ISSN 2413-9610, E-ISSN 2663-2365 Journal homepage: https://devma.com.ua/en

DEVELOPMENT MANAGEMENT

UDC 35.077.3:004.738.5(477)
DOI: 10.63341/devt/1.2026.54

Vol. 25, No. 1. 2026

Assessment of the state of e-governance in Ukraine in the context of civil society's access to e-participation tools

Hennadii Bondarenko*
Postgraduate Student
Simon Kuznets Kharkiv National University of Economics
61165, 9A Nauky Ave., Kharkiv, Ukraine
https://orcid.org/0009-0008-6252-0083

Abstract. The relevance of the development of e-governance in Ukraine is conditioned by the need to ensure the continuity of public administration in war conditions, the public's demand for transparency of management processes, and increased civic participation. The purpose of the study was to systematically assess the level of e-governance development in Ukraine considering civil society's access to digital participation tools. The methodology of the study was based on the initial analysis and systematisation of data from the questionnaire of states parties used by the United Nations to prepare the global report on e-governance. As a result of the study, it was established that Ukraine has made some progress in the digital transformation of the public administration system. Among the key achievements are the launch of the national digital platform for public services, the adoption of strategic digital policy documents, and the development of the regulatory framework in the field of personal data protection, cybersecurity, and information openness. However, the study also revealed a number of barriers: the absence of a national coordinator of digital technologies, fragmented legal regulation of innovations, the lack of a unified state strategy for digital inclusion, weak integration of the results of public consultations into policy-making processes, limited collection of gender-specific statistics on the use of digital services. It is recommended to introduce the position of National Coordinator for Digital Transformation, develop a comprehensive strategy for digital inclusion, update the regulatory framework for innovative technologies, and ensure that citizens' views are considered more widely in public decision-making. The practical significance of the study lies in the development of recommendations for improving the digital policy of Ukraine, improving the effectiveness of electronic participation, and strengthening cooperation between the state and civil society5

Keywords: digital transformation; digital inclusion; strategy; electronic democracy; information and communication technologies

INTRODUCTION

The relevance of the study was determined by the need to analyse the development of e-governance in Ukraine in the context of the current global challenges, in particular a full-scale war. Digitalisation of management processes and transformation of mechanisms of interaction between the state and citizens determine the need to expand the use of electronic services and participation tools. Ensuring the continuous provision of public services and the availability of digital tools requires a systematic approach to assessing the state of e-governance. Analysis of the state of e-governance in Ukraine remains important for identifying existing achievements, identifying problem areas, and forming recommendations for further development of digital services and tools for electronic participation of citizens.

The assessment of the level of e-governance development in Ukraine was analysed by M. Halushchak *et al*. (2023). In their study, the researchers focused on the results of global monitoring of e-government conducted by the UN Department of Economic and Social Affairs. It was noted that there is an imbalance between the overall level of development of digital services and institutional mechanisms for attracting citizens. L. Ligonenko *et al*. (2022)

Article's History: Received: 24.10.2025; Revised: 16.02.2026; Accepted: 26.03.2026; Published: 08.04.2026

Suggested Citation:
Bondarenko, P. (2025). Assessment of the state of e-governance in Ukraine in the context of civil society's access to e-participation tools. *Development Management*, 25(1), 54-62. DOI: 10.63341/devt/1.2026.54.

*Corresponding author

focused on assessing the impact of the level of digital competence of citizens on the effectiveness of implementing digital services in the field of public administration. The researchers concluded that it is the sufficient level of digital skills of the population that is the key factor that determines citizens' satisfaction with digital transformation and contributes to the successful implementation of appropriate tools. O. Amosov *et al*. (2020) noted that now e-governance in Ukraine goes beyond the technical introduction of electronic services and becomes a tool for a deeper transformation of the public administration system. The paper drew attention to the limitations of international indicators, which mainly focus on quantitative technical parameters, such as access to services, the level of education of the population and infrastructure development.

N. Gavkalova & N. Yushchenko (2022) focused on assessing the level of development of e-democracy in Ukraine, paying attention to regional differences and factors influencing its implementation. The study used the cluster analysis method to assess and group regions by the intensity of using e-democracy tools. The researchers noted that the availability and quality of information and communication technologies are key criteria for evaluating the effectiveness of implementing digital participation mechanisms. A.M. Yeryna (2024) focused on assessing the development of e-government through the prism of the international E-Government Development Index (EGDI), which is a key tool for measuring the progress of digital transformation of governments on a global scale. The researcher analysed the methodological basis for calculating this index, and its adaptation to new functions of e-governance due to the evolution of digital technologies. Yu. Akulov (2024) focused on evaluating the effectiveness of e-governance in Ukraine through the prism of socio-economic factors of digitalisation. The researcher stressed that despite the active development of digital services, evaluating their effectiveness requires a transition from quantitative to qualitative approaches, considering accessibility, inclusivity, and regional balance.

