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Modernization of the Public Administration System of Ukraine in the Context of European Integration

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ABSTRACT

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The article analyzes the theoretical, methodological and institutional principles of modernization of the public administration system of Ukraine in the context of European integration. The purpose of the study is a comprehensive analysis and theoretical justification of the directions of transformation, taking into account the requirements of the EU *acquis* and the principles of good governance. Modern scientific approaches to understanding reforms are considered, in particular, the concepts of Europeanization, standardization of “good governance” within the SIGMA framework and the digital-era governance paradigm. It is found that these approaches reflect the normative, institutional-evaluative and technological dimensions of transformation and form a holistic model of structural changes. The importance of implementing the principles of good administration enshrined in EU law in the national legal system through the adoption of the Law of Ukraine “On Administrative Procedure” is substantiated, and the role of digitalization as a factor of institutional stability in martial law conditions is proven. The infrastructural elements of the digital state are analyzed, in particular, the interoperability of registers, the functioning of the TREMBITA system, the development of electronic services and the legal regulation of digital documents. It is determined that digital transformation combines improving the quality of services with minimizing corruption risks. Special attention is paid to anti-corruption policy and personnel reform as structural prerequisites for modernization. It is found that the conditionality of EU financial support and the negotiation architecture integrate public administration reform into the external monitoring and evaluation system. It is proven that the effectiveness of the transformation depends on the ability of the “center of government” to ensure institutional policy coherence and the integration of reforms into long-term financial mechanisms. Conclusions are drawn regarding the systemic nature of European integration modernization, which is based on a combination of legal certainty, digital integration, anti-corruption resilience, and professionalization of the civil service.

KEYWORDS

modernization of public administration, European integration, good governance, administrative procedure, digital transformation, anti-corruption policy, institutional capacity, civil service.



Модернізація системи публічного управління України в контексті європейської інтеграції

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СТАТТЯ	АНОТАЦІЯ
<p>Дослідницька</p> <p>DOI: 10.70651/3041-2498/2026.2.10</p> <p>Отримана: 25.12.2025 р.</p> <p>Прийнята: 30.01.2026 р.</p> <p>Опублікована: 16.02.2026 р.</p> <p>Авторське право © 2026 автора</p>  <p>Цей твір ліцензовано на умовах Ліцензії Creative Commons «Із Зазначенням Авторства – Некомерційна 4.0 Міжнародна» (CC BY-NC 4.0).</p>	<p>У статті проаналізовано теоретико-методологічні та інституційні засади модернізації системи публічного управління України в контексті європейської інтеграції. Метою дослідження визначено комплексний аналіз та теоретичне обґрунтування напрямів трансформації з урахуванням вимог <i>acquis</i> ЄС і принципів належного врядування. Розглянуто сучасні наукові підходи до осмислення реформ, зокрема концепції європеїзації, стандартизації «доброго врядування» в межах рамки SIGMA та парадигму <i>digital-era governance</i>. З'ясовано, що зазначені підходи відображають нормативний, інституційно-оцінювальний і технологічний виміри трансформації та формують цілісну модель структурних змін. Обґрунтовано значення імплементації принципів належного адміністрування, закріплених у праві ЄС, у національній правовій системі через прийняття Закону України «Про адміністративну процедуру», а також доведено роль цифровізації як чинника інституційної стійкості в умовах воєнного стану. Проаналізовано інфраструктурні елементи цифрової держави, зокрема інтероперабельність реєстрів, функціонування системи TREMBITA, розвиток електронних послуг і правове регулювання цифрових документів. Визначено, що цифрова трансформація поєднує підвищення якості сервісів із мінімізацією корупційних ризиків. Окрему увагу приділено антикорупційній політиці та кадровій реформі як структурним передумовам модернізації. З'ясовано, що умовність фінансової підтримки ЄС та переговорна архітектура інтегрують реформу публічного управління у систему зовнішнього моніторингу й оцінювання. Доведено, що результативність трансформації залежить від спроможності «центру уряду» забезпечити інституційну узгодженість політик і інтеграцію реформ у довгострокові фінансові механізми. Сформовано висновки щодо системного характеру євроінтеграційної модернізації, яка ґрунтується на поєднанні правової визначеності, цифрової інтегрованості, антикорупційної стійкості та професіоналізації державної служби.</p>



КЛЮЧОВІ СЛОВА

модернізація публічного управління, європейська інтеграція, належне врядування, адміністративна процедура, цифрова трансформація, антикорупційна політика, інституційна спроможність, державна служба.

