

VECTORS OF DEVELOPMENT OF REGULATORY AND LEGAL SUPPORT FOR MANAGEMENT OF STATE AND LOCAL ORGANIZATIONS OF UKRAINE IN THE CONTEXT OF DIGITAL TRANSFORMATION

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Summary. The study presents an in-depth analysis of the legal foundations of digital transformation in public administration in Ukraine during 2014–2025. The main stages of the evolution of legal regulation were identified, institutional renewal patterns were revealed, and the limitations of the current system were determined. It was established that the development of digital governance progressed consistently from separate strategies to the formation of a comprehensive legal architecture. The establishment of the "Ministry of Digital Transformation" became a key stage of institutional consolidation, while the launch of the "Diia" platform became the central element of state service integration. The developed laws made it possible to ensure effective interaction between citizens and the state, but despite the progress achieved, a considerable number of challenges were identified. Therefore, the author proposed future vectors for the development of legal regulation, capable of ensuring sustainable development of digital governance in Ukraine.

Keywords: digital governance, public administration, evolution of digital legal and regulatory framework, public electronic services, interoperability, legal ecosystem, development vectors.

Introduction. Despite the existence of numerous laws, strategies, and government decisions, the legal environment in the field of digital governance in Ukraine remains unbalanced and unevenly developed. A unified model of interaction between public authorities has not yet been established, the reform of the personal data protection system remains incomplete, and the powers of regulators in the areas of cloud and communication services often overlap. As a result, delays occur in the implementation of electronic services, regulatory inconsistencies arise, and citizens' trust in digital solutions decreases. An additional challenge is the varying level of digital capacity among public authorities, which deepens regional disparities in access to public services. The absence of a unified system for monitoring the quality of digital services complicates their objective assessment and improvement. The combination of these factors underscores the need to establish a coherent legal framework for digital governance, harmonized with European standards and focused on integrating innovation, security, and legal certainty.

Analysis of research and publications. In contemporary research, the issue of regulatory and legal support for the digital transformation of

public administration in Ukraine has been examined mainly in a descriptive manner, without forming a systemic vision of the development of the legal ecosystem of the digital state. Kovaliv M., Yesimov S., Bezotosnyy S., and Tyrkalo Y. [1] view digital transformation as a tool for structural restructuring of management processes in accordance with EU and NATO standards, yet they do not analyze the dynamics of the evolution of the regulatory framework. Khaustova M. [2] focuses on the institutionalization of e-democracy as a socio-political phenomenon without revealing its legal foundations. Herman D. [3] proposes a three-level periodization of digital policy but does not define its institutional implementation mechanisms. Lutsenko V.R. and Pikylia T.O. [4] emphasize the cultural and legal nature of digitalization but do not trace the interaction between normative acts, strategic documents, and organizational decisions. Meanwhile, Gedikov V. [5] stresses the need for systemic codification of legislation in the field of digitalization but limits the analysis to a general overview, without assessing the effectiveness of legal regulation. Collectively, these studies demonstrate important approaches but fail to form an integrated model for aligning institutional, technological, and regulatory



levels of digital transformation. Therefore, the scientific value of our research lies in the fact that, for the first time, a comprehensive study has been conducted on the regulatory system of Ukraine's digital transformation as an interdependent set of institutional and legal processes, with future development vectors outlined in accordance with emerging trends in legal regulation something that has not been previously addressed by the aforementioned experts. Hence, this study is of greater relevance, as it establishes a new scientific approach to understanding the legal architecture of the digital state, where regulation, technologies, and managerial decisions are viewed as elements of a unified evolutionary system of normative development.

The purpose of the article is a comprehensive analysis of the regulatory and legal foundations of the digital transformation of management processes in state and local authorities of Ukraine during the period from 2014 to 2025, aimed at identifying their strengths and weaknesses, as well as forming scientifically grounded vectors for the further development of legal support. The research focuses on determining the key directions of codification, unification, and adaptation of legislation to modern technological and European standards, and on developing a model of integrated digital regulation that will ensure the stability, continuity, and transparency of public administration in the context of the digital economy.