Among foreign scholars who have investigated ways to evaluate e-government, it is worth noting S. Sheoran & S. Vij (2022), who analysed existing approaches to evaluating e-governance. The researchers systematised studies that focused on such key dimensions as e-readiness, acceptance of e-services, citizen engagement, and quality and efficiency assessment. As part of the study, a thematic analysis was carried out using NVivo and QDA Miner software, which allowed identifying the main conceptual areas, variables, and relationships between different evaluation models. The researchers stressed the need to develop an integrated approach to evaluating e-governance, which would consider all stages – from the level of digital readiness to the actual achievement of public results.

B.J. Tiika *et al*. (2024) focused on analysing the level of e-governance development among African Union member states. Within the framework of the study, a mixed approach was applied: quantitative assessment was carried out using the Technique for Order Preference by Similarity to an Ideal Solution based on secondary statistics on key indicators of e-governance, and the qualitative component was provided through interviews with representatives of the public sector. The researchers emphasised that positive developments in countries such as Ghana are conditioned by the consistency of digital strategies with national policies, which contributes to improving the effectiveness of public administration. Among the fundamental research devoted to the analysis of approaches to the assessment of e-governance, it is necessary to highlight the study by M. Heidlund & L. Sundberg (2022), who conducted a systematic review of the scientific literature on the topic of e-governance assessment. The researchers applied bibliometric keyword analysis combined with a narrative review of the most cited papers, which helped to identify seven main research topics.

A.C. Chumaceiro Hernández *et al*. (2023) investigated EGDI in various regions of the world. The researchers analysed the level of progress made in the implementation of e-governance, finding that since 2020, digital transformation has contributed to increasing access of citizens and businesses to public services. However, in their opinion, the effectiveness of e-governance depends not only on the intensity of use, but above all on the stability, clarity, and consistency of information interaction between the state, society, and organisations. Despite considerable attention to certain aspects of digitalisation, in the contemporary scientific discourse, there is a lack of a systematic approach to assessing the level of development of e-governance in Ukraine, which would consider organisational, strategic, legal, and social factors together. The purpose of this study was a comprehensive assessment of the state of development of e-governance in Ukraine through the prism of citizens' access to e-participation tools using the criteria of the Member States Questionnaire (MSQ) for UN E-Government Survey 2024, and the development of recommendations for improving e-participation mechanisms.

MATERIALS AND METHODS

The methodological basis of the study was general scientific and applied methods, in particular, the primary analysis of the state of e-governance and data systematisation. In the course of the study, a thorough analysis of the criteria of the MSQ questionnaire (United Nations, 2024a) was carried out, which was a unified tool for assessing the digital transformation of government structures by key indicators. The use of the primary analysis method allowed assessing the presence of the main elements of e-governance in Ukraine and set binary estimates (0/1) for each criterion. To improve the consistency of the assessment, the questionnaire criteria were unified according to the main thematic sections, within which evaluation questions were formulated.

Evaluation according to the MSQ criteria was carried out according to a unified procedure: each indicator was assigned a value of "1" if there was a corresponding e-government element, confirmed based on analysis of official sources, and a value of "0" – if it was not available or there was no confirmation. The analysis included selected MSQ survey questions representing key areas of e-governance development, namely organisational, strategic, legislative, digital inclusion and participation, usage and satisfaction, international cooperation, which were selected based on their relevance to the research goal, coverage of key functional aspects of e-governance and the possibility of their application to the analysis of the national context. The totality of the analysed sources covered official web resources

of state authorities of Ukraine, national digital platforms and portals of electronic services, laws and regulations, strategic documents, and analytical reports of international organisations, in particular United Nations (2024b), results of research initiatives of the Evidence in Governance and Politics (EGAP) project, and information and analytical materials on the development of e-democracy in Ukraine, which ensured the representativeness of the findings.

The data systematisation method was used to summarise the estimates obtained and identify the strengths and weaknesses of national e-governance practices. This approach helped to objectively determine the level of implementation of certain criteria for digital development, identify problem areas, and form recommendations for improving electronic services and tools for citizen participation. To process the collected information, the method of content analysis of regulatory acts and strategic documents was used, which helped to identify key elements and indicators of digital development. With the help of an analytical approach, a systematic study of laws and regulations was carried out, in particular, Law of Ukraine No. 2297-VI (2010), Law of Ukraine No. 2939-VI (2011), Law of Ukraine No. 922-VIII (2016), Law of Ukraine No. 2163-VIII (2017), bylaws and strategic documents regulating the digitalisation of public administration. The analysis of regulations and strategic documents was carried out in accordance with certain criteria for evaluating e-governance. This integrated approach provided an objective generalisation of the results of the initial analysis, identification of problem areas, and development of practical recommendations for improving electronic services and mechanisms for citizen participation, and also allowed for a systematic assessment of the level of development of e-governance in Ukraine according to certain criteria.

RESULTS AND DISCUSSION

Ukraine during 2015-2025 showed some progress in the development of e-governance, but this process was accompanied by a number of institutional, technological, and regulatory restrictions that remained relevant for further scientific analysis. The analysis of e-government assessment methods showed that there are various international approaches, in particular, the EGDI index for assessing the development of online services, telecommunications infrastructure, and human capital; the E-Participation Index for measuring the level of electronic participation of citizens; the Digital Economy and Society Index for assessing the digital competitiveness of states; and the multi-criteria method for evaluating web resources Website Assessment Evaluation System.

