

Features of modern development of electronic document management in digital governance system

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Abstract. The development of electronic document management is becoming an integral part of digital governance and is significant in improving the efficiency of both individual institutions and the public administration system. The study aimed to analyse the modern trends in the development of electronic document management in Ukraine and the world, and to identify the problems and prospects for its future development under the influence of digitalisation. The impact of the digitalisation process on the evolution of electronic document management in the government system as well as on all aspects of public life in general was noticed in the study. The research emphasised Ukraine's accomplishments in the area of electronic document management digitisation. The study established that internal structure of digital governance was formed, citizens' access to public services was expanded, and the Trembita system was introduced to ensure effective data exchange between government agencies. To this end, the Diia platform was introduced to ensure digital interaction between the state and society. Significant progress was made in the development of the legal framework for the development of electronic document management in the field of digital governance. Even though electronic document management in Ukraine has shown encouraging trends, its continued development under the influence of digitalisation necessitated resolving a number of issues, such as the legal and regulatory framework's weakness, the low level of digital literacy among public servants and the interaction of state information systems, and the vulnerability to cyber threats. Other problems included resistance of government employees to the introduction of digitalisation in the field of electronic document management, a low level of funding and technical support of government agencies in the development of digital document management. The solution to these problems required not only finding effective ways to develop electronic document management in the digital governance system, but also borrowing foreign experience of successful practices of such development. The study that the experience of such countries as Estonia, Germany, Denmark and France was the most promising in this area. The practical value of the study is determined by the fact that the conclusions and recommendations obtained as a result of its implementation can be used to improve the process of development of electronic document management in the field of digital governance in Ukraine

Keywords: automation; digital transformation; information systems; e-government; cloud technologies; artificial intelligence; mobile access

Introduction

The research relevance was determined by the need for a further study of the processes of introducing electronic document management in the digital governance system, especially in the context of rapid technological transformations and increasing demands of citizens

on the quality of public services. Following O. Hanyaylo *et al.* (2023) noted that electronic document management in Ukraine has gone through several stages: starting with systems of simple document accounting, the originals of which were necessarily in paper form,

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continuing with systems that were already able to operate electronic copies of paper originals, and ending with the formation of systems for which the existence of an electronic document was of primary importance, and its copy may also be in paper format. L. Prokopets *et al.* (2021) believed that it was determined by the preference for the electronic format of documents over paper that electronic document management at the present stage facilitates the operations with information resources and reduces the time spent on solving tasks related to document exchange. N. Kapitanenko (2024) emphasised that electronic document management saves material and human resources, which were previously used when printing, sending and storing documents. Given the remote advantages of electronic document management, it ensured mobility and convenience of sending documents through appropriate platforms or using e-mail. Modern document management systems have made it possible to create electronic archives for more efficient document storage. In addition, according to L. Malanchuk & Yu. Zhakun (2021), the digitalisation of electronic document management saved space, as an electronic document in digital format took up much less space than its paper version. Moreover, the digital format of electronic documents simplified the process of creating a backup copy and guaranteed their safety in the face of natural and unnatural negative influences, while the paper version became more vulnerable in this regard.

According to T. Kurus (2024), the creation of an information society and the modernisation of Ukraine's public administration system were significantly influenced by the growth of e-government. Enhancing the effectiveness of public service delivery and guaranteeing the openness, transparency, and accountability of public authorities were two benefits of incorporating information and communication technologies into the interactions between state institutions, civil society, and business. As noted by S. Vashchenko *et al.* (2024), electronic document management has become a key mechanism for implementing the main directions of information and communication technologies in the activities of public authorities, which determined its establishment as one of the basic elements in the development of the public administration system. V. Shkolnikova (2024) noted that since 2019, Ukraine has embarked on a course of comprehensive digitalisation and a "state in a smartphone", which has led to new trends in the field of document management. S. Yakovlev (2023) highlighted that, within the context of modern challenges, digital tools have become key components of e-government, aimed at optimising decision-making processes, achieving greater efficiency in administrative services and developing e-democracy. According to A. Yasinska (2022), since digitisation included both the conversion of paper documents into digital form and the methodical integration of digital technology into