Table 1 – Evolutionary development of regulatory and legal acts on the digital transformation of management processes in state and local organizations of Ukraine from 2014 to 2025

Nº	Regulatory act	Characteristic
1	2	3
1	Law of Ukraine "On Administrative Services" (dated 06.09.2012, No. 5203-VI) [6]	Establishes the legal framework for the provision of administrative services (CNAP), enshrines the rights of citizens in the field of administrative services. Ensures standards and transparency of procedures
2	CMU Resolution No. 856 dated 18.09.2019 "Issues of the Ministry of Digital Transformation" [7]	Created the Ministry of Digital Transformation, which became the sole coordinator of digital policy. Enshrined its main tasks, namely: to systematically implement e-government reforms, IT infrastructure, electronic services. The document consolidated the previously fragmented system of government into a single body
3	CMU Order No. 649-r dated 20.09.2017 "On Approval of the Concept for the Development of Electronic Government in Ukraine" [8]	Approved the strategic vision of e-government: digitalization of public administration, development of e-services, open data, public participation, etc. Identified the principles and directions of e-government development (development of an action plan). The concept provided general guidelines, but required further detailing.
4	CMU Order No. 67-r dated 17.01.2018 "On Approval of the Concept for the Development of the Digital Economy and Society of Ukraine for 2018–2020" [9]	Approved the general strategy of the digital economy (Internet of Things, cyber security, e-commerce) and the action plan for 2018–2020. Identified the areas of the "Digital Economy". Became the basis for subsequent digital reforms.
5	Order of the Ministry of Digital Affairs No. 145 dated 31.01.2020 "On Ensuring Monitoring the Quality of Administrative Services" [10]	Implemented online monitoring systems for the quality of administrative services (indicators, customer evaluation). Organized annual surveys of citizen satisfaction with services. The order established mechanisms for monitoring and reporting on the quality of ASCs

Research results. The development of the regulatory and legal framework in the field of digital transformation of management processes within state and local organizations of Ukraine emerges as a key factor in modernizing public administration and enhancing its effectiveness. Digitalization requires not only technical solutions but also the establishment of an appropriate legal environment capable of ensuring transparency, uniformity, and integration of administrative procedures. It is essential to align legislative norms with modern European standards, create legal mechanisms for data protection and the security of digital services, and develop regulatory tools that promote openness, innovation, and accountability of public authorities. The combination of a solid regulatory foundation and digital technologies forms the basis for new directions in the development of citizen-oriented, partnership-based, and sustainable public governance. Therefore, the task arises to examine the current state of regulatory and legal support, its fundamental principles, and the future vectors of digital transformation of management processes in state and local authorities of Ukraine.

At the outset, the evolutionary development of regulatory and legal acts governing the digital transformation of management processes in state and local organizations of Ukraine from 2014 to 2025 is presented in Table 1.

The current structure of the regulatory and legal framework (Table 1) has had a significant