However, these approaches have limited applicability for integrated internal audit, since they either focus on macro-level indicators, or cover only certain aspects of electronic participation. This allowed using the criteria of the MSQ questionnaire, which allowed conducting a detailed analysis of the state of e-governance in Ukraine and assessing citizens' access to e-participation tools. Detailed evaluation results for individual criteria are shown in Table 1.

Table 1. Evaluation of the state of e-governance in Ukraine based on MSQ

Criterion code	Criteria	Evaluation question	Compliance assessment (0/1)
A1	Organisational	Is there an official national e-government portal?	1
A2	Organisational	Is there a ministry or agency that is responsible for e-governance at the national level?	1
A3	Organisational	Does the country have a national Chief Information Officer (CIO) or a similar role?	0
B1	Digital strategy and implementation	Is there a national strategy for e-government or digital transformation?	1
B2	Digital strategy and implementation	Is there a separate budget for the development of digital services?	1
C1	Legislative	Does the country have legislation or regulations on a wide range of digital issues, including the latest technologies	1
D1	Digital inclusion and electronic participation	Is there a digital inclusion strategy for vulnerable groups?	0
D2	Digital inclusion and electronic participation	Are special services/programmes implemented for such groups?	1
D3	Digital inclusion and electronic participation	Does the government use social media to inform, consult, and make decisions?	1
D4	Digital inclusion and electronic participation	Is information published about considering public opinion in policy development?	0
E1	Usage and satisfaction	Are statistics on the use of e-services collected?	1
E2	Usage and satisfaction	Are gender statistics considered when evaluating users?	0
E3	Usage and satisfaction	Is the level of user satisfaction measured?	1
F1	International cooperation	Does the country participate in international or regional digital initiatives?	1

Source: developed by the author based on United Nations (2024a)

Within the framework of the "organisational" criterion of electronic governance, it is worth noting the functioning of the official state portal Diia (A1) in Ukraine. The introduction of this platform in 2020 was an institutional response to the need to modernise public services due to global digital trends and the growing public demand for transparency and accessibility, while at the initial stage of its operation, 50 administrative services were

available (Danyliuk *et al.*, 2021). As of 2026, Diia combines more than 70 public services, including access to electronic documents, business registration, registration of assistance to displaced persons, submission of electronic petitions, and other services. The platform integrates the principles of mobility, minimisation of bureaucratic procedures and user convenience, which corresponds to the European citizen-centric governance model. Responsibility for the development of digital transformation is assigned to the Ministry of Digital Transformation of Ukraine, established in 2019 (A2). Its functioning ensured the development of a sustainable institutional architecture of digitalisation at the central level. Simultaneously, the lack of a separate position of Chief Information Officer (CIO) limits the ability to strategically coordinate digital processes between different sectors and levels of government (A3). In international practice, the appointment of a CIO allows for the management of an e-governance architecture, which, in particular, contributes to data unification, resource optimisation, and integration of innovative solutions into interagency interaction (Criado & de Zarate-Alcarazo, 2022).

When analysing the criteria of digital strategy and implementation, it was found that Ukraine has a set of strategic documents (B1) that determine the priorities of digital transformation. Concept for the Development of E-Democracy in Ukraine (Resolution of the Cabinet of Ministers of Ukraine No. 797-r, 2017) established the principles of attracting citizens through digital mechanisms, while the Concept for the Development of the Digital Economy and Society of Ukraine (Resolution of the Cabinet of Ministers of Ukraine No. 67-r, 2018) focuses on modernising government institutions and stimulating the development of digital business models. Currently, the process of developing a national digital strategy until 2030 is underway, which provides for the integration of digitalisation in all spheres of public life. It is worth noting that the previously adopted strategies provided for a medium-term planning horizon (up to 5 years), which in the context of dynamic transformations requires constant updating and adaptation to new challenges. Considering international experience, the effectiveness of such strategies depends on the balance between technological readiness, process management, and the development of digital skills in government employees (David *et al.*, 2023).

Financing of digital transformation in Ukraine is carried out according to a mixed model that combines the resources of the state budget (B2) and external donor support. Among the most significant initiatives is the Swiss-Ukrainian EGAP programme, which is implemented by the Eastern Europe Foundation with the support of the Swiss Development and Cooperation Agency. This programme introduces state-of-the-art digital services, e-democracy tools, community digital maturity monitoring systems, and digital literacy educational projects. European initiatives play an important role, in particular the Digital Europe programmes, EU4Digital, and national digital reconstruction strategies, such as the United 24 Plan (Kuzhda & Lutsykiv, 2022). A significant part of the projects are implemented in the format of public-private partnership, which helps to attract international investment and ensures the sustainability of digital changes. Assessment of the legislative criterion for the development of digital governance has shown that there are significant developments in this area. Ukraine has ensured the adoption of key regulatory acts (C1), in particular the Law of Ukraine No. 2939-VI (2011), which guarantees openness and transparency of government activities. Law of Ukraine No. 2297-VI (2010) defines the legal basis for processing and protecting information about individuals. Law of Ukraine No. 2163-VIII (2017) forms institutional and legal mechanisms for countering cyber threats. Law of Ukraine No. 922-VIII (2016) introduces an electronic procurement system to ensure transparency and competition in this area.

