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DIGITAL TRANSFORMATION OF LOCAL SELF-GOVERNMENT: NEW MODELS OF SUBJECT RELATIONSHIPS IN THE CONTEXT OF E-DEMOCRACY

ЦИФРОВА ТРАНСФОРМАЦІЯ МІСЦЕВОГО САМОВРЯДУВАННЯ: НОВІ МОДЕЛІ СУБ'ЄКТНИХ ВЗАЄМОЗВ'ЯЗКІВ У КОНТЕКСТІ ЕЛЕКТРОННОЇ ДЕМОКРАТІЇ

The article examines contemporary challenges and prospects of digital transformation in local governance, emphasizing changes in traditional models of subject relationships between local authorities and citizens within the framework of e-democracy. The primary focus is on developing new models that enhance transparency, inclusivity, and accountability of government through the use of digital platforms. The theoretical foundations of digitalization are analyzed, proposing a shift from centralized approaches to more flexible models oriented toward active citizen participation in decision-making processes. The study provides an overview of key digital governance theories, including the concepts of e-governance and "smart cities." Several essential tools of e-democracy are highlighted, such as platforms for electronic petitions, online consultations, participatory budgeting, open data, and electronic voting, which allow citizens to directly influence political decisions and oversee government actions.

The experience of countries that lead in implementing e-governance, such as Estonia and Switzerland, is examined separately as examples of successful digital integration. Specific recommendations for improving the efficiency of digital transformation in local governance are proposed. The following recommendations are presented: developing educational programs to enhance citizens' digital literacy, adapting legislation to support the safe and effective use of digital tools, and developing platforms for monitoring decision implementation and involving the public in overseeing budget expenditures.

The following conclusions are drawn: digitalization of local governance is an important step in advancing democratic processes and strengthening social cohesion. The use of e-democracy tools creates conditions for more transparent, effective, and inclusive governance processes. Through the implementation of digital platforms, authorities are able to respond more quickly to citizen needs, while citizens can more actively participate in decision-making and monitor government actions. Thus, e-democracy becomes a necessary component of modern governance, helping citizens actively shape community life, increase decision-making efficiency, and maintain continuous feedback with the authorities.

Key words: digital transformation, local governance, subject relationships, e-democracy, modernization of management processes, digital technologies

У статті розглянуто сучасні виклики та перспективи цифрової трансформації місцевого самоврядування, акцентуючи увагу на зміну традиційних моделей суб'єктних взаємозв'язків між місцевою владою та громадянами у контексті електронної демократії. Основна увага приділена розробці нових моделей, які сприяють підвищенню прозорості, інклюзивності та підзвітності влади за рахунок використання цифрових платформ. Проаналізовано теоретичні основи цифровізації, які передбачають перехід від централізованих підходів до більш гнучких моделей, орієнтованих на активну участь громадян у процесі прийняття рішень. У дослідженні надано огляд основних теорій цифрового управління, включаючи концепції електронного урядування та «смайт-міст». Виділено кілька важливих інструментів електронної демократії, таких як платформи електронних петицій, онлайн-консультації, партиципаторні бюджети, відкриті дані та електронне голосування, які дозволяють громадянам безпосередньо впливати на політичні рішення та контроль за діяльністю органів влади. Окремо розглянуто досвід країн, що є лідерами у впровадженні електронного урядування, таких як Естонія та Швейцарія, які служать прикладами успішної інтеграції цифрових рішень. Запропоновано конкретні рекомендації щодо посилення ефективності цифрової трансформації місцевого самоврядування. Представлено наступні рекомендації: розробка освітніх програм для підвищення цифрової грамотності громадян, адаптація законодавства для підтримки безпечного та ефективного використання цифрових інструментів, розвиток платформ для моніторингу виконання рішень та залучення громадськості до контролю над витрачанням бюджетних коштів. Сформуовано наступні висновки: цифровізація місцевого самоврядування є важливим етапом у розвитку демократичних процесів і зміцненні соціальної згуртованості. Використання інструментів електронної демократії створює умови для більш прозорих, ефективних та інклюзивних процесів управління. Завдяки впровадженню цифрових

платформ влада отримує можливість швидше реагувати на потреби громадян, а громадяни, у свою чергу, можуть більш активно брати участь у прийнятті рішень і контролювати дії влади. Таким чином, електронна демократія стає необхідною складовою сучасного управління, допомагаючи громадянам активно впливати на життя громади, підвищувати ефективність прийняття рішень і підтримувати постійний зворотний зв'язок із владою.