Продовження таблиці 1

1	2	3
6	Law of Ukraine "On Peculiarities of the Provision of Public (Electronic Public) Services" (dated 15.07.2021, No. 1689-IX) [11]	Identified the rules for the provision of public services in electronic format, namely: the possibility of automatic ("contactless") registration of services, the creation of a single digital platform. The law "established the legal basis for the digitalization" of public services, in particular through the mobile application "Diia".
7	CMU Order No. 1467-r dated 11.17.2021 "On approval of the Strategy for digital development, digital transformation and digitalization of the public finance management system for the period until 2025" [12]	Approved the strategy for the digitalization of the financial sector of Ukraine until 2025 (registers, reporting, electronic services of the Treasury). The goal was to increase budget transparency and efficiency. (In 2025, the strategy term was extended to 2030).
8	Law of Ukraine "On electronic identification and electronic trust services" (dated 10.05.2017, No. 2155-VIII) [13]	Implements EU standards (eIDAS) for electronic identification and trust services: qualified electronic signatures, seals, electronic services. Defines a system of regulatory bodies to increase trust in e-documents. The law establishes a legal foundation for mutual recognition of e-signatures and IDs (conforms to EU norms).
9	Law of Ukraine "On basic principles of ensuring cybersecurity of Ukraine" (dated 10.05.2017, No. 2163-VIII) [14]	Defines the national cybersecurity system, the basic principles of protecting critical infrastructure and digital information systems. Establishes the responsibility of government bodies for cyber protection, the creation of CERTs, and mechanisms for responding to cyber threats. The first legal framework for protecting e-government and e-services
10	Law of Ukraine No. 3343-IX dated 08/23/2023 "On amendments to certain laws of Ukraine regarding the improvement of public administration and regulation in the provision of cloud services" [15]	Clarifies the legal regulation of cloud technologies in public administration. Defines new concepts: "communication services, cloud and data center services" and "communication services regulator" (according to No. 3343, this is the state through the NCCIR). The law synchronizes the functions of the State Service for Special Communications and the NCCIR regarding cloud services, streamlines the terminology and roles
11	CMU Order No. 464-r dated 05.13.2025 "On continuation of the implementation of the Strategy for digital development in the field of public finance management for the period until 2025 and the action plan" [16]	Extended the Strategy for Digitalization of Public Finances (approved 1467-2021) until 2030 and made appropriate changes. In fact, it updated the horizons of financial digital reform, confirming the intention to consolidate the achievements made in the long term.
12	CMU Order No. 1351-r dated 31.12.2024 "On approval of the Strategy for the digital development of innovative activity of Ukraine until 2030 (WINWIN 2030)" [17]	Defines the vision of Ukraine as a "country of innovation" by 2030, key areas and an operational plan. The WINWIN 2030 Strategy sets the task of creating an ecosystem for startups, R&D and international partnerships to economically strengthen the country. (Approved on the basis of the Government Initiative WINWIN

Source: compiled by the authors based on the data [6-17]

impact on shaping the digital transformation of Ukraine's public sector between 2014 and 2025. It represents a complex architecture of regulatory decisions and strategic concepts established at various levels of legal regulation, technical solutions, and administrative institutional changes. Within this structure, there is a clear effort to combine rapid practical modernization with the creation of stable legal mechanisms; however, both areas of synergy and chronic gaps, as well as potential points of normative conflict, are evident. The first fundamental step in developing the regulatory

and legal base was the Law of Ukraine "On Administrative Services" (dated September 6, 2012, No. 5203-VI) [6], which defined the basic procedures for the operation of Administrative Service Centers and laid the legal foundation for citizen's access to public services. It created the initial institutional framework without which further digitalization of services would have been impossible, although the issue of interagency integration of registries remained unresolved. The next conceptual milestone was established by the Resolution of the Cabinet of Ministers of Ukraine "On the

Approval of the Concept of E-Governance Development in Ukraine" (No. 649-r of September 20, 2017) [8], which identified the principles of e-governance as a strategic direction. This was followed by the Resolution of the CMU "On the Approval of the Concept for the Development of the Digital Economy and Society of Ukraine for 2018–2020" (No. 67-r of January 17, 2018) [9], which expanded the scope of digital policy to include an economic dimension. Meanwhile, Resolution No. 856 of September 18, 2019 [7] "On the Issues of the Ministry of Digital Transformation" institutionalized these concepts by establishing the Ministry of Digital Transformation as the central coordinating body, thereby ensuring the systematic and managerial consistency of digital reforms. A further significant stage was the adoption of the Laws of Ukraine "On Electronic Identification and Electronic Trust Services" (dated October 5, 2017, No. 2155-VIII) [13] and "On the Basic Principles of Ensuring Cybersecurity of Ukraine" (dated October 5, 2017, No. 2163-VIII) [14]. Together, they formed the technical and legal foundation for electronic services and the protection of critical information infrastructure. However, their implementation revealed difficulties due to overlapping competencies among the Cabinet of Ministers, the Ministry of Digital Transformation, the State Service of Special Communications, the National Bank of Ukraine, and other regulators, leading to duplication of authority and uncertainty regarding accountability for the reliability of e-services. The next logical link in this digital evolution was the Law of Ukraine "On the Peculiarities of Providing Public (Electronic Public) Services" (dated July 15, 2021, No. 1689-IX) [11], which opened the way for mobile platforms and contactless services, most notably the "Diia" application. Nevertheless, the effectiveness of these innovations has proven to depend heavily on the integration of state registries and the efficiency of personal data protection mechanisms, underscoring the need to complete the relevant reform. The regulatory framework expanded further with the adoption of the Law of Ukraine No. 3343-IX "On Amendments to Certain Laws of Ukraine to Improve State Governance and Regulation in the Provision of Cloud Services" (dated August 23, 2023) [15], which standardized the use of cloud technologies in the public sector. However, its provisions must be harmonized with the current Law of Ukraine "On the Basic Principles of Ensuring Cybersecurity of Ukraine" [14] and data protection regulations; otherwise, the technical accessibility of cloud solutions may be accompanied by heightened cybersecurity risks due to the absence of clear certification standards, security profiles, and model contractual clauses. The final regulatory stage included a series of stra-