the e-government space, it has grown to be a far more comprehensive process than merely adding electronic document management. However, R. Zinko (2024) highlighted that the absence of standardised standards and laws, organisational challenges, and security and data protection issues have prevented Ukraine from completely developing its national electronic document management system. Thus, no comprehensive study of the development of electronic document management in the field of digital governance has yet been conducted by any researcher, and the topic of the peculiarities of the modern development of electronic document management in the digital governance system has become important.

The study aimed to analyse the modern state of development of electronic document management in Ukraine and the world, to outline the main trends and challenges faced by the process of development of electronic document management at the present stage during digitalisation, and to formulate recommendations for optimising document management processes in digital governance. Following the stated goal, the following tasks were identified: 1) to analyse the modern state of development of electronic document management in Ukraine and the world; 2) to identify the main trends and challenges in the development of electronic document management in public administration; 3) to formulate recommendations for improving electronic document management processes in the field of digital governance.

Scientific novelty of the study: for the first time, a comprehensive study of managing documents electronically in the digital governance system was conducted, problems and challenges were outlined, and recommendations for optimising document management processes in digital governance were formulated.

Materials and Methods

An extensive examination of the particulars of the evolution of electronic document management within the framework of digital governance was conducted using a combination of general scientific and specialised methodologies in order to accomplish the stated goal and address the research objectives. It was described the evolution of electronic document management in Ukraine and around the world, as well as modern tendencies in this development, using the historical method. It was noted that electronic document management has been widespread in the world since the end of the 20th century, while in Ukraine, although its legislative regulation took place in 2003, electronic document management has become widespread only since 2020, when amendments to Law of Ukraine No. 2155-VIII (2024) were adopted. The study also analysed the data from Law of Ukraine No. 851-IV (2003), Resolution of the Cabinet of Ministers of Ukraine No. 798 (2023), and Law of Ukraine No. 2155-VIII (2024). It was analysed Resolution of the Cabinet of Ministers of Ukraine No. 357 (2018), which

defined the list of electronic information resources, and Resolution of the Cabinet of Ministers of Ukraine No. 764 (2024), which regulated several organisational, methodological, technical and technological conditions. Other documents that formed the basis of the study were Resolution of the Cabinet of Ministers of Ukraine No. 55 (2018) and Order of the State Agency for E-Governance of Ukraine No. 60 (2018). The study of the data from Order of the State Agency for E-Governance of Ukraine No. 51 (2018) analysed the formats of electronic messages, as well as the formats of data exchange using these electronic message formats.

The concept, content and significance of electronic document management as an important component of the digital governance system were investigated using the analysis method. This contributed to the establishment of a common understanding of the concepts of "electronic document management", "digital governance", and "digital governance system" within the framework of this study. The comparative legal method was used to analyse the specifics of the functioning of electronic document management systems in different European countries (in particular, Estonia, Germany, Denmark, and France). The method of synthesis provided new knowledge about the main purpose of modern electronic document management systems – to achieve maximum automation of work with documents: the processes of their entry, registration, distribution, editing, saving, searching, viewing, controlling execution, and differentiating access.

In addition, the application of the analysis method studied the modern state of development of electronic document management in Ukraine and abroad in the context of digital governance, to outline its main advantages, and to identify existing problems of implementation and improvement in the context of dynamic technological changes and growing public expectations regarding the quality of public services. The method of explanation was used to formulate the author's innovative legal definition of the concept of "digital governance system". The systemic method established that the introduction of electronic document management achieves greater efficiency and quality of management decision-making based on a more accurate reflection of the real situation in the management model. The generalisation method contributed to the formulation of conclusions about the need for further development of electronic document management in the field of digital governance in Ukraine, incorporated the existing problems of its implementation and the best practices of its improvement in European countries.