1. Introduction

The modernization of the public administration system of Ukraine is of strategic importance in the context of the structural transformation of the state, which is taking place under the influence of the simultaneous action of internal reform processes, foreign policy commitments and military challenges. In modern scientific discourse, administrative capacity is considered as an integrative characteristic of institutional efficiency, covering the normative certainty of procedures, the quality of human resources, digital infrastructure, budgetary sustainability and strategic planning capacity. In Ukrainian realities, this problem is actualized due to three interrelated circumstances: firstly, the continuation of systemic institutional reforms initiated after 2014; secondly, the functioning of the state apparatus in the conditions of full-scale armed aggression, which objectively increases the requirements for the stability of management mechanisms and the continuity of public services; thirdly, Ukraine's transition to a formalized negotiation procedure for joining the European Union. Analytical reviews of public sector transformation show that it is institutional and digital modernization that determines the ability of the state to ensure the proper quality of governance in the face of crisis loads [24].

The European integration dimension of this problem was institutionalized by the decision of the European Council to grant Ukraine candidate status and the subsequent decision of June 25, 2024, to open membership negotiations. In the relevant conclusions of the European Council, it is emphasized that the progress of the candidate state is determined by the ability to ensure the rule of law, the effective functioning of democratic institutions, the stability of anti-corruption infrastructure and the quality of public administration [10]. Thus, administrative capacity is transformed from an internal category into a criterion for compliance with the EU *acquis* and institutional standards of good governance.

At the national level, the response to these challenges was the normative consolidation of a comprehensive framework for public administration reform. The Cabinet of Ministers of Ukraine approved the Public Administration Reform Strategy for 2022–2025 dated July 21, 2021, which defines institutional priorities for the development of the civil service, improving the strategic planning system, improving the quality of administrative services, and integrating digital solutions into the public sector [2]. The provisions of the Strategy are detailed in the relevant policy document in the English version, which integrates the principles of SIGMA and OECD into the national governance system [3].

At the same time, the adoption of the Laws of Ukraine “On Administrative Procedure”, “On Public Electronic Registers”, “On the Peculiarities of the Provision of Public (Electronic Public) Services” and the Anti-Corruption Strategy for 2021–2025 formed the regulatory framework for the transition from fragmented reforms to the systemic institutional architecture of a service-oriented state. However, the implementation of these acts reveals several structural limitations related to personnel shortages, imbalances in resource provision, heterogeneity of digital infrastructure and problems of unification of administrative practice.

Thus, the problematic field of research is determined by the contradiction between the normatively declared model of good governance and the actual institutional capacity of its implementation under martial law and the negotiation process with the European Union, which necessitates a comprehensive scientific analysis of the mechanisms for ensuring administrative stability, institutional consistency and law enforcement effectiveness as prerequisites for successful European integration of Ukraine.

2. Literature Review

The research is devoted to the modernization of public administration in Ukraine in the context of European integration, forming a convergent field of normative-evaluative, empirical and theoretical approaches. The leading methodological framework is the SIGMA “Principles of Public Administration”, which codifies the standards of good governance for the EU enlargement countries and defines indicators of administrative capacity [15].

The OECD/SIGMA monitoring report carries out an indicator assessment of the compliance of the Ukrainian public administration system with these standards, combining the analysis of the regulatory framework with the assessment of practical implementation; at the same time, it is stated that institutional quality is uneven in terms of functional blocks and that individual components of the meritocratic and accountable management model are incomplete [16].