Among contemporary digital governance tools, a separate place was occupied by ICT solutions, in particular the ProZorro electronic public procurement system and the information portal Spending.gov.ua. These platforms promote transparency and openness of public financial management, providing broad access to data on the use of budget funds, and minimising the risks of abuse in public procurement processes. An important component of their effectiveness is proper legal regulation, which sets clear rules for the functioning of digital tools and guarantees the responsibility of participants in the process. Prozorro has become an example of successful integration of digital technologies with regulatory mechanisms, which has helped to reduce corruption risks and increase the efficiency of public spending even under martial law (Kelman & Yukins, 2022).

In the field of data management between government agencies, certain changes have taken place due to the introduction of the Trembita system, which provides interagency information exchange based on common standards of interaction, but the legislative framework in this part is still in a state of gradual development (Resolution of the Cabinet of Ministers of Ukraine No. 606, 2016). Regarding the regulation of the latest tools, such as artificial intelligence, blockchain, 5G, and other digital innovations, the regulatory framework in Ukraine is fragmented. The Concept for the Development of Artificial Intelligence in Ukraine (Resolution of the Cabinet of Ministers of Ukraine No. 1556-r, 2020), which defines the strategic areas for the development of AI technologies, their areas of application and the basis for policy development in this area, the absence of a special Law of Ukraine on "Artificial intelligence" or appropriate ethical standards creates gaps in the regulatory environment (Yara *et al.*, 2021). A similar situation is observed in the field of blockchain technologies: there are only separate resolutions and documents of a recommendatory nature without a holistic legal mechanism for implementing these decisions in public administration.

The lack of a comprehensive regulatory approach to digital innovations can slow down the pace of their integration into the e-government system, limiting the potential for technological renewal of the public sector, and reducing the level of legal certainty for developers, authorities, and users of digital services. In the context of evaluating the criteria of digital inclusion and electronic participation, it was revealed that Ukraine does not have a unified state strategy for digital inclusion of vulnerable groups (D1). However, some educational initiatives have been implemented to improve the digital skills of older people, people with disabilities, and internally displaced persons (D2). Platform Diia.Digital Education offers courses for different

categories of citizens, but the issue of infrastructure accessibility, providing specialised devices and supporting the individual needs of vulnerable groups remains open. Digitalisation expands opportunities for access to information and social services, which is critical for the social integration of vulnerable categories. The lack of equal access to digital technologies exacerbates the problem of the digital divide, which can deepen social inequality (Khlivniuk & Kiriiak, 2024). The government actively uses social networks as a channel of communication with citizens (D3), in particular, for conducting electronic consultations and discussing regulations. However, the systematic integration of the results of public discussion into the final versions of decisions remains limited (D4), which reduces the real influence of citizens on policy development.

Regarding the criterion of use and satisfaction with digital public services, there is a steady positive trend. Although analysis of statistics by gender, age, region, or social group remains limited (E2), the instant feedback tools integrated into the Diia platform allow quickly assessing user satisfaction (E1). According to the results of an annual nationwide survey conducted by the Kyiv International Institute of Sociology in 2024 on behalf of the UNDP in Ukraine, with support from Sweden (UNDP, 2025), 84% of respondents who had used government e-services rated their experience as somewhat or very positive (E3). This is 5.5% more than in 2023 (78.5%). Thus, the trend towards increasing trust and satisfaction with digital services in Ukraine continues. International cooperation is one of the key components of Ukrainian digital policy. Ukraine is actively involved in numerous international initiatives (F1), in particular Open Government Partnership, Eastern Partnership Initiative, EU4Digital programme, and other projects of the European Union and the United Nations. Such participation contributes to the integration of the best international practices of digital transformation, provides access to technical expertise and financial resources, and increases the international legitimacy of Ukrainian reforms. As noted by H. Bondar (2023), Ukraine's participation in the Digital Europe programme opens up new opportunities for national authorities and businesses by expanding access to funding, institutional support and cutting-edge digital solutions, which significantly enhances the country's digital transformation potential.

Based on the assessment of the MSQ criteria, a number of problematic aspects were identified that hinder the further development of e-governance in Ukraine. These barriers are both organisational and regulatory in nature. Interpretation of the results obtained requires considering the conditions of martial law, which affect the functioning of e-government tools. Limiting access to individual data, reducing the level of openness of public information, and prioritising security aspects of state activities objectively affect the indicators of electronic participation of citizens, and the possibility of implementing feedback mechanisms. In such circumstances, individual indicators that characterise the level of participation and openness may be reduced due to temporary security restrictions, which makes it difficult to unambiguously interpret them as indicators of the effectiveness of the national policy. Certain problems, in particular the lack of a holistic digital inclusion strategy and the lack of integration of the results of public consultations into decision-making processes, are systemic in nature and cannot be explained solely by the impact of martial law. Overcoming barriers to the development of e-governance in Ukraine requires targeted actions, in particular through the formulation of appropriate recommendations for improving the institutional mechanism, legal regulation, and increasing the inclusiveness of digital services. The key problems of individual evaluation criteria and practical recommendations for overcoming them are summarised in Table 2.