Ключові слова: *цифрова трансформація, місцеве самоврядування, суб'єктні взаємозв'язки, електронна демократія, модернізація управлінських процесів, цифрові технології*

Formulation of the problem. The implementation of digital technologies is transforming traditional forms of interaction between government and citizens. This process not only enhances governance mechanisms but also introduces new challenges, including the need to adapt regulatory frameworks, improve digital literacy among the population, and address cybersecurity issues. It is essential to explore how digital platforms can enable more transparent, inclusive, and effective decision-making models that meet the demands of modern society.

The relevance of this topic stems from the increasing penetration of digitalization into all areas of life, including local governance. E-democracy opens new opportunities for citizens to participate in decision-making, influencing democratic processes as a whole. Research in this area is crucial for ensuring effective interaction between communities and authorities, building trust in public institutions, and promoting social progress in the digital age.

Analysis of recent research and publications. The issue of digitalization of local self-government was investigated in their works by A. Krulevskiy [1], B. Rusnak. [2], Ye. Borodin, N. Piscocha, H. Demoshenko [3]. The potential, challenges and current features are highlighted in the scientific research of such authors as T. Koroliuk, A. Kovpak [4] I. Ihnatchenko [5], M. Pavlov [6]. The practical experience of digitization of state administration and local self-government was studied by I. Dehtiarova [7], N. Kosteniuk, I. Makarova, Yu. Pigarev, and L. Smetanina [8]. The features of the use of digital platforms in local self-government are devoted to the works of T. Stehenko, Yu. Shpak [9], V. Kokhan [10], V. Redziuk, D. Darmostuk [11], S. Iesimov [12]. The above-mentioned scientific works are the basis for the study of new models of electronic democracy, which allow to more effectively involve citizens in decision-making at the local level in the conditions of digitalization.

The purpose of the article. To research new models of stakeholder relationships in local governance within the context of e-democracy that are emerging as a result of digitalization.

Results of the research. Digital transformation in local governance involves implementing modern technologies to enhance the efficiency, transparency, and accessibility of services. This includes automat-

ing processes, establishing electronic communication platforms, and utilizing e-governance tools. Digital transformation allows local authorities to respond more quickly to community requests, improve the quality of public services, and promote sustainable development in regions through more efficient resource management and interaction with residents and businesses [1].

Digitalization of management processes is a complex, multifaceted phenomenon that reflects the impact of technology on modernizing public administration and local governance. The digitalization of management processes in local government encompasses several theories that emphasize the importance of using contemporary technology to increase efficiency, transparency, and citizen involvement in decision-making processes. From e-governance to the concept of smart cities, these approaches demonstrate how digital tools can foster innovation, enhance government-community interaction, and enable joint solutions to local issues [2, pp. 224-254].

An overview of the theories related to the digitalization of management processes is presented in Fig. 1.

Thus, the digitalization of management processes, particularly in the context of local governance, requires a comprehensive approach that integrates various theoretical frameworks (see Fig. 1). Key concepts such as e-government, e-democracy, network governance, digital ecosystems, and public sector innovation emphasize the importance of implementing information and communication technologies to enhance transparency, accessibility, and efficiency in the interaction between authorities and citizens. Additional theories, such as knowledge management, technology acceptance, social presence, and smart cities, provide a deeper understanding of the factors driving successful digitalization, including the adaptation of social structures and the bridging of the digital divide [2, pp. 224-254].