Results and Discussion

The introduction of digital governance in the majority of information-driven nations was made possible by the notable acceleration of the processes of informatisation of society and the introduction of information technologies

in all spheres of governance that occurred since the 1980s and 1990s of the 20th century. At the same time, the effectiveness of its implementation directly depended on the level of informatisation of the public sector in each country. Therefore, most developed countries have developed effective regulatory and legal frameworks in this area that define relevant aspects of the information society, digital governance and electronic document management as its integral part. As a result, states were striving to increase the pace of economic, technological and information development, strengthen their competitiveness to reach the world's leading positions, and improve the quality of life of their citizens. In this regard, since 2017, Ukraine has been actively working to develop electronic document management as an integral element of digital governance. The introduction of modern digital solutions in the field of electronic document management facilitated the integration of various state registers and systems, which ensured efficient data exchange between government agencies and minimised duplication of information. The digitisation of document management processes has also significantly improved cybersecurity, reduced the risk of document loss or forgery, and facilitated the introduction of electronic identification and digital signatures.

In 2003, Law of Ukraine No. 851-IV (2003) came into force in Ukraine, but it was only in 2020, with the amendment of Law of Ukraine No. 2155-VIII (2024), that electronic document management became widespread. This was since the updated Law of Ukraine No. 2155-VIII (2024) terminated the electronic digital signature and introduced a qualified electronic signature, equating the latter with its legal equivalent to a handwritten signature without any additional conditions. Ukraine has taken steps forward in its digital transformation with these changes. The development of electronic document management was still in progress, despite the clear benefits of doing so, particularly, when considering digital governance.

It would be wise to define the term "electronic document management" in order to examine the unique features of this system in the modern digital governance framework. According to Ukrainian legislation, electronic document management was a set of processes aimed at creating, processing, sending, transmitting, receiving, storing, using and destroying electronic documents, the implementation of which took place with the integrity check and, if necessary, with confirmation of the fact of their receipt (Law of Ukraine No. 851-IV, 2003). In the context of this study, addressing the aspects of digital transformation, electronic document management should be regarded as a set of legal, organisational and technological processes aimed at ensuring the creation, processing, transfer, storage and use of documents between document management entities in the digital environment using modern information and communication technologies, electronic

signatures and cybersecurity mechanisms. Given the ongoing digital transformation, the electronic document management system was an integral part of digital governance aimed at optimising management processes, reducing the number of paper procedures, achieving more transparent interaction between government agencies, citizens and businesses, and integrating with national and international electronic data exchange systems. In turn, digital governance was understood as a way of organising public administration using digital technologies, the main purpose of which was to

satisfy the rights, freedoms and interests of a person and citizen at all levels of their interaction with the state (Mikhrovska, 2020). In other words, digital governance has completely overturned the concept of "governance for the sake of governance" and moved into the realm of "governance to meet the needs of citizens". Therefore, digital governance was not only the next stage of e-government development, but also its qualitative transformation. This was evidenced by the steps to be taken by the state in implementing the concept of digital governance following UN documents (Fig. 1).