tegic documents: the Resolution of the CMU "On the Approval of the Strategy for Digital Development, Digital Transformations, and Digitalization of the Public Finance Management System until 2025" (No. 1467-r of November 17, 2021) [12], its continuation (No. 464-r of May 13, 2025) [16], and the Resolution of the CMU "On the Approval of the Strategy for the Digital Development of Innovation Activity of Ukraine until 2030 (WINWIN 2030)" (No. 1351-r of December 31, 2024) [17]. These acts established long-term priorities for the development of the digital economy, artificial intelligence, and innovation, creating a political imperative for regulatory renewal in the technological sphere. At the same time, they emphasized the need to establish rules for algorithmic accountability, audits of automated decision-making systems, and the ethical use of artificial intelligence.

In summary, the regulatory framework of 2014–2025 has created a sufficiently strong foundation for the digitalization of public services; however, its further effectiveness depends on the next wave of codification the adoption of a comprehensive law on public electronic registries, reform of the personal data protection system in line with European standards, detailed amendments to Law No. 3343-IX [15] concerning the security of cloud services, and the adoption of a framework law on the use of artificial intelligence in public administration. Only such an integrated legal framework can ensure the stability of digital governance and the alignment of innovation with public interest and citizen's rights.

Let us highlight the key advantages and disadvantages of the current regulatory and legal framework for digital transformation from 2014 to 2025 (see Table 2).

The data presented in Table 2 detail the advantages and disadvantages of the legal framework supporting Ukraine's digital transformation between 2014 and 2025. This framework has evolved from declarative concepts to a platform-based, service-oriented approach grounded in the principles of quality measurability, cybersecurity resilience, and financial integration. The initial framework was established by the Law of Ukraine "On Administrative Services" (dated September 6, 2012, No. 5203-VI) [6], which streamlined service delivery processes, initiated the development of Administrative Service Centers (CNAPs), and enshrined the principles of transparency in governance. However, technologically, this act belonged to the pre-platform stage most procedures remained manual, and interoperability and automation were limited, which created a need for modernization of the governance architecture. This institutional gap was bridged by the creation of the Ministry of Digital Transformation of Ukraine (Cab-

Table 2 – Key advantages and disadvantages of the current regulatory and legal framework for digital transformation from 2014 to 2025.

