

**DOI: 10.52363/passa-2021.2-23**

**UDC: 351**

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**PRACTICAL-ORIENTED APPROACH TO THE FORMATION OF PUBLIC  
GOVERNANCE MECHANISMS IN THE CONDITIONS OF  
DIGITALIZATION**

*The article provides a comprehensive scientific substantiation and study of the management of socio-economic relations in the context of tracing the evolution and transformation of theoretical and applied mechanisms of public administration in the context of digitalization through the prism of socio-economic relations.*

*Emphasis is placed on the fact that the digital transformation of public administration is not just the automation and optimization of certain processes in the provision of public functions, including the provision of public services, implementation and use of modern innovation and technological solutions and processes in the interests of public bodies, especially in the context of digitalization in socio-economic relations. The digital transformation is designed to qualitatively change the content of public administration, including its individual procedures, stages of the management cycle, public functions, their composition and types, and such a change should lead to improved quality of public administration: , increasing the effectiveness and efficiency of public authorities. Increasing the level of digitalization and digitalization of public administration is closely interrelated with increasing the effectiveness of public administration, reducing corruption, improving the conditions for doing business. Such a qualitative change, of course, does not mean that public policy will be carried out exclusively by artificial intelligence, but*

*the digital transformation implies that some functions performed today by civil servants will be performed automatically and will not require human intervention. Most public services will be provided electronically and will not involve personal interaction with the authorities at any stage. All stages of the management cycle will be provided with relevant and reliable information needed to make management decisions focused on the final socially significant results, and these decisions themselves will be modeled and made using modern, including breakthrough, digital technologies.*

*It concluded that both in Ukraine and in foreign countries, digital transformation is traditionally seen primarily as a driver to improve the availability and quality of public services. But examples of the use of breakthrough digital technologies abroad show that their potential is not limited to this type of government function. Digital technologies allow to transform the implementation of all types of government functions and functions for their implementation from rule-making to control and supervision and revenue administration, which is undoubtedly associated with further scientific, theoretical and regulatory research.*

**Keywords:** *public administration, socio-economic risks, digitalization, mechanisms of public administration, digital transformation.*

Formulation of the problem. The digital economy is an integral part of the economy, where knowledge of subjects and intangible production dominate - the main indicator that characterizes the information society. Fundamental concepts and categories such as "digital economy", "knowledge economy", "information society" and their analogues, presented in the modern scientific literature, form a new socio-economic system that replaces the former industrial paradigm. In this regard, the developed countries of the world pay close attention to the harmonious development of the system-forming elements of the digital economy, information society and knowledge economy. The understanding of the need to move to the information economy has developed in Ukraine, which is reflected in numerous regulations and

programs. Instead, in the current conditions of development and transformation of socio-economic relations, the need for systemic transformations and actions aimed at the development of the digital economy in domestic socio-economic systems at all levels is obvious. The idea of digital transformation has spread throughout the world, it is now one of the most popular topics of discussion, but in reality it is far from a new concept, the discussion of which has been going on for decades. There is no doubt that in the scientific environment that digitalization and digitalization of the economy is a modern form of manifestation of a more fundamental pattern of its informatization, therefore, the search for individual theoretical and applied mechanisms and their scientific and theoretical justification are appropriate and effective means of socio-economic relations in general.

Analysis of recent research and publications. Theoretical and applied aspects of the study of public administration of socio-economic relations have often attracted the attention of domestic and foreign scholars, in particular such as A. Pomaza-Ponomarenko, O. Novikova, S. Robok, Y. Saenko, O. Sydoruk and others. At the same time, these scholars, as a rule, considered the sphere of public administration as a whole, or tried to single out only certain patterns of status of certain bodies of public administration whose functions are aimed at socio-economic development. The issue of management of socio-economic relations, and especially in the context of tracing the evolution and transformation of theoretical and applied mechanisms of public administration in the context of digitalization, has not yet received proper theoretical and applied justification and research.

Consequently, the purpose of this article is a scientific justification and study of socio-economic relations, and especially in the context of tracing the evolution and transformation of theoretical and applied mechanisms of public administration in the context of digitalization through the prism of socio-economic relations.

Presenting main material. Digital transformation in public administration is considered as one of the conditions for maintaining Ukraine's competitiveness in the world economy. As it is emphasized at the scientific level, the leadership potential of

our state in digital transformation, and not only in it, can hardly be realized if the digitalization of public administration does not develop. To assess the potential use of digital technologies in public administration, it is advisable to consider various aspects of the quality of public administration (justification of public intervention, effectiveness and efficiency), as well as analyze the needs of public administration, on the one hand, and identify opportunities and limitations on the other [1, p. 120].

Thus as criteria of expediency of introduction of these or those digital technologies in public administration it is offered to consider such as: efficiency □ introduction of this or that digital technology that should promote satisfaction of needs of improvement of quality of public administration in this aspect and, therefore, to provide increase of efficiency of public administration , therefore, specific parameters, for example, the introduction of technology can lead to a reduction in the performance of certain government functions, the emergence of new public goods, reducing the frequency of harm, etc.); economic efficiency □ introduction of one or another digital technology in public administration, which should help reduce budget expenditures (at least the cost of maintaining devices, operating costs) and / or costs of citizens and organizations at least in the medium term; external competitiveness - the presence of conditions and parameters set by external parties, standards, expectations (for example, the level of private sector development and expectations of citizens on the quality characteristics of public services based on experience of their interaction with private companies).