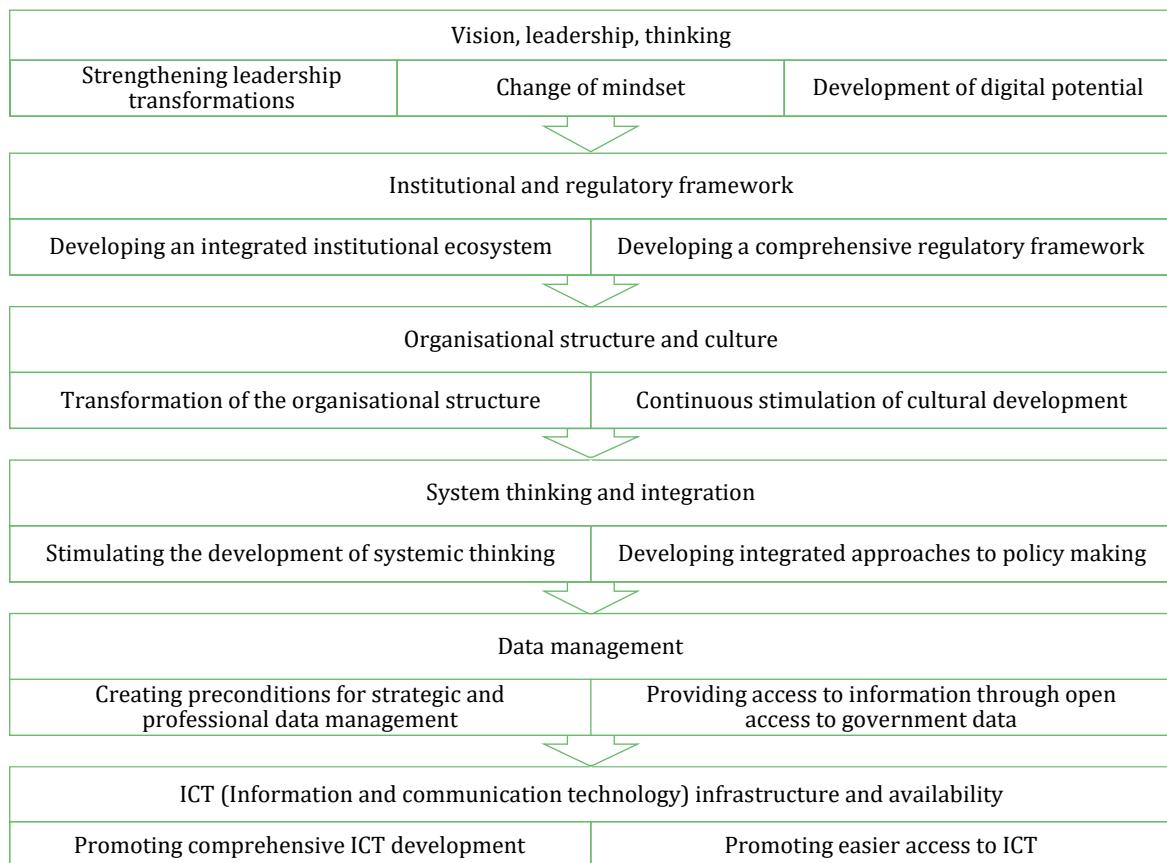


Figure 1. UN recommendations for implementing the concept of digital governance at the state level

Source: United Nations e-government survey 2020. Digital government in the decade of action for sustainable development (2020)

The analysis of these steps determined that, contrary to e-government, digital governance involved a comprehensive approach that focused on improving quality rather than quantity. This applied equally to the provision of public services, bridging the existing digital divide, and training highly qualified specialists in this area.

The notion of a digital governance system was uncertain in Ukrainian and foreign legal doctrine, although its use was increasing. Given that digital governance was a new stage in the development of e-government, and that the concept of an e-government system was defined, it was worth deriving the understanding of the concept of "digital governance

system" from it, given the existing definition of "digital governance". Therefore, the e-government system was generally understood as a system of public administration based on the use of modern information and communication technologies, which aimed to achieve greater efficiency and transparency of government, as well as establish public control over it (Tkachenko, 2020). Given this, it was advisable to understand the digital governance system as a system of public administration that involved the use of digital technologies to achieve a specific goal of satisfying the rights, freedoms and interests of a person and citizen at all levels of their interaction with the state.