Nº	Act/approach	Advantages	Disadvantages
1	Law of Ukraine "On Administrative Services" (dated 06.09.2012, No. 5203-VI) [6]	Streamlined the provision of administrative services, established mechanisms for transparency, development of ASCs. Contributed to the simplification of procedures and openness of public services.	Adopted for mass digitalization, so gradually outdated technologically. "Manual" processes remain, low level of automation.
2	Resolution of the Cabinet of Ministers of Ukraine "On the Establishment of the Ministry of Digital Transformation of Ukraine" (dated 18.09.2019, No. 856) [7]	Consolidated functions in a single body, which provided a systematic approach to reforms	A new body, may create risks of duplication or inconsistency with other departments, the need for a clear distribution of powers and resources.
3	Concept for the Development of E-Government in Ukraine (approved by the Resolution of the Cabinet of Ministers of Ukraine dated 20.09.2017, No. 649-p) [8]	Identified long-term goals of e-government, outlined basic directions (open data, e-democracy, e-services). Created a regulatory framework for further laws.	Insufficient funding and specific action plans. Some provisions of the concept were not systematically implemented (emphasis on communities, lack of clear KPIs).
4	Concept for the Development of the Digital Economy and Society of Ukraine (approved by the Resolution of the Cabinet of Ministers of Ukraine dated 17.01.2018, No. 67-p) [9]	Created a platform for synergy between state policy and the IT sphere with an emphasis on digital infrastructure and innovations in business.	General formulations, difficult to measure implementation; some initiatives remained at the strategy level.
5	Law of Ukraine "On Peculiarities of the Provision of Public (Electronic Public) Services" (dated 15.07.2021, No. 1689-IX) [11]	Provided broad development of "Diia" and e-services, allowed the implementation of e-services in a fully digital format. Thanks to it, more than 21.7 million Ukrainians use "Diia".	Digital divide because a significant part of the population (especially pensioners) do not use smartphones or the Internet and remain outside access to e-services, therefore, measures for the mass implementation of inclusion are urgently needed.
6	Strategy for the Digitalization of Public Finances (approved by the Resolution of the Cabinet of Ministers of Ukraine dated 28.12.2021, No. 1467-r) [12]	Formed clear goals for the automation of financial processes, integration of registers of the Ministry of Finance and the Treasury. Provided the basis for "paperless" reporting.	Requires annual monitoring and adaptation, risk of obsolescence in conditions of rapid change (not all goals had specific time frames and budget).
7	Order of the Ministry of Digital Transformation of Ukraine "On Approval of the Methodology for Monitoring the Quality of Administrative Services" (dated 03.11.2020, No. 145) [10]	Introduced regular assessment of the quality of administrative services; created open ratings of ASCs and increased the responsibility of government bodies.	Not all ASCs have the resources to continuously measure quality, and the indicators are still far from using AI analysis (deep analytics).
8	Law of Ukraine "On Electronic Identification and Electronic Trust Services" (dated 05.10.2017, No. 2155-VIII) [13]	Harmonized legislation with EU requirements (eIDAS), increased trust in e-signatures. Allows the Ukrainian CEP to be legally equated to the paper original.	There are technical and organizational barriers to mass digitalization of signatures, and it is necessary to update the infrastructure of the CSC and citizens' trust in e-signature.
9	Law of Ukraine "On Basic Principles of Ensuring Cybersecurity of Ukraine" (dated 05.10.2017, No. 2163-VIII) [14]	Established national cyber defense mechanisms (CERT UA, ASPZ), ensured coordination between special services and the private sector.	Implementation is slow, there are personnel problems in cyber-relevant structures, and the law requires constant updates in view of new threats
10	Draft Law of Ukraine "On the National System of Confidential Communications" (reg. No. 10273) is under consideration in the Verkhovna Rada (as of 2025 – not adopted) [18]	Initiates the creation of a national system of secure communications, which will help close the gaps in the security of government communications.	The document is still at the adoption stage, contains technical inaccuracies (according to expert comments). Requires further development and public discussion.

Source: compiled by the authors based on the data [6–14; 18]