All these theories highlight the need for a systematic approach to digital transformation that will enable the creation of more flexible, transparent, and innovative governance models focused on meeting citizen needs.

An overview of traditional models of interaction between local government, the population, and other stakeholders is presented in Fig. 2.

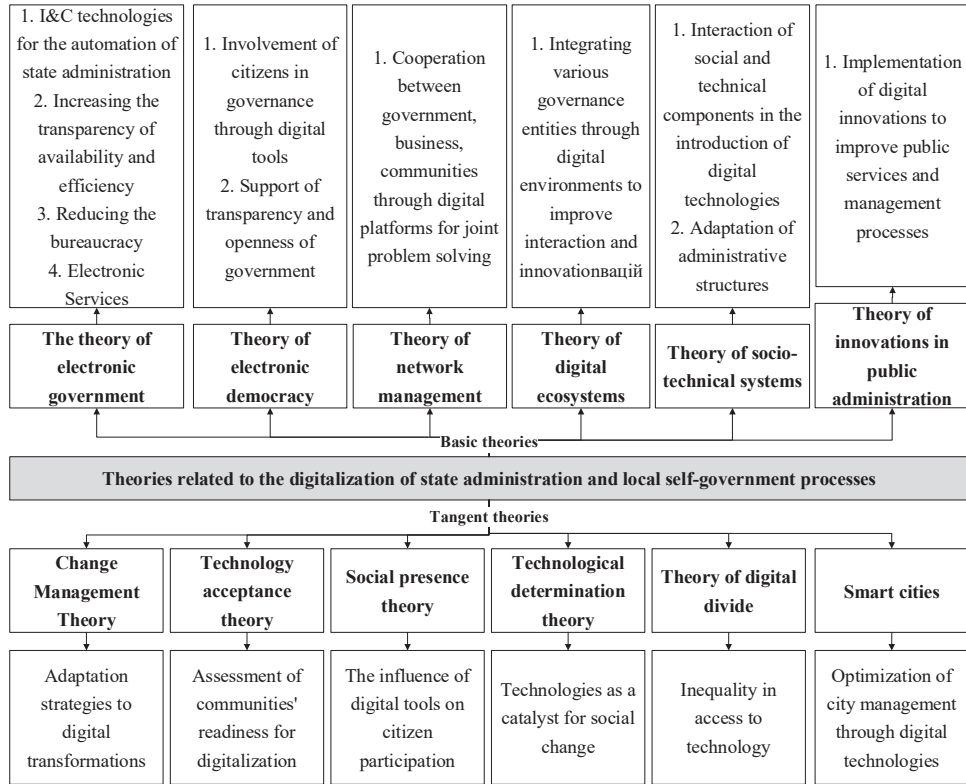


Fig. 1. Theories related to the digitalization of state administration and local self-government [1,2]