Since the beginning of the Russian full-scale invasion of Ukraine in 2022, the digitalisation of electronic document management has accelerated, driven by the need to maintain the state's stability in the most difficult conditions faced by Ukraine. At the same time, it was worth noting Ukrainian achievements in the development of electronic document management in the field of digital governance. A internal digital governance structure has been formed, which significantly contributed to the development of electronic document management in Ukraine. This referred to the functioning of the Ministry of Digital Transformation of Ukraine, whose activities were aimed at developing digital governance and electronic document management as its important component. In particular, the development of electronic document management in the context of digitalisation was becoming one of the priority areas of Ukraine's development, which simplified and increased the efficiency of document circulation. In 2017-2024, the scope of electronic document management was significantly expanded to include public services that were available to every citizen of Ukraine. The introduction of information and communication technologies in public administration was not only a way to simplify and improve the interaction between society and the state, but also an important step towards achieving transparency, equality, non-discrimination and accountability of information at all levels of communication between government agencies. All of this was facilitated by the Ministry of Digital Transformation of Ukraine, which has developed and implemented the Trembita system to ensure secure data exchange between government agencies, as well as the Diia platform to guarantee digital interaction between the state and society.

Significant progress was made in developing the legal framework for electronic document management

in digital governance. In addition to Law of Ukraine No. 851-IV (2003) and Law of Ukraine No. 2155-VIII (2024), several other regulatory acts were adopted and updated in this area. Resolution of the Cabinet of Ministers of Ukraine No. 798 (2023) was designed to define the basic requirements for the use of qualified electronic trust services by state authorities and local self-government bodies, as well as state-owned enterprises, institutions and organisations. Resolution of the Cabinet of Ministers of Ukraine No. 764 (2024) regulated a set of organisational, methodological, technical and technological conditions that must be complied with by providers of electronic identification services and electronic trust services. Resolution of the Cabinet of Ministers of Ukraine No. 357 (2018) defined the list of electronic information resources that were a priority in the context of establishing electronic interaction between state authorities, local self-government bodies, as well as state-owned enterprises, institutions and organisations. Another document, Resolution of the Cabinet of Ministers of Ukraine No. 55 (2018), defined all important aspects of documenting management activities, from the moment of creation or receipt of the relevant document to the time, when such a document was sent or transferred to the archive department of the public administration entity. Order of the State Agency for E-Governance of Ukraine No. 60 (2018) defined the requirements for the mandatory details of electronic documents and their data formats. The last important document for analysis, Order of the State Agency for E-Governance of Ukraine No. 51 (2018), established the relevant formats for electronic messages, as well as the formats for data exchange using these electronic message formats.

In 2021-2024, Ukraine also took the following significant steps in the digitalisation of electronic document management (Fig. 2).