inet of Ministers Resolution No. 856 of September 18, 2019) [7], which consolidated decentralized functions, improved horizontal coordination of policies and projects, and established a unified center of strategic responsibility. Yet, despite its systemic and coordinating impact, the new institution faced risks of overlapping powers, budgetary competition, and staffing shortages. The Concept for the Development of E-Government in Ukraine (Cabinet of Ministers Order No. 649-p of September 20, 2017) [8] and the Concept for the Development of the Digital Economy and Society of Ukraine for 2018–2020 (Cabinet of Ministers Order No. 67-p of January 17, 2018) [9] provided strategic direction for openness, e-democracy, and integration of state policy with the innovation ecosystem. However, both concepts remained largely declarative due to the absence of clear KPIs, roadmaps, and secured funding, which limited their operational implementation. A real regulatory breakthrough occurred with the adoption of the Law of Ukraine "On the Peculiarities of Providing Public (Electronic Public) Services" (dated July 15, 2021, No. 1689-IX) [11], which legalized fully digital scenarios of citizen-state interaction and created the legal basis for launching the mobile platform "Diia". This marked a transition from the formal "digitization of documents" to a model of digital life events, significantly reducing transaction costs and building a new level of trust in public services. However, challenges of digital inequality, uneven infrastructure, and limited human capacity at the local level persisted. To enhance service quality, the Order of the Ministry of Digital Transformation "On Approval of the Methodology for Monitoring the Quality of Administrative Services" (dated May 27, 2020, No. 145) [10] introduced regular performance assessments of CNAPs, fostering accountability and competition for quality. Nonetheless, the analytical component of the methodology remained descriptive, lacking causal analysis between efficiency indicators and system workloads. A cornerstone of digital trust was the Law of Ukraine "On Electronic Trust Services" (dated October 5, 2017, No. 2155-VIII) [13], harmonized with the EU eIDAS Regulation. It ensured the legal equivalence of electronic signatures with paper documents, enhancing legal certainty. Yet, uneven implementation, fragmented user experience, and technological obsolescence of some certification centers underscored the need for deeper modernization. The security framework was provided by the Law of Ukraine "On the Basic Principles of Ensuring Cybersecurity of Ukraine" (dated October 5, 2017, No. 2163-VIII) [14], which established national coordination mechanisms, institutionalized CERT-UA, and initiated public-private cybersecurity cooperation. Despite this, the

system still faces shortages of qualified personnel and requires rapid updates to align with evolving threats. Together, the aforementioned acts create a complementary architecture of legal legitimacy with the Law "On Electronic Public Services" (No. 1689-IX) establishing the legal foundation of digital services, while the Laws "On Electronic Identification and Trust Services" (No. 2155-VIII) and "Cybersecurity" (No. 2163-VIII) ensure their technical and security credibility [11; 13; 14]. Their synergy determines the stability and integrity of digital governance. Further progress was reinforced by the Strategy for the Digitalization of Public Finances in Ukraine (Cabinet of Ministers Order No. 1467-p of December 28, 2021) [12], which integrated digital tools into the budget and treasury system, promoting automation, transparency, and the transition to paperless reporting. However, this strategy requires systematic revision to keep pace with technological change. The regulatory framework is concluded by the Draft Law No. 10273 "On Confidential Communication" (2023) [18], aimed at creating secure government communication channels. Its eventual adoption is crucial for ensuring continuity of governance amid cyber threats and martial law, though its pending status still hinders the establishment of stable interoperability standards. In conclusion, the defining condition for future progress is the consolidation of all regulatory acts into a single, governable architecture through codification of norms, harmonized interoperability standards, continuous cybersecurity renewal, and real user inclusiveness all essential for ensuring the sustainable development of the digital state and strengthening public trust in its services.

The next and final step is to define the future development vectors of the regulatory and legal framework in the context of the digital transformation of management processes in state and local organizations of Ukraine (see Table 3).

The proposed future vectors for the development of the regulatory and legal framework in Table 3 are aimed at transforming the digitalization of public administration from a set of fragmented initiatives into an interconnected system, where technical data interoperability serves as the foundation for managerial and social outcomes. Initially, an infrastructural base is established through interagency interoperability and a unified registry system. This base simultaneously reduces reliance on paper-based processes and creates conditions for automated service delivery, enhancing the speed and transparency of interactions. In parallel, legal harmonization with European standards in the areas of personal data protection and digital identity strengthens citizen's rights and opens practical opportunities for cross-border

Table 3 – Future vectors of development of regulatory and legal support in the context of digital transformation of management processes in state and local organizations of Ukraine