Table 2. Problems and recommendations for the development of e-governance in Ukraine

Criterion code	Criteria	Problem	Recommendations
A3	Organisational	Lack of a national CIO position	Formalise the position of national CIO to strengthen coordination of digitalisation
C1	Legislative	Lack of a special law on AI and ethical standards; lack of a complete legal framework for blockchain	Develop a legal framework for AI and blockchain technologies, including ethical and legal standards
D1	Digital inclusion and electronic participation	Lack of a digital inclusion strategy	Develop a state strategy for the inclusion of vulnerable groups
D4	Digital inclusion and electronic participation	Limited consideration of public opinion in decision-making	Integrate mechanisms for influencing discussion outcomes into policy decisions
E2	Usage and satisfaction	Lack of collection of gender statistics	Implement gender-sensitive data collection and analysis

Source: compiled by the author

It is important to note that the effective development of e-governance is impossible without the active involvement of civil society, which acts not only as an object of providing public services, but also as an equal partner in the process of forming public policy. Civil society, using the capabilities of digital platforms, plays a significant role in ensuring transparency, accountability and openness of public bodies, and in mobilising social capital to overcome the challenges caused by crisis situations. In the post-war periods, interaction between the state and civil society takes on a special role, since it is the activity of public initiatives in the digital environment that contributes to the effective restoration of the country and the strengthening of democratic processes (Karamyshev & Dziundziuk, 2023). The development of sustainable channels of electronic participation, the improvement of digital literacy of citizens, the creation of favourable conditions for online consultations and discussion of regulations are necessary conditions for

strengthening the influence of civil society on management processes. In this context, even the relatively short period of functioning of e-government systems indicates a transformation of the role of the state in an integrated and globalised world, where interaction with citizens takes on new forms and significance (Okun'ovs'ka, 2023). Further research on the processes of electronic participation and institutional support of public initiatives in the digital environment should become an important area of scientific analysis and practical implementation to ensure the sustainable development of Ukraine.

The results of the study show that Ukraine has a high level of use of electronic services and satisfaction with them, but this is not accompanied by proper integration of citizens into the processes of the national policy development. Similar aspects were considered by M.N. Kholid & D.N. Sari (2022), where it was found that technological parameters are the determining factors in the use of electronic services, while trust in the government does not have a statistically significant impact. The results are consistent with this approach, demonstrating that the efficiency and convenience of digital services can ensure their active use without the development of full-fledged electronic participation.

The results correlate with the findings of S. Syefulloh *et al*. (2026), who found that even with the high level of digital presence of authorities assessed based on EGDI indicators, the functional maturity of electronic services may remain limited. This opinion is consistent with the results of the study, which demonstrate that the quantitative growth of digital solutions does not ensure their qualitative effectiveness, in particular, in terms of ensuring the participation of citizens. The study by M.F. Razanakoto (2026) determined that the use of e-governance contributes to increasing the level of institutional trust in the state, provided that the quality of services, transparency, and effective interaction with citizens are ensured. The results obtained are partially consistent with these conclusions, as they indicate a high level of satisfaction with digital services, but simultaneously indicate limited interaction between citizens and the state in decision-making processes, which can affect the completeness of the realisation of the potential of trust.

The study showed that in Ukraine, the development of e-governance is accompanied by the introduction of digital services, but their effectiveness is limited by institutional and organisational factors. Similar conclusions were given in a study on the implementation of e-governance in the city of Pekanbaru, conducted by S. Pahmi *et al*. (2025), during which it was found that a significant number of digital initiatives do not ensure sustainability due to institutional weakness, lack of coordination, and limited resources. The results obtained correlate with these conclusions and confirm that the key limitation of the development of e-governance is the institutional ability to ensure the effective implementation of digital solutions. G. Umbach & I. Tkalec (2022) noted that the assessment of e-governance is context-sensitive and should consider the institutional and managerial features of its implementation. The study found that without considering the level of citizen participation and institutional capacity, the assessment of the development of e-governance may be incomplete and does not reflect its real effectiveness.

The results of the study showed that the effectiveness of e-governance in Ukraine in terms of ensuring citizen participation remains limited due to the lack of a holistic strategy for digital inclusion. Å. Waara (2025) emphasised that a significant part of digital maturity management assessment models do not sufficiently consider the inclusive component or formally integrate it. The results are consistent with these conclusions and demonstrate that ignoring issues of digital inclusion and citizen participation leads to an incomplete reflection of the level of development of e-governance. It was found that the lack of a holistic digital inclusion strategy limits the level of citizens' participation in the use of electronic tools. J. Li *et al*. (2025) noted that digital inequality increases social exclusion, as individual populations face difficulties accessing electronic services. The study by M. Tokovska *et al*. (2023) found that the level of use of e-government is determined by the socio-demographic characteristics of the population, in particular, the level of education and income, even if the necessary digital infrastructure is available. These factors affect not only access to electronic services, but also the ability of citizens to use them effectively, which leads to uneven involvement of various social groups in digital interaction with the state. This indicates that the technical availability of digital services is not a sufficient condition for their full use. The analysis is consistent with these approaches, pointing out that even in the context of the development of digital services, the lack of an inclusive approach limits the level of citizen engagement.