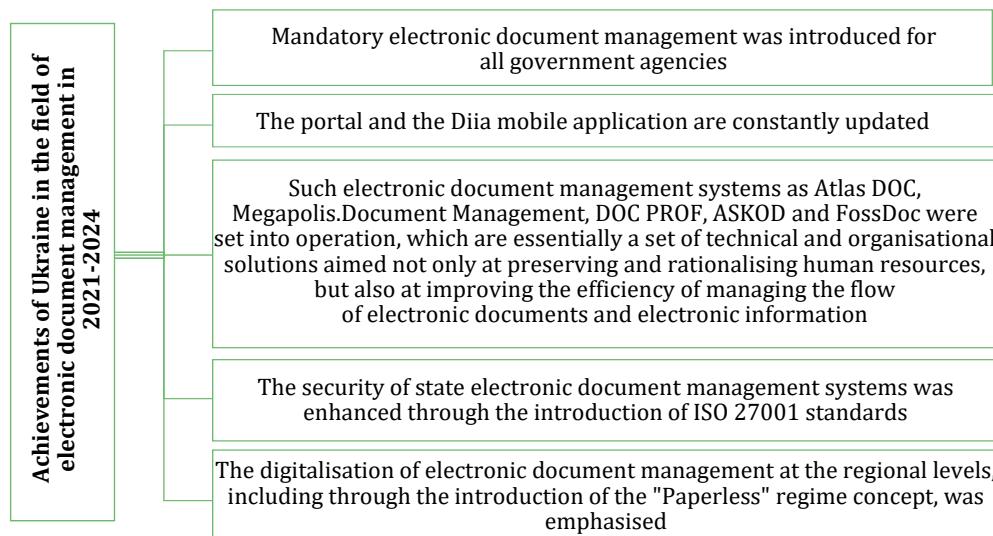


Figure 2. Achievements of Ukraine in the field of electronic document management in 2021-2024
Source: based on O. Bilyk (2023)

At the modern stage, electronic document management in the digital governance system continues to evolve, adapting to the realities of modernity and using new technologies. Innovations not only made it easier to manage document management, but also

created new opportunities for its implementation. Therefore, in the future, electronic document management in the digital governance system in Ukraine should take advantage of the following technologies (Table 1).

Table 1. Promising technologies for improving electronic document management within the framework of digital governance in Ukraine

Technology	Prospects from implementation
Artificial intelligence and machine learning technologies	Achieving a higher level of automation of similar tasks, classification and sorting of electronic documents. Machine learning technologies will increase the adaptability of document management systems to the specifics of the activities of various public authorities
Blockchain technologies	The achievement of an unprecedented level of security and transparency in the implementation of electronic document management will track the entire path without fear of loss or alteration of the latter
Natural language processing technologies	Achieving a higher level of automation by creating conditions for understanding and processing human language by electronic document management systems. This may be necessary, when automatically generating annotations or searching for specific information in large volumes of electronic documentation
Mobile applications	Simplification of electronic document management, as mobile applications can be used to exchange electronic documents from any mobile device and any place in the world. The Megapolis.DocNet system, created by Intecracy Group, is a good illustration of how mobile applications may be included into an electronic document management system because it works with both iOS and Android smartphones

Source: based on V. Misko (2022)

As electronic document management in the digital governance system became more widespread, it was necessary to integrate it with other IT systems to maximise the effect of such integration. The development of electronic document management was particularly important in the context of digital governance and in relation to other elements of digital transformation, including the construction of digital infrastructure, the development of citizens' digital skills, and the establishment of favourable conditions for creative projects. Only with a comprehensive approach to the digitalisation of electronic document management in public administration can effective implementation of modern information and communication technologies in public administration be achieved. At the same time, it was necessary to emphasise the existing problems in the development of electronic document management within the framework of digital governance in Ukraine:

- insufficient technical integration between state registers and electronic document management systems;
- lack of unified data exchange standards;
- existing legal conflicts and gaps in the regulation of certain issues of electronic document management in the field of digital governance;
- low level of cybersecurity, which endangers state document management systems in Ukraine;
- low level of digital literacy among public servants;

- resistance of government employees to the introduction of electronic document management;
- insufficient financial and technical support.

All these problems prevent electronic document management in digital government from developing properly, thereby hindering its progress. Given this, the experience of leading European countries could be relevant in finding effective ways to overcome the existing problems. In particular, the experience of Estonia, where almost all document management will be digital by 2025, could be useful in this regard. At the same time, thanks to the early digitisation of data in Estonia and the creation of a reliable data infrastructure called X-Road, the exchange of documents between government agencies and between government agencies and citizens was secure and transparent (Saputro *et al.*, 2020). This level of exchange guarantees interaction that ensures a unified standard, according to which an electronic document was requested "only once", if it was already in the database and can be accessed by both public and private entities. In other words, Estonia's experience can be useful in the context of improving the level of technical integration between public registers and electronic document management systems.

