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**JUSTIFICATION OF THE CONSIDERED COPY-PASTING OF EUROPEAN MODELS OF PUBLIC MANAGEMENT BY THE DIGITAL TRANSFORMATION OF PUBLIC SERVICE IN UKRAINE**

**ОБГРУНТУВАННЯ ВИВАЖЕНОГО КОПІПАСТИНГУ ЄВРОПЕЙСЬКИХ МОДЕЛЕЙ ПУБЛІЧНОГО УПРАВЛІННЯ ЦИФРОВОЮ ТРАНСФОРМАЦІЄЮ ПУБЛІЧНОЇ СЛУЖБИ В УКРАЇНІ**

*The feasibility of a balanced copy-pasting (scientifically adapted borrowing) of European models of digital transformation of public service in Ukraine is substantiated. The experience of European countries in implementing digital governance, developing electronic services, digitalizing personnel management, and forming open public communications is analyzed. An approach to adapting European practices of digital transformation of public*

*service is formed, taking into account the geographical, social, political, economic, and other features of Ukraine. A heat map of European models of digital transformation of public service is presented.*

**Keywords:** *public service, digital transformation, e-government, digital design, European Union, adaptation of experience.*

*Обґрунтовано доцільність виваженого копіпастингу (науково-адаптованого запозичення) європейських моделей цифрової трансформації публічної служби в Україні. Проаналізовано досвід країн Європи щодо впровадження цифрового урядування, розвитку електронних послуг, цифровізації кадрового менеджменту та формування відкритих публічних комунікацій. Сформовано підхід до адаптації європейських практик цифрової трансформації публічної служби з урахуванням географічних, соціальних, політичних, економічних та інших особливостей України. Представлено теплокарту європейських моделей цифрової трансформації публічної служби.*

**Ключові слова:** *публічна служба, цифрова трансформація, електронне урядування, цифровий дизайн, Європейський Союз, адаптація досвіду.*

Problem setting. Modern crisis challenges, in particular the consequences of the COVID-19 pandemic and military aggression against Ukraine, have highlighted the need for systemic modernization of the public service. In these conditions, digital transformation is a key tool for increasing the efficiency of public administration, ensuring transparency and focusing on the needs of citizens. European countries demonstrate a high level of development of digital governance, which makes it appropriate to use their experience in Ukraine.

At the same time, it is important to emphasize that borrowing foreign practices cannot be mechanical. This is about balanced copy-pasting – scientifically based adaptation of models taking into account the institutional, resource and security features of the state.

Recent research and publications analysis. Conceptual and methodological aspects of public service are studied in the scientific works of

scientists O. Akhmedova, Y. Batyr, Z. Buryk, A. Chernikova, N. Datsii, O. Datsii, O. Yevsyukova, N. Kolisnichenko, O. Kryukov, Yu. Kuts, I. Lopatchenko, V. Mamonova, T. Mamotova, O. Matveeva, O. Parkhomenko-Kutsevil, A. Pomaza-Ponomarenko, I. Petryk, S. Shevchenko, T. Yarovoi, and others [1; 4; 12; 13].

The issues of digital transformation of public administration are actively studied in European scientific thought (D'Ambrosi L., Brunetti F., Castano-Martinez M.-S., Ducci G., Dukić D., Galindo-Martin M.-A., Kumar S., Lovari A., Manoharan A.P., Materassi L., Mendez-Picazo M.-T., Seri P., Solito L., Tripathi B., Zanfei, A. and others [2; 3; 5; 6; 7; 8; 9; 10; 11; 14; 15]). The main attention is paid to the implementation of e-government, the development of digital competencies, the use of big data and ensuring the openness of government. Research confirms that digitalization changes not only the technological basis of public administration, but also its institutional content, forming a new model of public service.

At the same time, scientific research dedicated to determining the ways of digital transformation of public service of Ukraine in the conditions of the European integration.

Paper objective. The purpose of the article is to scientifically substantiate promising ways of copy pasting european public administration practices into digital transformation of public service in Ukraine.

Paper main body. European countries are implementing comprehensive digitalization strategies that cover all levels of public administration. The main characteristics of these models are:

- full or partial digitalization of administrative services;
- integration of public registers;
- development of digital competencies of civil servants;
- ensuring transparency and openness of government;
- increasing the level of information security.

Digitalization in the EU is considered as a systemic process that combines technological innovations with institutional changes (Table 1). The heatmap demonstrates that the most advanced models (Estonia, Finland) are focused on the complete digital ecosystem, while other countries focus on individual

components of the transformation.

Table 1

## Heatmap of European models of digital transformation of public service

Nº	Country	Level of digitalization of public service	Main directions	Tools	Intensity of impact
1	Estonia	Very high level	E-government, e-services	X-Road, e-ID	Impact intensity maximum
2	Italy	High	Public communications, transparency	FOIA, digital platforms, CiviTech	Impact intensity high
3	Germany	Medium	E-administration, security	GovTech, digital registries	Impact intensity high
4	France	High	Digital services, HR transformation	Data.gouv, HR systems	Impact intensity high
5	Poland	Medium	E-services, digitalisation of state authorities	ePUAP	Medium intensity of impact
6	Finland	Very high level	Human-centeredness, e-education	Digital Skills Programs	Impact intensity maximum
7	Ukraine	High	E-services, e-government	GovTech, some digital registries, e-ID	Impact intensity high

Source: compiled based on [1–15].