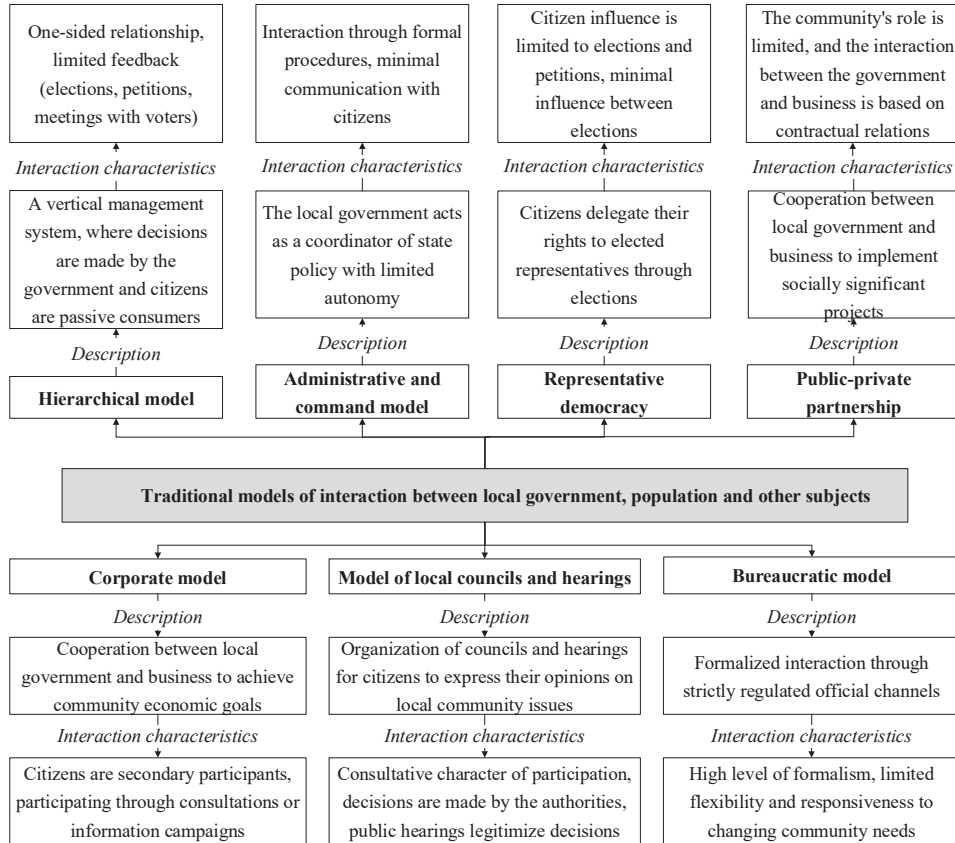


Fig. 2. Traditional models of interaction between local government, population and other subjects [2, pp. 224-254]

Traditional models of interaction between local authorities, citizens, and other stakeholders, as presented in Fig. 2, are primarily oriented toward centralized decision-making and hierarchical structures that limit active citizen participation in local governance processes.

Dominant hierarchical and administrative-command models minimize feedback from the population, offering only formal mechanisms of influence, such as elections or petitions, which do not ensure flexible or rapid responses to community needs. Representative democracy grants citizens the right to elect representatives, but engagement between elections remains limited.

Public-private partnership and corporate interaction models allow for the pooling of resources between authorities and businesses; however, the community's role in decision-making remains minimal. Local councils and public hearings formally provide citizens with an opportunity to express their views, yet these are often merely consultative tools, limiting their real influence [2, pp. 224-254].

Thus, traditional governance models, including bureaucratic and other approaches, focus on formal and centralized procedures that do not always meet

the needs of modern society. The lack of flexibility and limited citizen participation in decision-making frequently lead to insufficient adaptability to changes and new challenges. This indicates a need for reform in governance models to ensure more effective, transparent, and engaged interactions between local authorities, citizens, and other stakeholders.

The digitalization of management processes is significantly transforming traditional models of interaction between local authorities, the population, and other stakeholders. The implementation of modern information and communication technologies (ICTs), such as e-governance, electronic petitions, online consultations, participatory budgeting, and digital platforms, greatly enhances collaboration opportunities among all participants in local self-government. These changes impact several key aspects of traditional models, as shown in Fig. 3.

Thus, digitalization is radically transforming traditional models of local community governance, making them more transparent, flexible, and open to citizen participation. Digital platforms enable citizens to directly engage in decision-making, fostering decentralization and increasing government accountability. The implementation of technology strength-