Nº	Development vector	Future (updated) regulatory framework (reforms)	Expected changes
1	Improving interdepartmental interoperability and basic registers	New Law of Ukraine "On Public Electronic Registries and Interoperability". Should define 4 basic registers (population, business, real estate, land), unique identifiers, mandatory APIs, data model, metadata catalogs, SLAs, prohibition of duplication of primary data and Centralized access to data instead of certificates.	Services will be provided automatically without certificates, data exchange will become fast, and paper bureaucracy will gradually disappear.
2	Implementing GDPR compliance and involving an independent personal data regulator	New edition of the Law "On Personal Data Protection" (draft No. 8153) and the law on the creation of an independent regulator (draft No. 6177). Provides for the implementation of the DPIA personal data protection standard and DPO roles, codes of conduct and sanctions.	Personal data protection will meet European standards, ensuring secure exchange and greater trust in digital services
3	Implementing the European Digital Wallet (eIDAS 2)	New Law "On Compatibility of National eID with EU Digital Identity Wallet". Will provide for certification of wallets, attributes and recognition of foreign solutions	Ukrainian digital documents will be recognized in the EU, which will make their use easier and more accessible abroad
4	Updating requirements and technologies for cloud services for the public sector	Updated Law "On State Cloud Services". Will establish rules for security, localization, redundancy and shared responsibility	State services will operate more stably, become more secure and more easily scalable
5	Updating cybersecurity standards and technologies (NIS2)	Updated Law "On Cyber Resilience of Critical Sectors" (NIS2 adaptation). Will define key secure operators, reporting, audit and response requirements	The cyber defense system will become faster, more coordinated and able to effectively prevent incidents
6	Implementing the national confidential communication system	New Law "On Government Secure Communication Network". Will establish cryptographic protection, backup channels and reliability levels.	State bodies will receive secure and stable communication even in crisis conditions
7	Implementing AI in public administration	New Law "On Artificial Intelligence in Public Administration". Will define risk classes, explainability and audit requirements	The use of AI will become controlled and transparent, which will minimize errors and biased decisions
8	Improving the accessibility of digital services (WCAG 2.2)	New Law "On Digital Accessibility of Public Services". Will provide for the implementation of the WCAG 2.2 AA standard and regular audits	All state portals will be accessible to people with disabilities, the elderly and users of various devices
9	Expanding and improving open data 2.0	Updated Law "On Open Data". Will define high-value sets, update deadlines, licensing and anonymization	Data will become higher quality and will be regularly updated, which will ensure transparency and benefit for business and citizens
10	Changing requirements for e-document management and digital archives	New Law "On Electronic Document Management and Digital Archives". Will regulate PDF/A, XML formats, long-term signatures and born-digital policy	Document circulation will become fully electronic, and archives will be securely stored in digital form and protected by digital keys
11	Implementing GovTech procurement and regulatory sandboxes	New Law "On Innovative Public Procurement". Will establish a simplified regime for testing and pilots and standard contracts	The state will implement faster innovation, opening the market to startups and technology companies
12	Implementing inclusion and offline service twins	New Law "On Ensuring Offline Access to Public Services". It will provide offline alternatives, mobile ASCs, and subventions to communities, which is especially relevant in wartime.	Even without the Internet, citizens will be able to use government services on an equal footing with others

Source: formulated independently by the author

recognition of electronic documents. The sequential updating of cloud service and cybersecurity requirements is driven by the need to ensure the scalability of state services and the resilience of their operations under crisis conditions, while the creation of a secure government network further guarantees the continuity of communications for critical governmental functions. The implementation of rules for the use of artificial intelligence in public administration is necessary to combine analytical efficiency with explainability and audit requirements, directing AI usage toward controlled and accountable decision-making. Simultaneously, the emphasis on digital accessibility according to WCAG 2.2 standards and the development of offline-service duplicates aim to minimize the digital divide and ensure equal access for vulnerable population groups. The development of open data policies should streamline electronic document flows and create digital archives, forming an information platform for analytical governance and long-term preservation of state data, which in turn will improve decision-making quality and ensure data representativeness. The transition to experimental regulatory and procurement tools in the GovTech format will accelerate innovation, provided that transparent testing mechanisms and standard collaboration conditions with the market are simultaneously established. At the same time, implementing this comprehensive set of measures may face evident challenges, including difficulties in coordination across government levels and agencies during registry implementation, the need for substantial resources to modernize infrastructure and enhance staff competencies, risks of privatization or dependence on technology providers, and the necessity to balance data transparency with privacy protection.