The experience of Germany, where significant efforts at both the legislative and organisational levels of e-documentation development were focused on cybersecurity, can be used as a best practice for improving

the security of e-documentation systems in digital government. The Danish experience can also be effectively applied in Ukraine. In Denmark, every citizen and business created their account, which enabled interaction with government agencies and conduct electronic document management in real time. Notably, since 2015, the interaction of government agencies with citizens and businesses has been conducted exclusively in digital format. All government agencies and municipalities were connected in a single network, which enabled interaction with all state and municipal institutions through a single personal account. In addition to the possibility of interaction and document flow with government agencies, businesses were also able to conduct transactions online, receive statements, pay taxes and submit reports. Sending and receiving documents in electronic format takes only a few minutes, as opposed to the several days required to send paper documents. Such a system can save 10-20% of the budget funds allocated for public administration annually (Yessimov, 2024). As a result, Ukraine can benefit from the Danish experience in terms of establishing uniform data interchange guidelines and enhancing the degree of technical integration among all government agencies' electronic document management systems.

Additionally, civil workers in European nations were becoming more digitally literate, which was important given the successful growth of electronic document management in the field of digital governance. Ukraine can take as an example the successful experience of France, which has implemented comprehensive government programmes to develop digital literacy among civil servants. Mastery of new information technologies has become an integral part of the curricula for training officials in higher education institutions (Nikitenko *et al.*, 2024).

Therefore, the modern development of electronic document management was an important component of the digitisation process in the public administration system. By analysing the research of various scientists, it was possible to identify the main directions of its development, as well as common and distinctive features. Most scientists noted the need for continuous improvement of the regulatory and legal framework for electronic document management. S. Vashchenko *et al.* (2024) emphasised the importance of expanding the regulatory and legal framework for electronic document management in the digitalisation process, focusing on issues of legal security and protection of data in the context of constant threats. A similar position on the need to improve the regulatory framework was expressed by N. Kapitanenko (2024), who emphasised that the Ukrainian regulatory framework for electronic document management in the field of digital governance needs to be adapted to international standards in this area. The legal aspect was highlighted in the work of O. Hanyaylo *et al.* (2023), where the authors

emphasised the need for legal regulation of issues related to the development of digital mechanisms for document control and verification. A similar position was expressed by L. Shymchenko (2021), who noted that the effectiveness of electronic declaration was significantly dependent on the existence of a clear, consistent and adapted regulatory framework.

The research substantially addressed the development of electronic document management in the process of digitalisation. L. Prokopets *et al.* (2021), analysing the modern level of development of electronic document management in Ukraine, noted a positive developments and prospects in the introduction of digital technologies in the field of document management. S. Yakovlev (2023) addressed e-government as a complex process that included not only document management, but also the introduction of digital and mobile platforms for better interaction between government agencies. This approach was reflected by L. Malanchuk & Yu. Zhakun (2021) that examined the potential for enhancing the electronic document management system by incorporating blockchain and artificial intelligence technology to boost security and guarantee more openness in the document exchange procedure. N. Rapa (2022) emphasised the significance of implementing services for the advancement of electronic document management. The importance of digitalisation of electronic document management was also emphasised by T. Korolyuk & N. Rapa (2021), mentioning the following elements that will contribute to the more successful digitalisation of electronic document management: lowering the price of technical and organisational support, implementing a single document management system, accelerating document exchange, and bolstering document management control.

The focus of the works was on addressing the issues of system and technical support for this process, legal support for the development of electronic document management in the context of digital governance, and the introduction of the newest technologies in the field of electronic document management in the government system, according to a comparative analysis of scientific studies. At the same time, this study focused on both positive developments in the development of document management in the context of digitalisation of governance and problematic aspects of this process. International experience, as well as the prospects for its adoption and adaptation in the Ukrainian context, were emphasised.