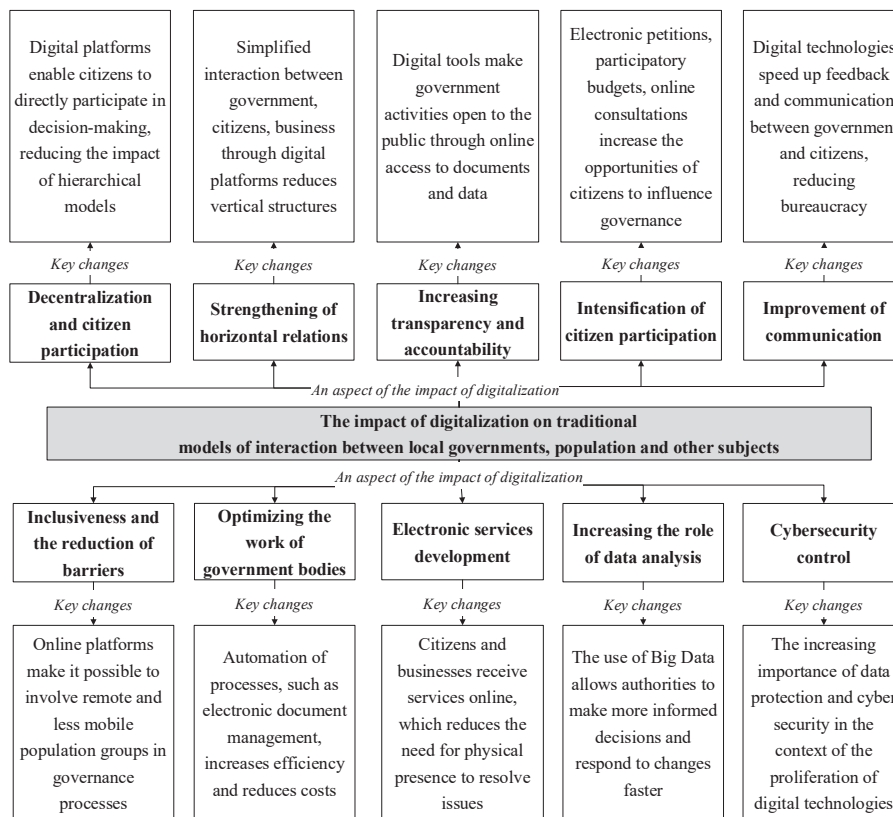


Fig. 3. The impact of digitalization on traditional models of interaction between local governments, the population and other subjects [1,3,4,5,6]

ens connections between government, businesses, and civil organizations, simplifies communication, and reduces bureaucratic barriers. Process automation and the development of electronic services optimize management, while the use of big data helps make well-informed decisions. These changes make management processes more effective, inclusive, and convenient for citizens.

E-democracy is the use of information and communication technologies (ICT) to enhance citizen participation in governance and political processes, promoting transparency, openness, and government accountability.

Key aspects of e-democracy as a tool for the digital transformation of stakeholder relations:

1. E-participation (engaging citizens in discussions and decisions via digital platforms).
2. E-governance (automation to improve efficiency and transparency).
3. Transparency and accountability (monitoring government actions through information access).
4. E-voting (online voting with security and anonymity).
5. Digital petitions and referendums (direct influence via online platforms).
6. Social media (public discussions and mobilization) [5,6].

E-democracy provides citizens with new tools for participation in governance and political processes. These tools encourage more active engagement with authorities and enable citizens to influence decision-making. The main tools of e-democracy are presented in Table 1.

Thus, e-democracy tools such as electronic petitions, surveys, participatory budgeting, and online consultations significantly improve interaction between citizens and government. They encourage more active citizen participation in decision-making, enhance government transparency and accountability, and make governance processes more efficient and responsive. These tools lower barriers to participation, allowing citizens to directly influence political decisions and resources through e-petitions, surveys, and participatory budgets. A key advantage is interactivity and feedback, which helps build trust in authorities. Digital platforms also engage youth, experts, and wider audiences, promoting greater citizen awareness [5,7,8]. However, challenges related to data security, digital inequality, and access to technology remain relevant.