The deep conviction of some scientists and the results of the presented state-analytical research, the implementation of the principles of public administration based on the results of digitalization and implementation of certain aspects of digitalization is hindered by the lack of prompt and accurate information on results achieved at all levels. and the emergence of information about them [2, p. 205]. The predominance of manual input of data on the achieved results in the state information systems increases the risks of data manipulation (their deliberate distortion). Opportunities for the use of digital technologies for further implementation of

performance management and increase the effectiveness of public administration include: the use of big data and opportunities for the formation of statistics and use in public administration in real time; obtaining and processing data based on inter-machine interaction; use of artificial intelligence technologies for data analysis and formation of optimal solutions. There are examples of successful implementation in many of the indicated areas in foreign practice. These include projects on the use of "big data" for the purposes of official statistical observation [3, p. 47]. For example, the study of the daily mobility of the population required the cooperation of the Italian Institute of National Statistics and the mobile operator. To form the consumer price index for food products, the Swiss Federal Statistical Office used the data of supermarket scanners of the four main retail chains with which it entered into partnership agreements [4, p. 88].

According to experts, with careful attention to incentives, subject to the protection of personal data through special protocols and agreements, as well as the sharing of statistical and non-statistical information, "big data" can play an important role in improving the accuracy, timeliness and quality of economic statistics. relatively lower costs compared to the cost of additional surveys by traditional methods. In other words, the use of "big data" for statistical purposes meets the criteria of effectiveness and efficiency. Of course, there is a significant potential to increase the efficiency of public authorities through digital transformation in the field of public services and in the field of state control (supervision), revenue administration, other types of public functions [5, p. 61].

At the same time, it should be noted that there are a number of legal, economic, technological, organizational and infrastructural limitations of digitalization of public administration, without removing (or significantly reducing) some areas of digitalization may be ineffective and / or ineffective. The key risks of digital technology implementation are: loss of control in critical areas of public administration; unauthorized use of personal data; the possibility of human rights violations in automated management decisions; organizational risks, including the

resistance of the authorities to the transition from departmental informatization to platform solutions, etc. The potential use of digital technologies can significantly reduce government intervention in economic and social processes, increase the efficiency and effectiveness of public administration. The effect of reducing the administrative costs of business, citizens and the state, increasing the availability of public (in a broad sense) services, the level of protection of citizens and minimizing the risk of harm in the controlled (supervised) areas can be significant. Prior to mass implementation, it is necessary to conduct separate experiments and pilot projects (for example, on the automatic collection of statistics), as well as the removal of infrastructural, legal and organizational constraints [6, p. 10-11].

At the same time, in the context of the evolution and transformation of certain mechanisms of public administration in the context of digitalization, it becomes obvious that the identification and removal of legal restrictions on the use of breakthrough information (digital) technologies in public administration at the level of international organizations and leading foreign countries. mainly in two directions. The first direction is related to the traditional for foreign public administration technological assessment (technology impact assessment), which is being developed, including within the European network of parliamentary technology assessment. The introduction of technological assessment in public administration, including the rule-making process, affects the quality of information technology development in the country, which is reflected in the relevant international rankings for the development of the information society, e-government and more. The second direction is related to conducting experiments on the use of digital technologies and identifying best practices, so based on the analysis of the best is the formation of recommendations and standards within international organizations [2, p. 90].

Three principles reflected in the digital government's strategies and enshrined at the international level are of key importance for the use of digital technologies in public administration and the elimination of legal restrictions, in particular: ensuring a systematic relationship with forecasting scientific and technological development;

providing a comprehensive assessment of the impact of legal regulation on the development of digital technologies, including participation in the rule-making process of all stakeholders; creation of special legal regimes for conducting legal experiments for the application (use) of breakthrough digital technologies in public administration of socio-economic relations in particular [5, p. 63].

Existing legal restrictions on the introduction and application (use) of digital technologies in public administration can be divided into general, specific to their legal regulation in general, and special, related to individual stages of the management cycle of public administration or certain types of public functions. Among the general legal restrictions based on the analysis of foreign experience and domestic legal regulation are: the lack of normative definition of the basic concepts of digital technologies themselves, the general legal regime of their implementation and use and application. Currently, the process of forming international and national standards for digital technologies is just happening.

Conclusions. Thus, we can conclude that the digital transformation of public administration is not just the automation and optimization of individual processes in the provision of public functions, including the provision of public services, implementation and use of certain modern innovation and technological solutions and processes in the interests of activities of state bodies, especially in the context of digitalization in socio-economic relations. Digital transformation is designed to qualitatively change the content of public administration, including its individual procedures, stages of the management cycle, public functions, their composition and types, and such a change should lead to improved quality of public administration: greater justification of public intervention , increasing the effectiveness and efficiency of public authorities. Increasing the level of digitalization and digitalization of public administration is closely interrelated with increasing the effectiveness of public administration, reducing corruption, improving the conditions for doing business. Digital technologies allow to transform the implementation of all types of government functions and functions for their implementation from rule-

making to control and supervision and revenue administration, which is undoubtedly associated with further scientific, theoretical and regulatory research.

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