Conclusions

The digital transformation in modern public administration has marked a transition to a new level of electronic document management, a new stage in its development, and at the same time has become an essential component of effective information and economic development of the state in wartime. An analysis of the

modern state of electronic document management within the framework of digital governance has shown that significant changes have taken place in this area in Ukraine, including: the updating and adoption of several regulatory and legal acts, the creation of a specialised structure for the implementation of policy in the field of electronic document management, the development and implementation of various electronic document management systems in the activities of public administration bodies, and the strengthening of the protection of electronic document management systems against cyber threats. In the future, electronic document management in Ukraine's digital governance system will continue to develop as an integral part of it. Ukraine, which has demonstrated rapid progress in this area during the war, will be able to gradually integrate into the global information and economic space. However, the development of electronic document management in the digital governance system required addressing several challenges, including: existing gaps and conflicts in the regulatory framework for electronic document management in the digital governance system, weak integration of state document management systems with each other and with state registers, increased cyberattacks on state document management systems during the war, financial and technical problems in the development of electronic document management, and

low digital literacy among civil servants. To overcome these challenges, it was worth adopting the best practices of digital development of electronic document management in European countries, in particular Estonia, Germany, Denmark and France, which have been successful in introducing unified digital ecosystems in the field of electronic document management, significantly improving cybersecurity and achieving effective interaction between state structures and with society. Given the results of the study, further optimisation of electronic document management in the digital governance system should be based on a comprehensive approach and cover all aspects of the existing problems in its development. Lastly, only flexibility and the ability to respond to change will ensure the effective development of electronic document management in Ukraine's digital governance.

Prospects for further research on the development of electronic document management in the digital governance system are determined by the need for a more detailed study of certain aspects of this development.

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Conflict of Interest

None.

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Особливості сучасного розвитку електронного документообігу в системі цифрового врядування

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Анотація. Розвиток електронного документообігу стає невід'ємною частиною цифрового врядування і відграє важому роль у контексті підвищення ефективності діяльності як окремих установ, так і системи публічного управління в цілому. Мета статті – проаналізувати сучасні тенденції розвитку електронного документообігу в Україні та світі, визначити проблеми та перспективи його майбутнього розвитку під впливом цифровізації. Відзначено вплив процесу цифровізації на всі сфери суспільного життя в цілому та на процес розвитку електронного документообігу в системі урядування. Наголошено на досягненнях України у сфері цифровізації електронного документообігу. Встановлено, що було сформовано внутрішньодержавну структуру цифрового врядування, розширено доступ громадян до державних послуг, запроваджено систему «Трембіта», що мала на меті забезпечити ефективний обмін даними між державними органами. Для цього було запроваджено платформу «Дія» з метою забезпечення цифрової взаємодії держави з суспільством. Значні зрушения простежувалися у розвитку правової основи розвитку електронного документообігу в сфері цифрового урядування. Незважаючи на позитивні тенденції розвитку електронного документообігу в Україні, його подальший розвиток під впливом цифровізації вимагав вирішення низки проблем, зокрема слабкість нормативно-правової регламентації цифровізації електронного документообігу, низький рівень цифрової грамотності публічних службовців та взаємодії державних систем інформаційного забезпечення, незахищеність перед впливом кіберзагроз. Також, до проблем належав опір працівників системи урядування впровадженню цифровізації у сферу електронного документообігу, низький рівень фінансування та технічного забезпечення урядових структур в ході розвитку цифрового документообігу. Вирішення цих проблем вимагало не тільки пошуку дієвих шляхів розвитку електронного документообігу в системі цифрового урядування, а й запозичення зарубіжного досвіду успішних практик такого розвитку. Наголошено, що саме досвід таких країн як Естонія, Німеччина, Данія та Франція є найбільш перспективним у цій сфері. Практична цінність дослідження зумовлюється тим, що отримані в результаті його здійснення висновки та рекомендації можуть бути використані для вдосконалення процесу розвитку електронного документообігу в сфері цифрового урядування в Україні

Ключові слова: автоматизація; цифрова трансформація; інформаційні системи; електронне урядування; хмарні технології; штучний інтелект; мобільний доступ