alongside the low level of anti-corruption investigations, the high tolerance of the population for bribery and nepotism, and the passivity and lack of confidence in participation in anti-corruption initiatives. This is also reflected in the generally low level of political culture and legal consciousness, and the systematic deepening of the phenomenon of "legal nihilism" among the population. The complex and non-transparent system of competition for positions, the formal functioning of public councils, and the insufficient implementation of local budgets and programs of socio-economic development of territorial communities were the final three issues noted by respondents.

Accordingly, the overwhelming majority of Ukrainians believe that state institutions existing in Ukraine today are part of an entire state apparatus that itself is a cumbersome and inefficient superstructure built on an oligarchic foundation. In this apparatus, the Soviet bureaucracy, thoughtless traces from Western institutions, oligarchic interests, and corruption are chaotically intertwined. Such an apparatus does not in any way fulfil the essential function of the State, which is to provide services and guarantee security. Rather, it is a "thing in itself" – alien and often hostile to the Ukrainians' "parallel reality." Citizens try to stay away from the state, whilst the state does everything to maximize its presence in people's lives. The current state of affairs must be changed radically and quickly. This is possible thanks to modern technologies that will make the bloated bureaucratic staff superfluous, and make corruption almost impossible. There will be a transition to civilized relations between the state, as a service institute, and the citizens who are the customers of services according to the state-service site.

It should be noted that the development of electronic services in Ukraine is currently undergoing a transition from transactional services to transformational ones, and communication with the society is very important for the effective implementation of these electronic services. The basis for the above is the concept of "State in a Smartphone," as declared by the President of Ukraine V. Zelensky, which envisages serving the people of Ukraine by providing public services to citizens of the state. This will involve taking care not only of expanding their spectrum, but also of increasing channels of access to them,

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their integration (complexity) and convenience, and the need to have high quality public services. The adoption of the Presidential Decree "On Certain Measures to Provide Public Services" No. 647/2019 of September 4, 2019, is confirmation of this goal. This decree clearly defines the first priority measures for the approval of the functioning of the state as a state for citizens and businesses, and for the proper exercise of physical rights and legal entities in the field of the public, including administrative services, the creation of modern infrastructure, and convenient and accessible electronic means for the provision of such services.

There is a widespread use of service delivery in developed countries around the world, the so-called "one-stop-shop," which is used to design and create nationwide public service portals that integrate local and departmental portals. In other words, the basic concept in the provision of public services is convenience, comfort, and orientation. This means that, for citizens in their service, their goal is to create the most convenient conditions for them, whether for their physical visit to public authorities, or for their electronic, remote service.

As of the end of 2018, the following electronic administrative services were implemented at the central level:

1. Electronic administrative services of the State Service of Ukraine for Geodesy, Cartography and Cadastre. It should be noted that due to the public cadastral map (Public Cadastral Map of Ukraine, n.d.) such services are available as: ordering an extract from the State Land Cadastre about the land plot; ordering an extract for a regulatory monetary valuation of land; or obtaining information about the owners and users of land.

2. Electronic administrative services of the State Architectural and Construction Inspectorate of Ukraine (DABI; n.d.). Through the website e-dabi.gov.ua, entrepreneurs and citizens have the opportunity to use nine electronic administrative services. The possibility of submitting documents and signing them with the help of an electronic digital signature is implemented, after which the documents will be automatically sent to the required territorial unit or management of DABI. Verification of the registration of the declaration is done by viewing the entry in a single register through the Internet.

3. Electronic administrative services of the Ministry of Ecology and Natural Resources of Ukraine (currently the Ministry of Energy and Environmental Protection of Ukraine). In July 2015, the first e-service in the environmental field "Declaration of Waste" was presented. An automated declaration form has been developed to provide this administrative service, which minimizes errors when filling it out. According to the current legislation, economic operators in the field of waste management whose activity leads only to the generation of waste, for which the total generation of waste is from 50 to 1000 tonnes, are required to submit a declaration of waste every year. The procedure for submission of the declaration of waste was approved by the Resolution of the Cabinet of Ministers of Ukraine dated February 18, 2016, No. 118 "On Approval of the Procedure for Submission of the Declaration on Waste and its Forms." An online calculator is also integrated into the system to calculate a business entity's waste metric. The business entity receives notification of the declaration and its registration by email.