Successful e-democracy practices worldwide demonstrate how digital technologies can improve citizen engagement in decision-making, increase government transparency and accountability, and

Table 1

Electronic democracy tools [5,6,7,9,10]

Tool of e-democracy	Key aspects	Example
Electronic petitions	1. Ease of creation and signature 2. Threshold of signatures for consideration 3. Transparency of the process	Electronic petitions platform of Ukraine (e-dem petitions)
Digital surveys	1. Mass coverage 2. Anonymity 3. Interactivity	Digital platforms for collecting citizens' opinions about community development
Participatory budgets	1. Citizens choose projects for financing 2. Process transparency 3. Public supervision	Budget for participation in Ukrainian cities (Kyiv, Lviv)
Online consultations	1. Open dialogue 2. Involvement of experts 3. Transparency of discussions	The platform "Public discussion" in Ukraine
Electronic voting	1. Availability 2. Processing speed 3. Security issues	E-voting in Estonia
Open data platforms	1. Transparency 2. Initiative development 3. Anti-corruption instrument	Open data platform of Ukraine (data.gov.ua)
Electronic referendums	1. Simplicity of the organization 2. High participation level 3. Issues of protection of results	Electronic Referendums in Switzerland
Public online meetings	1. Interaction with the government 2. Open access to the discussion 3. Involving experts	Online meetings to discuss draft laws in Ukraine
Shared decision-making platforms	1. Collective citizen participation 2. Tech support 3. Automation of the decision-making processes	Using a platform in Iceland to create a Constitution

enhance communication between authorities and the public. New models of stakeholder relations in local governance under digital transformation include digital platforms for interaction between government and citizens [9,10]. An overview of digital platforms that facilitate communication between authorities and residents is presented in Table 2.

Thus, it can be concluded that the implementation of digital communication platforms (Table 2) fundamentally transforms interactions between authorities and citizens, making them more transparent, convenient, and efficient. Platforms such as electronic petitions, participatory budgets, open data portals, and online consultations increase civic engagement, giving citizens a genuine influence on decision-making processes. This not only allows citizens to participate in social life but also enhances trust in public institutions.

Digital platforms help authorities become more accountable and respond promptly to citizen requests, ensuring equal access to participation in decision-making processes. Additionally, they significantly reduce

costs associated with organizing administrative processes and decrease the time required for information processing, making the management system more economical and efficient. Social inclusion, the potential to involve marginalized groups, and the accessibility of discussions for all citizens, regardless of their place of residence, highlight the crucial role of digital platforms in building an inclusive society [8,10].

Thus, digital platforms are becoming an integral part of modern democratic governance, providing citizens with new opportunities for community involvement and promoting the development of e-democracy.

The main ways in which citizens can engage in planning and management through digital platforms are presented in Table 3.

Thus, digital platforms have significantly expanded citizens' ability to participate in planning and management processes by creating mechanisms for direct interaction with authorities. They promote more transparent, efficient, and inclusive decision-making processes, allowing citizens to actively influence community life.

Table 2

Key types of digital platforms, their functions and practical implementation results [8,9,10,11,12]

Platform type	Basic functions	Practical results	Examples
Electronic petition platforms	1. Submission and signing of petitions 2. Control of the review process 3. Open access to the government's response	1. Increasing transparency 2. Control by citizens 3. Activation of the public	We the People (USA) Petition.gov.ua (Ukraine)
Participatory budget platforms	1. Submission of projects for budget financing 2. Online voting for projects 3. Implementation control	1. Active participation of citizens in the distribution of budget funds 2. Improvement of city infrastructure	Decidim Barcelona (Spain) Public Budget (Ukraine)
Electronic consultation platforms	1. Discussion of new projects 2. Electronic surveys 3. Collection and analysis of feedback	1. Prompt problem solving 2. Improvement of communication between the authorities and citizens	Citizen Space (Great Britain) E-Dem.ua (Ukraine)
Open data platforms	1. Data publication 2. Visualization tools 3. Using the data for research	1. Increasing the transparency and accountability of the authorities 2. Public control, reduction of corruption	data.gov (USA) opendata.gov.ua (Ukraine)
Platforms for local problem solving	1. Submission of complaints 2. Tracking of the request status 3. Fast Feedback	1. Quick solution of infrastructure problems 2. Improving the quality of life of citizens	FixMyStreet (UK) EcoCity (Ukraine)
Online voting platforms	1. Electronic voter identification 2. Secure voting 3. Ability to check the results	1. Increasing trust in the election system 2. Intensification of civil participation	i-Voting (Estonia)
Social inclusion platforms	1. Discussion and voting for projects 2. Equal access for every citizen	1. Inclusion of marginalized groups 2. Equal access to decision-making processes	Consul (Spain)
Digital platforms (overall results)	1. Data publication 2. Online discussion and voting 3. Automation of decision-making processes	1. Transparency 2. Resource saving 3. Civil society activation 4. Strengthening of trust in the government 5. Increasing the efficiency of state institutions	Estonia (example of combining open data and e-voting)