The European Commission's 2025 report on Ukraine integrates public administration reform into the EU's negotiating architecture, linking the implementation of roadmaps with cluster opening and conditionality of funding. At the same time, the risks associated with the provision of an independent anti-corruption infrastructure are outlined [9].

Empirical studies of digital transformation, in particular the work of Gustafsson, substantiate the role of digital tools as a factor of adaptive governance in wartime, emphasizing the need for their institutional consolidation through security and accountability standards [13].

In the domestic discourse, Taran conceptualizes the transition to the model of public administration as a rethinking of the subjectivity of power and the expansion of partnership formats of interaction [17], and Biletska focuses on the right-centricity of digitalization of public services under martial law [1].

Thus, modern studies are characterized by an increase in the evidence and indicative nature of the assessment of reforms, but the features of the effectiveness of implementation and the limitation of transparency under martial law are not sufficiently highlighted.

3. Problem Statement

The article is aimed at a comprehensive analysis and theoretical substantiation of the directions of modernization of the public administration system of Ukraine in the context of European integration, taking into account the requirements of the EU *acquis* and the principles of good governance.

4. Methods and Materials

The study employs a comprehensive interdisciplinary approach integrating theoretical analysis, comparative legal method, systemic-structural analysis, and elements of institutional evaluation. Primary materials include Ukrainian legislation (e.g., Law of Ukraine "On Administrative Procedure" No. 2073-IX, "On Public Electronic Registers" No. 1907-IX, "On the Peculiarities of the Provision of Public (Electronic Public) Services" No. 1689-IX), the Public Administration Reform Strategy 2022–2025, CMU resolutions, EU documents (EU Charter of Fundamental Rights, SIGMA Principles of Public Administration, European Commission Ukraine Report 2025), SIGMA/OECD monitoring reports, Corruption Perceptions Index 2025, academic publications on Europeanization, digital-era governance, and adaptive governance under wartime conditions, as well as comparative data on digital modernization in Estonia and Denmark. The analysis covers the period 2021–2025, with special focus on reforms during martial law and the opening of EU accession negotiations.

5. Results and Discussion

In the theoretical discourse, the modernization of public administration in the context of European integration is conceptualized through three interrelated analytical approaches that reflect the normative, institutional-evaluative, and technological dimensions of transformation.

The first approach is Europeanisation, which is interpreted as a process of institutional borrowing and implementation of European standards of good governance and administrative procedure in the national legal system. In the normative plane, this is due to the incorporation of procedural principles of good administration, in particular the right to be heard, the obligation to motivate decisions, the principle of proportionality, which correlate with the provisions of Art. 41 of the EU Charter of Fundamental Rights on "good administration". In the Ukrainian context, the institutional form of implementation of these principles is the Law of Ukraine "On Administrative Procedure", which establishes universal rules for the interaction of administrative bodies with private individuals and lays the legal basis for the service-oriented model of the state [20].

The second approach is related to the standardization of the principles of "good governance" within the SIGMA institutional framework, where axiological guidelines are transformed into a system of indicators of administrative capacity and effectiveness. The conditionality of financial support and the negotiation format of relations with the EU determine the functioning of this model as a mechanism for cyclical coordination of reforms (planning – external assessment – policy adjustment), which reduces the risks of normative declarativeness and fragmentation of transformations [15].

The third approach – digital-era governance represents modernization as a structural restructuring of management processes based on the integration of data, digital infrastructures and algorithmic solutions. Digitalization in this context is not reduced to technical “digitization” of procedures, but involves the transformation of information modes, decision-making logic, and organizational architecture of the administrative state using data science and artificial intelligence tools [6]. In Ukraine, the practical dimension of this process is to ensure the interoperability of basic registers, the functioning of unified digital portals and the introduction of digital identifiers.

The institutional implementation of these approaches is reflected in the strategic cycle of public administration reform for 2022–2025, approved by the Cabinet of Ministers of Ukraine Decree No. 831-r, which defines the modernization of the civil service, service orientation and digital transformation as interrelated areas of public policy [2].