Special attention was paid to the introduction of artificial intelligence technologies in the electronic management system. The conducted research showed that this process takes place in the absence of specialised legal regulation and ethical standards. I. Savveli *et al*. (2025) found that citizens' perception of AI solutions in e-governance largely depends on the level of trust, perceived utility, usability, and risks associated with data privacy. The results of the study extend these conclusions, demonstrating that the lack of a legal and ethical framework can affect the effectiveness of using appropriate technologies in the public administration system.

The study demonstrates consistency with existing scientific approaches to the analysis of e-governance and reflects the specifics of national development, which is manifested in the gap between technological progress and institutional support for citizen participation. This allows considering e-governance as a complex phenomenon that requires a combination of technological, institutional, and social components. This highlights the need for an integrated approach to development, which provides for the alignment of digital solutions with citizen participation mechanisms and institutional tools, and creates prerequisites for optimising the functioning of the public administration system and more fully realising the potential of digital transformation.

CONCLUSIONS

The study showed that Ukraine has made some progress in the development of e-governance. A systematic analysis of the MSQ questionnaire criteria allowed identifying both achievements and existing problems in the context of ensuring civil society's access to electronic

participation tools. In particular, the development of the national digital infrastructure, the creation of the Diia platform, active international cooperation, and the availability of strategic documents in the field of digitalisation indicate a sustainable digital transformation of management processes. Simultaneously, the study revealed a number of problematic aspects that require further attention. Legislative regulation of innovative technologies such as artificial intelligence, blockchain, and the ethics of their use remains limited, which hinders the integration of advanced digital solutions into public administration. Insufficient integration of the results of public consultations into policy-making processes reduces the effectiveness of electronic citizen participation. The use of detailed statistics on user satisfaction with electronic services is limited, which makes it difficult to make managerial decisions based on the real needs of society. The issue of digital inclusion of vulnerable groups remains fragmentary and requires the development of a comprehensive state strategy.

To overcome the identified problems, it is advisable to take comprehensive measures, in particular: formalise the position of national CIO to strengthen institutional coordination of digitalisation; develop a legislative framework for regulating artificial intelligence, blockchain technologies, and ethical standards for their application; create a state strategy for digital inclusion of vulnerable groups of the population; ensure the integration of the results of public discussions into political decisions; introduce a systematic collection and analysis of user statistics considering gender and social characteristics. Special attention should be paid to the further development of civil society as a subject in the processes of e-democracy. The establishment of sustainable channels of interaction between the state and the public through electronic participation mechanisms is a prerequisite for strengthening government accountability, increasing transparency of management decisions, and building citizens' trust in state institutions. The activation of civil society in the context of digital transformation requires not only expanding technical access to services, but also providing a real opportunity to influence public policy through inclusive and effective electronic platforms.

The results obtained fully correlate with the goal of the study set out in the introduction – to carry out a systematic assessment of the state of development of e-governance in Ukraine and to form reasonable recommendations on improving the mechanisms of electronic participation on this basis. The assessment provided an opportunity to objectively assess the achievements and identify areas for improving e-governance in accordance with international standards. Further research should be directed to the development and implementation of integrated strategies for digital inclusion, deepening the legal regulation of innovative technologies, improving mechanisms for involving the public in decision-making processes through electronic platforms, in-depth study of tools for supporting civil society in the context of digital transformation, and creating indicators for a systematic assessment of the impact of electronic participation on the effectiveness of public administration.

ACKNOWLEDGEMENTS

None.

FUNDING

None.

CONFLICT OF INTEREST

None.

REFERENCE

[1] Akulov, Yu. (2024). Assessment of the economic and social impact of digitalization in Ukraine: A comprehensive analysis. *Actual Problems of Law*, 4(40), 11-16. doi: 10.35774/app2024.04.011.

[2] Amosov, O., Gordiienko, L., & Yushchenko, N. (2020). Modern rating assessments of the development of e-government and the information society. *Efficiency of Public Administration*, 1(62), 13-27. doi: 10.33990/2070-4011.62.2020.205762.

[3] Bondar, H. (2023). Digitalization and cooperation between the European Union and Ukraine. *Public Administration and Regional Development*, 20, 330-352. doi: 10.34132/pard2023.20.03.

[4] Chumaceiro Hernández, A.C., Hernández G. de Velasco, J.J., Pérez Prieto, M.E., Beltrán Pinto, L., & Gómez Martínez, E. (2023). Analysis of the e-government development index in the regions. *Procedia Computer Science*, 231, 559-565. doi: 10.1016/j.procs.2023.12.250.

[5] Criado, J.I., & de Zarate-Alcarazo, L.O. (2022). Technological frames, CIOs, and artificial intelligence in public administration: A socio-cognitive exploratory study in Spanish local governments. *Government Information Quarterly*, 39(3), article number 101688. doi: 10.1016/j.giq.2022.101688.

[6] Danyliuk, M., Dmytryshyn, M., & Goran, T. (2021). Digitisation of Ukraine in terms of public electronic services' distribution. *Scientific Horizons*, 24(7), 90-99. doi: 10.48077/scihor.24(7).2021.90-99.