4. Electronic administrative services of the Ministry of Economic Development and Trade of Ukraine (currently the Ministry of Economic Development, Trade and Agriculture of Ukraine). In 2015, a Single State Portal for Administrative Services (SSPAS; n.d.) was put into operation by the aforementioned ministry which hosted fifteen electronic administrative services provided by them. Despite the fact that the SSPAS should have been operational since January 1, 2014, the fact that the test operation took place at all can be considered positive. At the same time, for the implementation of full functionality it is still necessary to ensure the integration of SSPAS with the already existing central and local electronic administrative services, to carry out extensive public awareness work on its popularization, as well as to take a number of other measures. It should be noted separately that a comprehensive system of verified SSPAS information is currently in place. The Certificate of Compliance is registered with the Administration of the State Service for Special Communication and Information Protection of Ukraine on February 6, 2018, under No. 16228.

5. Electronic administrative services of the Ministry of Justice of Ukraine (n.d.). The number of electronic services provided by the Ministry of Justice of Ukraine is the largest in comparison with other ministries and central executive authorities. Via the Cabinet of Electronic Services of the Ministry of Justice of Ukraine (n.d.), visitors are invited to: obtain documents from state registries of the Ministry of Justice of Ukraine online; register actions in the state registers of Ukraine in electronic form; search for information in the state registers of Ukraine; use electronic reporting systems for those engaged in specialized professional activity; participate in the electronic auction of seized property, etc.

In the Cabinet of Electronic Services (CES) of the Ministry of Justice of Ukraine, there are opportunities to use a number of state registers and information systems. In the State Register of Real Property Rights there is the opportunity to search and obtain information according to the data of the subjects of property rights. Using the service "Get Information Help," citizens have the opportunity to search information on the identification data of natural or legal persons who own real estate. Consumers who are registered with the CES on their passport information must have an electronic digital signature. This information is obtained at the address, and includes real estate registration number, cadastral number of the land plot, and identification data of a natural or legal person. It is also possible to track the status of consideration of the application or request which was submitted to the state registrar in paper form. In July 2015, the service of pre-filing the application for state registration of rights and their encumbrances was put into operation. The data submitted in the preliminary application is checked by the state registrar. Depending on the results of the inspection, the consumer receives either a notification of acceptance of the application for registration, refusal of registration, or comments that need correction. After receiving the preliminary application for registration, the user is assigned the date and time of submission of documents. Another state register that can be accessed is the Unified State Register of Legal Entities and Individual Entrepreneurs, through which the possibility of obtaining an electronic statement (certificate, extract) is realized. There is also "E-court," which provides an opportunity to pay the court fee

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online. The state registration of civil status acts provides the possibility to submit applications in this field electronically, through the web portal "Appeal in the Field of State Registration of Civil Status Acts" (National Information Systems, n.d.) Authorization in the CES of electronic services of the Ministry of Justice of Ukraine is also carried out through online banking ID.

In addition, we should consider the Decree of the Ministry of Justice of Ukraine of February 10, 2016, No. 365/5 "On the Introduction of a Pilot Project of Organizing the Review of Applications and Personal Reception Of Citizens by Officials of the Ministry of Justice of Ukraine and its Territorial Bodies in the Mode of Video Conferencing," registered at the Ministry of Justice of Ukraine on February 11, 2016 № 214/28344. This decree launched a pilot project which organized the review of applications and the personal reception of citizens by officials of the Ministry of Justice of Ukraine and its territorial authorities via videoconferencing. During the pilot project, ninety-seven people used this service of the Ministry of Justice and its territorial authorities: ten citizens appealed to officials of the Ministry of Justice, and eighty seven – to the officials of territorial departments of the Ministry Justice. At the same time, during the period 2016–2018, approximately 9,000 citizens applied for a personal admission to the leadership and officials of the Ministry of Justice of Ukraine, and over 91,000 citizens to the management and officials of the territorial departments of the Ministry of Justice.