Key European practices of digital transformation of public service:

#### 1. Estonian model (e-Government)

The Estonian model of digital transformation of public service is one of the most developed and holistic in the world, as it is based on the principle of “state as a service”. Its key feature is the full digitalization of the life cycle of citizen interaction with the state - from receiving administrative services to participating in electoral processes. The central element of this model is the digital identification system (e-ID), which provides secure access to all state services, as well as the X-Road data exchange platform, which allows integrating state registers without duplicating information. It is important that

the principle of “data entered once” has been implemented in Estonia, which implies that a citizen is not obliged to repeatedly provide the same information to different government bodies. This significantly reduces the bureaucratic burden and minimizes corruption risks. At the same time, the effectiveness of this model is largely based on a high level of trust in the state, digital literacy of the population, and developed cybersecurity infrastructure. For Ukraine, this model is a benchmark in building an integrated digital ecosystem, but its implementation requires gradualism, institutional strengthening, and consideration of security challenges [12; 16].

2. The Italian model of public communications. The Italian model of digital transformation focuses mainly on the development of public communications and ensuring the openness of public administration. Its basis is the implementation of mechanisms for access to public information, in particular through tools similar to the FOIA (Freedom of Information Act), which allow citizens to obtain data on the activities of government bodies. Considerable attention is paid to the development of digital platforms for communication between the state and society, including official portals, social networks and e-participation services. This approach contributes to increasing the transparency and accountability of government bodies, creates the prerequisites for increasing public trust and developing participatory democracy. However, this model has certain limitations related to the insufficient level of interactivity of communications, the fragmentation of digital solutions and their uneven implementation at different levels of government. For Ukraine, the adaptation of this experience is important in the context of the development of open government, but it requires strengthening feedback tools and integrating communication platforms into a single digital system [2; 6; 11; 15].

3. Nordic model (Finland). The Nordic approach to digital transformation, particularly in the case of Finland, is characterized by an emphasis on human capital as the basis of digital change. Unlike models that focus primarily on technology, the Finnish model involves the systematic development of digital competencies of the population and public servants. Considerable attention is paid to education, the implementation of digital literacy programs, the

development of data skills and critical thinking. This approach forms a long-term basis for the effective use of digital technologies in public administration. In addition, the Finnish model is focused on human-centricity, that is, on creating services that best meet the needs of citizens and are convenient to use. This involves the active involvement of citizens in decision-making processes, testing digital services and policy formation. For Ukraine, this experience is particularly valuable, as it emphasizes that without the proper level of digital culture and competencies, even the most modern technologies will not provide the expected effect [9; 10; 14].

4. Central European model (Germany, France). The Central European model of digital transformation combines the implementation of digital services with high standards of information security, data protection and regulatory regulation. In Germany and France, significant attention is paid to the creation of a reliable e-government infrastructure, the development of state digital platforms and the implementation of big data management tools. A feature of this model is a high level of regulatory certainty, which ensures clear rules for the functioning of digital systems and the protection of citizens' rights. At the same time, digitalization processes here may occur more slowly due to the complexity of bureaucratic procedures and the need to coordinate decisions at different levels of government. Despite this, such a model demonstrates high stability and reliability, which is critically important in the context of cybersecurity and personal data protection. For Ukraine, this approach is important in terms of forming a secure digital infrastructure and improving the regulatory framework [3; 4; 5; 8; 12; 13].

An in-depth analysis of European practices of digital transformation of public service shows that their effectiveness is determined not by individual tools or technologies, but by the level of coherence and integration of all elements of the public administration system. That is why the use of international experience in Ukraine should be carried out on the basis of balanced copy-pasting, which involves not mechanical transfer of models, but their adaptive reproduction taking into account the national context. Such an approach involves selectivity, that is, the selection of only those practices that are relevant for Ukrainian conditions and meet the strategic goals of public

administration development [12].

At the same time, adaptability means the need to take into account the specifics of the institutional environment, the level of development of digital infrastructure, human resource potential and security challenges. The systematic nature of copy-pasting involves the integration of technological, organizational and human resource components into a single model of digital transformation, which allows avoiding the fragmentation of reforms. The security aspect is of particular importance, since digitalization is accompanied by an increase in cyber risks and threats to personal data. Thus, balanced copy-pasting serves not only as a tool for borrowing experience, but also as a conceptual basis for shaping the digital design of public service in Ukraine [1; 13].

Therefore, the adaptation of European practices of digital transformation of the public service in Ukraine should be carried out in several interconnected areas that ensure the comprehensiveness of reforms. First of all, we are talking about the development of digital platforms of public services, which allows to ensure the accessibility and convenience of interaction of citizens with the state. An important step is the integration of state registers into a single system, which will help to increase the efficiency of management processes and minimize duplication of information.

No less significant is the implementation of digital HR management, which allows to modernize the personnel management system in the public service, increase its efficiency and transparency. In parallel, it is necessary to ensure the formation of digital competencies of public servants, which is a key prerequisite for the successful implementation of any digital initiatives. A separate area is the development of open public communications, which contribute to increasing citizens' trust in the state and their involvement in decision-making processes. The final, but no less important element is the strengthening of information security, which ensures data protection and the stability of the digital infrastructure.

Conclusions of the research. The analysis conducted allows us to conclude that European models of digital transformation of public service form a qualitatively new paradigm of public administration, which is based on the

use of data, digital technologies and orientation on the needs of citizens. Their key characteristic is complexity, which is manifested in the synergy of technological, personnel and institutional components, as well as in the combination of innovation with high standards of security and legal regulation.

At the same time, it has been proven that for Ukraine the most effective is the approach of balanced copy-pasting, which involves adaptation, rather than direct borrowing of international experience. Such an approach allows taking into account the national peculiarities of state development, minimizing the risks of digital transformation and ensuring its systemic nature. As a result, this creates the prerequisites for the formation of a modern, effective and sustainable public service, capable of meeting the challenges of the digital era and ensuring a high level of citizens' trust in the state.

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