[7] David, A., Yigitcanlar, T., Li, R.Y.M., Corchado, J.M., Cheong, P.H., Mossberger, K., & Mehmood, R. (2023). Understanding local government digital technology adoption strategies: A PRISMA review. *Sustainability*, 15(12), article number 9645. doi: 10.3390/su15129645.

[8] Gavkalova, N., & Yushchenko, N. (2022). Assessment of the level of e-democracy development in Ukraine using cluster analysis. *Scientific Perspectives*, 1(19), 1-10.

[9] Halushchak, M., Halushchak, O., & Mashliy, H. (2023). Electronic Ukraine in the digital world. *Galician Economic Journal*, 6(85), 174-182. doi: 10.33108/galicianvisnyk_tntu2023.06.

[10] Heidlund, M., & Sundberg, L. (2022). Evaluating e-government: Themes, trends, and directions for future research. *First Monday*, 27(12), 1-25. doi: 10.5210/fm.v27i12.12526.

[11] Karamyshev, D., & Dziundziuk, V. (2023). Digital services as tools for implementing the "Public Participation 2.0" concept in post-war recovery in Ukraine. *Pressing Problems of Public Administration*, 2(63), 84-98. doi: 10.26565/1684-8489-2023-2-06.

[12] Kelman, S., & Yukins, C. (2022). *Overcoming corruption and war – lessons from Ukraine's ProZorro procurement system*. Washington: George Washington University Law School.
[13] Khlivniuk, T.P., & Kiriiak, A.I. (2024). Social inclusion in the context of digitalization: Opportunities and risks for the welfare state. *Psychology and Social Work*, 2(60), 135-149. doi: 10.32782/2707-0409.2024.2.12.
[14] Kholid, M.N., & Sari, D.N. (2022). Determinant of citizens' acceptance of e-government: Examining semi-online tax filing system in Indonesia. *Webology*, 19(1), 2104-2121. doi: 10.14704/web/v19i1/web19142.
[15] Kuzhda, T., & Lutsykiv, I. (2022). Research on the state and prospects of digital development in Ukraine. *Galician Economic Journal*, 5-6(78-79), 146-155. doi: 10.33108/galicianvisnyk_tntu2022.05_06.146.
[16] Law of Ukraine No. 2163-VIII "On the Basic Principles of Cybersecurity in Ukraine". (2017, October). Retrieved from https://zakon.rada.gov.ua/laws/show/2163-19#.
[17] Law of Ukraine No. 2297-VI "On Personal Data Protection". (2010, June). Retrieved from https://zakon.rada.gov.ua/laws/show/2297-17#.
[18] Law of Ukraine No. 2939-VI "On Access to Public Information". (2011, May). Retrieved from https://zakon.rada.gov.ua/laws/show/2939-17#.
[19] Law of Ukraine No. 922-VIII "On Public Procurement". (2016, December). Retrieved from https://zakon.rada.gov.ua/laws/show/922-19#.
[20] Li, J., Dong, Y., & Siemers, O. (2025). Digital exclusion and citizen engagement with e-government services in China. *International Journal of Public Sector Management*, 1-22. doi: 10.1108/IJPSM-03-2025-0135.
[21] Ligonenko, L., Antonyuk, L., Ilnytskyi, D., & Tsyrkun, O. (2022). Assessment of the impact of digital skills on the level of satisfaction with digital transformation processes in Ukraine. *Scientific Horizons*, 25(7), 43-54. doi: 10.48077/scihor.25(7).2022.43-54.
[22] Okun'ovs'ka, Y.V. (2023). The relationship between e-governance and civil society in Ukraine. *Political Life*, 4, 60-64. doi: 10.31558/2519-2949.2023.4.8.
[23] Pahmi, S., Hadna, A.H., Darwin, M.M., & Djunaedi, A. (2025). Discontinuity of e-government service innovation in developing countries: A qualitative study of the Pekanbaru city government, Indonesia. *Technium Social Sciences Journal*, 77, 1-18. doi: 10.47577/tssj.v77i1.13273.
[24] Razanakoto, M.F. (2026). A systematic literature review of empirical research on the impact of e-government use on citizens' trust in government. *Chinese Public Administration Review*, 17(1). doi: 10.1177/15396754251413048.
[25] Resolution of the Cabinet of Ministers of Ukraine No. 1556-r "On the Approval of the Concept for the Development of Artificial Intelligence in Ukraine". (2020, December). Retrieved from https://zakon.rada.gov.ua/laws/show/1556-2020-%D1%80#.
[26] Resolution of the Cabinet of Ministers of Ukraine No. 606 "Some Issues of Electronic Interaction of Electronic Information Resources". (2016, September). Retrieved from https://zakon.rada.gov.ua/laws/show/606-2016-%D0%BF#n14.
[27] Resolution of the Cabinet of Ministers of Ukraine No. 67-r "On the Concept for the Development of the Digital Economy and Society of Ukraine". (2018, January). Retrieved from https://zakon.rada.gov.ua/laws/show/67-2018-%D1%80#.
[28] Resolution of the Cabinet of Ministers of Ukraine No. 797-r "On the Approval of the Concept for the Development of E-Democracy in Ukraine and the Action Plan for its Implementation". (2017, November). Retrieved from https://zakon.rada.gov.ua/laws/show/797-2017-%D1%80#.
[29] Savveli, I., Rigou, M., & Balaskas, S. (2025). From e-government to AI e-government: A systematic review of citizen attitudes. *Informatics*, 12(3), article number 98. doi: 10.3390/informatics12030098.
[30] Sheoran, S., & Vij, S. (2022). A review of e-government assessment frameworks: E-readiness, adoption, citizen engagement and quality. *eJournal of eDemocracy and Open Government*, 14(2), 197-213. doi: 10.29379/jedem.v14i2.717.
[31] Syefulloh, S., Purwanto, A., Martiani, E., & Tarwoto, T. (2026). Evaluation of village e-government in Banyumas Regency using the UN e-government development index. *Proceedings of the National Conference on Electrical Engineering Informatics Industrial Technology and Creative Media*, 1, 131-137. doi: 10.20895/centive.v2025i1.532.
[32] Tiika, B.J., Tang, Z., Azaare, J., Dagadu, J.C., & Otoo, S.N.-A. (2024). Evaluating e-government development among African Union member states: An analysis of the impact of e-government on public administration and governance in Ghana. *Sustainability*, 16(3), article number 1333. doi: 10.3390/su16031333.
[33] Tokovska, M., Nolasco Ferreira, V., Vallušova, A., & Seberíni, A. (2023). E-government – the inclusive way for the future of digital citizenship. *Societies*, 13(6), article number 141. doi: 10.3390/soc13060141.
[34] Umbach, G., & Tkalec, I. (2022). Evaluating e-governance through e-government: Practices and challenges of assessing the digitalisation of public governmental services. *Evaluation and Program Planning*, 93, article number 102118. doi: 10.1016/j.evalprogplan.2022.102118.
[35] UNDP. (2025). *Analytical report: Opinions and views of Ukrainians on state electronic services in 2024*. Retrieved from https://www.undp.org/ukraine/publications/analytical-report-opinions-and-views-ukrainians-state-electronic-services-2024.
[36] United Nations. (2024a). *Member States Questionnaire (MSQ) for the United Nations e-government survey 2024*. Retrieved from https://publicadministration.un.org/egovkb/Portals/egovkb/MSQ2024-FINAL.pdf.
[37] United Nations. (2024b). *UN e-government survey 2024*. Retrieved from https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2024.