At the same time, the effectiveness of European integration modernization is determined by the ability of the “center of government” to ensure horizontal and vertical coordination of policies in the areas of public finance, anti-corruption infrastructure, digital registers and civil service. According to SIGMA assessments, it is the combination of regulation, institutional capacity and actual management practices that determines the degree to which the principles of good governance are achieved [16].

The European negotiating dimension further institutionalizes the reform through the introduction of roadmaps and screening procedures recorded in the European Commission’s 2025 report, which translates modernization into the plane of formalized conditions (accession benchmarks, opening of negotiation clusters, financial support) and strengthens its regulatory commitment [9].

The digitalization of public administration in Ukraine in the European integration dimension is aimed at achieving two interrelated strategic goals: firstly, improving the quality and accessibility of public services, in particular under martial law; secondly, minimizing corruption risks by reducing “contact” procedures, increasing transparency and ensuring traceability of administrative operations. Empirical studies show that the development of digital services in Ukraine combines adaptive governance mechanisms with cross-sectoral cooperation, which increases the institutional resilience of the system in crisis conditions [13].

The infrastructural prerequisite for the digital state is the interoperability of registers and standardized data exchange. In EU law, the relevant principles are enshrined within the framework of the European Interoperability Framework, while the national models of the Member States are implemented through centralized layers of data exchange. In particular, the Estonian X-Road/X-tee system functions as a mandatory infrastructure for the interaction of public information systems, and the Danish borger.dk portal provides integrated access to self-service solutions using a single digital sign-on. The Ukrainian TREMBITA system, developed based on X-Road, provides transactional exchange between state registers and authorities, which is confirmed by the materials of the Digital Public Administration factsheet [7].

The regulatory consolidation of interoperability in Ukraine is strengthened by the Law of Ukraine “On Public Electronic Registers” of November 18, 2025 No. 1907-IX, which establishes requirements for data unification, elimination of duplication and implementation of the principle of “one-time submission of information”. The legislative definition of the mandatory exchange through an interoperable system (TREMBITA) translates digitalization from the level of individual IT solutions to the plane of interdepartmental data management [22].

At the same time, a separate segment of digital transformation is the legal regulation of electronic public services and digital documents. The Law of Ukraine “On the Peculiarities of the Provision of Public (Electronic Public) Services” dated September 2, 2024, No. 1689-IX defines the principles of providing electronic services, including in automatic mode, and establishes the legal conditions for the functioning of the relevant services. Subsequent government decisions ensured the legal equivalence of digital documents in the Diia application to paper analogues within the legal relations defined by law [21].

In view of the above, for an analytical generalization of the features of digital modernization, it is advisable to compare the institutional models of states demonstrating different trajectories for the implementation of digital governance in the European context. This approach allows you to identify structural elements, regulatory frameworks, and infrastructure solutions that determine the resilience and functionality of the digital state in the face of crisis challenges.

In this regard, a generalized comparative description of institutional models of digital modernization of public administration in Ukraine and the EU Member States (Estonia and Denmark) is

presented below, which makes it possible to correlate national transformation tools with proven European practices.

Table 1. Comparative Characteristics of Institutional Models of Digital Modernization of Public Administration (Ukraine – Estonia – Denmark)