As the use of this service by citizens is in low demand and there are other projects being created by the territorial authorities (including the personal reception of citizens online, social media pages, online public reception, visiting public reception, visiting advisory point at territorial authorities) it was recognized as invalid by the Decision No. 712/5 of the Ministry of Justice. This took place on March 12, 2019, and was registered with the Ministry of Justice of Ukraine March 15, 2019, under No. 264/33235, following the order of the Ministry of Justice of Ukraine of February 10, 2016, No. 365/5 "On Implementation of the Pilot Project of Organization of Consideration of Appeals and Personal Reception of Citizens by Officials of the Ministry of Justice of Ukraine and its Territorial Authorities in Video Conferencing Mode".

6. Electronic services of the State Fiscal Service of Ukraine. The State Fiscal Service of Ukraine is one of the first in Ukraine that started developing electronic services and services for taxpayers. A number of electronic services are posted on the web portal of the State Fiscal Service of Ukraine (n.d., http://sfs.gov.ua). Among the most popular are the "Public Information Reference Resource," the "Taxpayer's Online Office," "Learn More About Your Business Partner," "Single Tax Payer Certificate Check," "Electronic Reporting," "Insurer Register," "Cancellation Registry," "Pulse," "Online Declaration," "Customs Statistics," "Accredited Key Certification Center," "Electronic Customs," and "Mass Registration Addresses." According to the official website of the State Fiscal Service of Ukraine, more than 90% of VAT payers and almost 80% of Unified Social Security contributions are reported electronically.

7. Electronic services of the Pension Fund of Ukraine (PFU; n.d.). The following electronic services that can be obtained on the PFU web portal after registration: obtaining information from personalized accounting (for working citizens); obtaining pen-

sion information (for pensioners); forming requests for the preliminary preparation of documents; filing complaints; entry for admission to PFC specialists; and obtaining information on the status of PFU payers' payments (for legal entities and entrepreneurs). In the absence of an electronic digital signature for registration on the portal, it is necessary to apply to the territorial authority of PFU and to apply for registration.

An examination of the types of e-democracy tools available to the Ukrainian public demonstrates that the biggest share is concentrated in the transparency category (Tomkova et al. 2016). Information websites, online video broadcasts of meetings and open budget trends, open data, and online purchases are becoming more common among public authorities and civil society organizations. However, most state-owned websites in Ukraine still lack bilateral interactive content. Placing government documents or budgets online does not automatically make them useful, nor does it make them convenient for citizens. Content must be citizen-oriented, well-structured, and engaging in order to be effective.

According to statistics from the official website of the NAPC, the number of declarations submitted to the Unified State Register of Declarations of Persons Authorized for State or Local Government for 2017 is 1,448,804, which is an important indicator of the increasing transparency of government.

Noteworthy are the E-data platform and the State Price, which combine interactive state budget monitoring and incentives for citizens. There are even more promising the applications such as BiZorro, DoZorro, and 007, which emerged as a continuation of the "first wave of initiatives" to provide improved monitoring of government spending. Electronic participation and civic monitoring are fundamental elements of influential e-democracy practices. Both quantitatively and in terms of impact, e-participation tools in Ukraine are less sophisticated in public policy making and decision-making than in the area of transparency. In modern conditions, online forms of feedback with public authorities, electronic petitions, and the participation budget are being developed with the help of information and computer technologies (pilot cases in Kyiv as well as in Vinnytsia, Lviv, Lutsk and other cities), along with pilot cases of electronic voting (such as elections to public councils at the National Anti-Corruption Bureau of Ukraine and the Ministry of Ecology and Natural Resources of Ukraine). The NGO Electronic Democracy (ed.org.ua) has introduced some successful pilot cases on electronic voting in Ukraine. Currently, most of the pilot cases are based in Kyiv and supported by civil society. Moreover, some participation tools, such as e-consultation and e-polls, are lacking in e-democracy practices.