[38] Waara, Å. (2025). Examining digital government maturity models: Evaluating the inclusion of citizens. *Administrative Sciences,* 15(3), article number 73. doi: 10.3390/admsci15030073.
[39] Yara, O., Brazheyev, A., Golovko, L., & Bashkatova, V. (2021). Legal regulation of the use of artificial intelligence: Problems and development prospects. *European Journal of Sustainable Development*, 10(1), 281-290. doi: 10.14207/ejsd.2021.v10n1p281.
[40] Yeryna, A.M. (2024). Benchmarking e-government: Global trends and digital divide. *Statistics of Ukraine*, 106(3), 81-90. doi: 10.31767/su.3(106)2024.03.07.

Оцінювання стану електронного врядування України в контексті доступу громадянського суспільства до інструментів електронної участі

Геннадій Бондаренко
Аспірант
Харківський національний економічний університет імені Семена Кузнеця
61165, просп. Науки 9а, м. Харків, Україна
https://orcid.org/0009-0008-6252-0083

Анотація. Актуальність розвитку електронного врядування в Україні обумовлена потребою забезпечення безперервності публічного управління в умовах війни, запитом суспільства на прозорість управлінських процесів і посиленням громадянської участі. Метою дослідження було системне оцінювання рівня розвитку електронного врядування в Україні з урахуванням доступу громадянського суспільства до цифрових інструментів участі. Методологія дослідження базувалася на первинному аналізі та систематизації даних, отриманих за допомогою опитувальника держав-учасниць, що використовується Організацією Об'єднаних Націй для підготовки глобального звіту з електронного врядування. У результаті проведеного дослідження встановлено, що Україна досягла певного прогресу в цифровій трансформації системи державного управління. Серед ключових досягнень – запуск національної цифрової платформи державних послуг, ухвалення стратегічних документів цифрової політики, розбудова нормативно-правового поля у сфері захисту персональних даних, кібербезпеки та відкритості інформації. Однак дослідження також виявило низку бар'єрів: відсутність національного координатора цифрових технологій, фрагментарність правового регулювання інновацій, відсутність єдиної державної стратегії цифрової інклюзії, слабка інтеграція результатів громадських консультацій у процеси формування політики, обмеженість збору гендерно-специфічної статистики щодо використання цифрових сервісів. Рекомендовано запровадити посаду національного координатора цифрової трансформації, розробити цілісну стратегію цифрової інклюзії, оновити нормативно-правову базу інноваційних технологій та забезпечити ширше врахування думки громадян у прийнятті державних рішень. Практична цінність дослідження полягає у формуванні рекомендацій для вдосконалення цифрової політики України, підвищення ефективності електронної участі та зміцнення співпраці між державою і громадянським суспільством

Ключові слова: цифрова трансформація; цифрова інклюзія; стратегія; електронна демократія; інформаційно-комунікаційні технології