Table 3

Role and forms of public participation in decision making through e-tools [7,9,11,12]

Role of public and forms of participation	Description	Citizens' participation
Submission and signature of electronic petitions	Electronic petitions allow citizens to initiate changes in policy, infrastructure or legislation. After collecting signatures, the authorities consider the petition	1. Petition initiation 2. Voting for petitions
Participatory budgeting	A mechanism where citizens submit projects and vote on how to spend part of the local budget	1. Project submission 2. Voting for projects
Electronic consultations and discussions	Public debates on important decisions, such as urban planning or new laws	1. Feedback provision 2. Discussion with other citizens and experts
Online voting at elections and referendums	Digital voting at elections and referendums	1. Voting through the Internet
Monitoring and control through open data platforms	Access to data on government spending, procurement, environmental performance, etc	1. Verification and analysis of data 2. Control of process transparency
Submission of complaints and reports about local problems	Notifying the authorities about local problems	1. Notification of problems 2. Monitoring of problem solving
Participation in the development and implementation of local projects	Suggestions and participation in the development of strategic plans for community development	1. Project proposals 2. Joint development strategy planning

In the context of digitalization, new opportunities are emerging to improve government transparency and accountability to citizens. Digital platforms provide tools for interaction, requiring government bodies to respond to the challenges of modern society. This necessitates the introduction of new forms of government accountability to citizens, based on principles of openness, transparency, feedback, and efficiency, as presented in Table 4.

Thus, the digitalization of management processes opens up extensive opportunities to enhance transparency, accountability, and responsibility of government bodies to citizens. Through digital platforms, authorities can actively engage with citizens by providing access to current data, reporting on activities, and involving the public in decision-making

processes. New forms of accountability, such as digital transparency, feedback mechanisms, participation in decision-making, protection of digital rights, and the establishment of a digital ombudsman, support the development of a modern state where openness and effective governance are prioritized [9,12,13].

One of the key changes is the shift to real-time reporting and monitoring of government actions, allowing citizens to promptly track and evaluate processes such as the implementation of social programs and infrastructure projects. At the same time, tools aimed at ensuring digital security and data protection strengthen public trust in the state within the digital environment by safeguarding citizens' confidential information.

Table 4

New forms of government responsibility in digitalization conditions [9,12,13]

New forms of government responsibility in digitalization conditions	Description
Digital transparency and data openness	The government is obliged to provide citizens with free access to data about its activities in real time
Digital reporting before citizens	Governments should regularly report through digital platforms on program performance and expenditures
Digital participation in the decision-making process	The authorities are obliged to conduct digital consultations before making decisions and to report on the considered proposals of citizens
Digital security responsibility	Protection of confidential data of citizens and reporting of cyber incidents
A digital mechanism for monitoring the implementation of decisions	Mechanisms for online monitoring of decision implementation with automatic notifications for citizens
Public ratings of officials' efficiency	Platforms for evaluating the work of civil servants based on citizen feedback
Digital Ombudsman	An independent institute for the protection of digital rights of citizens and resolution of conflicts with the authorities

Thus, digitalization serves as a powerful means of strengthening citizens' trust in government, ensuring their right to information, feedback, and security. This forms a foundation for modern governance, where citizens not only observe but actively influence the work of authorities and the outcomes of decisions made.