Conclusions

1. Ukrainian society is fully convinced that e-democracy, by its very nature, is a digital democracy and can be defined as the process of using information and communication technologies for the exercise of civil rights and freedoms, enhancing the transparency and accountability of public authorities and facilitating citizen participation in the process. It is emphasized that the use of the network approach in the process of the

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development of the service state in Ukraine is quite an important factor, since in the information society, namely in the networks and the close interconnection and interaction of public authorities, business structures and the public are traced. It is determined that the essence of digital transformation lies in the integration of digital technologies into the process of the functioning of the public administration system, which leads in particular to fundamental changes in the way its subjects provide citizens (as clients) with quality public services, first of all in an electronic (digital) format. The current state of implementation of e-democracy tools in Ukraine in the context of digital transformation is investigated. It is proved that digital technologies in Ukraine play a fundamental role in ensuring both the availability of and information on services, as well as contributing to the formation of new skills needed by both the ordinary citizen of a democratic society and the public servant involved in the service delivery process.

2. Public opinion polls show that it is digital technologies that play a crucial role in ensuring that knowledge, information, communication, and education are accessible in general, and contribute to the formation of new skills needed by a citizen of a democratic society (Fyshchuk 2018).

3. In the information society, ordinary citizens are given unique opportunities to truly confront the power of the state. These opportunities are based on the synergistic effect of individual information actions in the social information space (as a further evolution of social networks, chats, contacts, forums, blogs, and the Internet community; Slyadneva 2002).

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Irina Fiščiuk, Oksana Evsiukova

Veiksminga komunikacija skaitmeninės transformacijos proceso pokyčių metu Ukrainos valstybės institucijų administruojamose viešosiose paslaugose

Anotacija

Informacinių technologijų plėtra ir įvairių socialinių ir komunikacijos tinklų formavimasis vyksta labai sparčiai. Didėjant daugybei šio proceso organizavimo bei piliečių dalyvavimo formų, įskaitant pilietinę visuomenę, sąjungas, asociacijas, būtina skubiai sukurti efektyvią valdžios institucijų ir visuomenės komunikacijos sistemą. Straipsnyje pateikiama trumpa įtinklintos visuomenės paslaugų būsenos analizė. Pabrėžiama Ukrainoje įgyvendinamų skaitmeninių paslaugų svarba bei analizuojami veiksniai užtikrinantys tokių viešojo administravimo sistemos subjektų, kaip valdžios institucijos, verslo struktūros, NVO, tarpusavio ryšį ir sąveiką. Išanalizuotos projekto „Valstybė išmaniajame telefone“, kaip skaitmeninio Ukrainos pertvarkymo, kad ji funkcionuotų kaip paslauga, koncepcijos realizavimo perspektyvos. Tiriama dabartinė e-demokratijos priemonių diegimo padėtis Ukrainoje skaitmeninės transformacijos kontekste. Ukrainos valdžia reikšmingai prisideda gerinant viešojo administravimo efektyvumą bei veiksmingumą. Valstybės institucijos skaitmenizuodamos paslaugas užtikrina tvarų socialinį bei ekonominį šalies vystymąsi. Šis teigiamas poveikis pasiekiamas aktyviai dalyvaujant gyventojams ir viešosioms struktūroms. Skaitmeninių ir komunikacijos technologijų pagalba kuriamos bei platinamos viešosios gėrybės tenkina visuomenės interesus ir poreikius. Taigi valdžios institucijų ir visuomeninių organizacijų sąveika, jų bendradarbiavimo optimizavimas naudojant šiuolaikines skaitmenines ir komunikacijos technologijas turėtų prisidėti prie visuomenės demokratizacijos ir gyventojų gyvenimo kokybės gerinimo. Todėl naujų komunikacijos technologijų kūrimo ir diegimo įvairių valdžios lygių veikloje klausimas, kuriant sąveiką su pilietinės visuomenės institucijomis, yra ypač svarbus šiuolaikinėje Ukrainoje.

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