Therefore, the success of the transformation will depend on an integrated approach, in which regulatory innovations are accompanied by tech-

nical standards, resource planning, and accountability systems. Only through such a combination can the declared effects of automation, resilience, inclusiveness, and innovation be realized in the practical implementation of public administration.

Conclusions. The regulatory and legal framework for the digital transformation of management processes in Ukraine has established a robust technological and organizational foundation, ensuring transparency, accessibility, and trust in state digital services. At the same time, it has been identified that the regulatory environment remains unbalanced, with insufficient unification of registries, inconsistencies in interagency powers, and uneven digital capacity across regions. The effectiveness of further digitalization will depend on the transition to a holistic model of integrated governance, harmonized with European standards, strengthened cybersecurity resilience, and the legal consolidation of artificial intelligence use. Only a coordinated architecture of legal, technical, and organizational solutions can ensure predictability, scalability, and long-term sustainability of digital reforms. The theoretical significance of the study lies in deepening the understanding of digital transformation as a comprehensive legal-institutional process, where strategic, technological, and organizational levels of public administration interact. Its practical significance is in identifying vectors for future legislative modernization to create a unified system of digital governance, develop trust tools (eID, electronic signatures, cybersecurity), and establish a stable regulatory infrastructure for the digital economy. A further direction of the research will focus on deepening the analytics for constructing a risk-oriented model of digital regulation, examining mechanisms for legal adaptation to artificial intelligence technologies, and developing the concept of a unified digital registry space with standardized security and access protocols.

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ВЕКТОРИ РОЗВИТКУ НОРМАТИВНО-ПРАВОВОГО ЗАБЕЗПЕЧЕННЯ УПРАВЛІННЯ ДЕРЖАВНИХ І МІСЦЕВИХ ОРГАНІЗАЦІЙ УКРАЇНИ В КОНТЕКСТІ ЦИФРОВОЇ ТРАНСФОРМАЦІЇ

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Анотація. У роботі здійснено поглиблений аналіз нормативно-правових зasad цифрової трансформації державного та місцевого управління України у 2014–2025 рр. Було виокремлено ключові етапи еволюції правового забезпечення, а також визначено структурні обмеження чинної нормативної системи. Отримані результати свідчать, що розвиток цифрового врядування відбувався поступово починаючи від розрізнених стратегій і декларативних концепцій до формування цілісної правової архітектури, у якій гармонійно поєднуються технологічна стандартизація, адміністративна уніфікація та регуляторна адаптація до європейських вимог і принципів. При цьому з'ясовано, що на початкових етапах базові закони про адміністративні послуги та електронне урядування визначили параметри прозорості й відкритості, однак їх практична реалізація гальмувалася неузгодженістю процедур, відсутністю кодифікації та чіткої координації компетенцій. Надалі доведено, що створення Міністерства цифрової трансформації стало переломним моментом інституційної консолідації, адже саме воно надало цифровій політиці системності, координаційної цілісності та заклали основу впровадження платформного підходу до державних сервісів. У цьому контексті закони про електронну ідентифікацію, довірчі послуги та кібербезпеку сформували техніко-правовий фундамент довіри, виявивши потребу в модернізації інфраструктури, узгоджені регуляторних повноважень і підвищенні рівня захищеності даних. Разом із тим, закон про публічні електронні послуги започаткував нову фазу сервісної трансформації, у межах якої мобільна платформа «Дія» стала ядром інтеграції державних сервісів, хоча проблема цифрової нерівності та регіональних дисбалансів спроможності органів влади залишається невирішеною. Тому, було запропоновано майбутні вектори розвитку нормативно-правового забезпечення, що дозволяють на правову гармонізацію з цифровим законодавством ЄС, кодифікацію норм, регулювання використання штучного інтелекту й формування інтегрованої правової екосистеми, здатної гарантувати сталий розвиток цифрового врядування в Україні.

Ключові слова: цифрове врядування, публічне управління, еволюція цифрового нормативно-правового законодавства, публічні електронні послуги, інтероперабельність, правова екосистема, вектори розвитку.

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