The challenges and prospects of digital transformation in local governance are illustrated in Figure 4.

Thus, it can be concluded that digital transformation in local governance opens up significant opportunities to enhance the efficiency of management processes, improve the quality of service delivery, and engage citizens in decision-making. Despite

challenges such as limited financial resources, low digital literacy levels, and cybersecurity threats, the prospects for digitalization are highly encouraging. The implementation of modern technologies, including artificial intelligence, blockchain, and electronic platforms, promotes transparency, reduces corruption risks, and fosters greater social cohesion.

This enables communities to have a more active influence on local governance and contributes to sustainable societal development in the digital age. In this way, e-democracy not only promotes transparency and management efficiency but also fosters stronger social bonds, which are critically important for sustainable societal development.

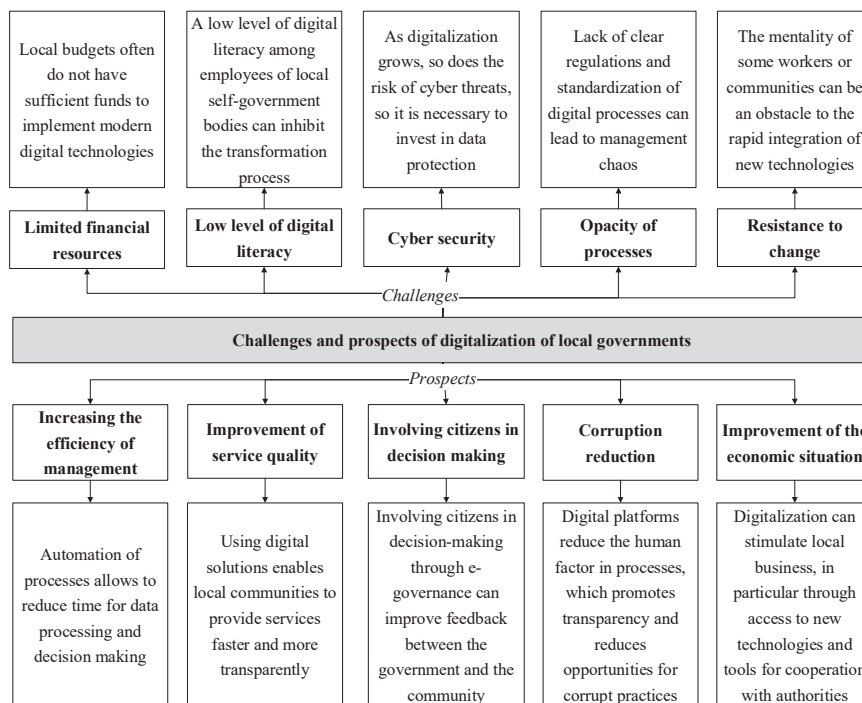


Fig. 4. Challenges and prospects of digitalization of local governments

**created by the author based on the results of the research*

Conclusions. The digital transformation of local governance has become an integral part of modern development in management processes. The implementation of e-democracy and digital platforms significantly expands opportunities for active citizen participation in decision-making, enhancing government transparency and accountability. This fosters trust in public institutions and improves the quality of public services. Digital tools are reshaping traditional governance models, enabling citizens to directly engage in budgeting processes, express their views through electronic petitions, and monitor the implementation

of decisions. Thus, the digital transformation of local governance is a key factor in modernizing management processes in today's society.

E-democracy introduces new opportunities for interaction between citizens and government, increasing efficiency, transparency, and accountability. The use of digital tools, such as electronic petitions, participatory budgeting, and online consultations, reduces barriers for various social groups to participate, making governance processes more inclusive and open. Digital platforms allow citizens to take an active role in decision-making, influence budgeting, and moni-

tor government activities through petitions, online consultations, and other tools. Despite the challenges associated with implementing digital technologies, e-democracy strengthens democratic institutions, builds trust in government bodies, and allows for the consideration of local community interests.

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