Dimension of analysis	Ukraine	Estonia (EU)	Denmark (EU)
Data exchange infrastructure (“bus” / interoperability layer)	TREMBITA system (based on X-Road), which enables transactional exchange between public registries and authorities; coordination — Ministry of Digital Transformation of Ukraine	X-Road / X-tee as a mandatory national infrastructure for data exchange between public information systems; is normatively and organizationally integrated into the e-governance architecture	Decentralized architecture of digital services with national access and identification components; Functional emphasis on service integration through portals
National Portal / Single Access Point	Diia portal as a state platform of electronic services and a mobile application that integrates administrative services and digital documents	An extensive ecosystem of e-services with interdepartmental interaction through X-Road; integrated digital interaction between the state and the citizen	borger.dk as a centralized entry point to services and information; Single Sign-On mechanism; more than 2000 self-service services
Legal regulation of registers and the principle of “once-only”	Law of Ukraine No. 1907-IX “On Public Electronic Registers”; regulatory consolidation of interoperability through TREMBITA; implementation of the principle “do not require data already contained in the register from a person”	Institutionally enshrined regime of mandatory interoperability and data exchange between public systems	Standardized digital channels of interaction; Focus on life events as the basis of service design
Digital identification and legal validity of documents	Legal recognition of digital documents in the Diia application; Digital passport (e-passport) as the equivalent of a paper document in certain legal relations	The national eID system as a basic institutional element of the digital state; Full integration into administrative and private services	National Electronic Identification Solutions and Digital Post System for Official Communication of the State with Citizens
Anti-corruption and transparency effect	Reduction of “contact” procedures, increased transparency of transactions and reduction of administrative discretion; availability of assessment data on the anti-corruption effect of certain services	Indirect effect due to full traceability of transactions and transparent digital audit of data access	Indirect effect through standardization of procedures, digital unification of access channels and minimization of administrative burden

Source: Formed based on [7].

Ukraine’s anti-corruption policy is institutionally structured at the strategic and programmatic levels. The strategic dimension is defined by the Law of Ukraine No. 2322-IX “On the Principles of State Anti-Corruption Policy for 2021–2025”, while the operationalization of goals is carried out through the State Anti-Corruption Program for 2023-2025, approved by the Resolution of the Cabinet of Ministers of Ukraine No. 220. Such a two-tier architecture follows the logic of the “policy cycle”, ensuring the consistency of policy formation, implementation of measures, monitoring of results and the possibility of correcting instruments of state influence [19].

In the European integration context, anti-corruption policy goes beyond sectoral regulation and acquires the status of an intersectoral condition for approaching EU membership. The European Commission’s 2025 report highlights the need for a “robust and independent anti-corruption framework”, which is interpreted as a requirement to ensure the institutional independence of anti-corruption bodies and the stability of their functioning procedures. Accordingly, the state of anti-corruption infrastructure is transformed into a factor of negotiation dynamics and access to financial support, and not only into a domestic political priority [9].

An additional dimension of modernization is made up of indicators of public trust and international indicators of corruption perception. According to Transparency International, Ukraine received 36 points in the Corruption Perceptions Index 2025 (plus 1 point compared to the previous period). Although the CPI reflects the level of perception and not directly measurable corruption, it is important for the reputational assessment of the state and can influence the decisions of donors and private investors [18].

The conditions of martial law actualize the problem of a balance between limiting openness for security reasons and maintaining an appropriate level of accountability. On the one hand, restrictions on access to individual data sets may be justified in the context of national security; On the other hand, excessive closedness reduces the effectiveness of public control, increases the risks of abuse in reconstruction processes, and negatively affects the negotiating position on membership and funding. In this sense, anti-corruption policy appears as a systemic condition for European integration modernization [9].

Professionalization of the civil service is a separate block of modernization, as it covers the transformation of personnel incentives, managerial culture and competitiveness of the public sector in the labor market. In the European integration dimension, human resources capacity determines the ability to implement the *acquis communautaire*, conduct negotiation processes, administer grant and budget programs, and ensure institutional sustainability [10].

In recent years, the implementation of HRMIS and the reform of remuneration based on the classification of positions have become key tools for personnel modernization. HRMIS (Human Resource Management Information System) is considered an integrated information system for civil service personnel management, which automates personnel processes, accumulates data on the number and competencies of employees, provides electronic exchange and increases the transparency of management decisions. Its implementation was included in the government's priority action plan for 2024 [14].

The systemic significance of HRMIS lies in the formation of a single information circuit of human resources management, without which it is impossible to implement a competency-based approach to the implementation of the *acquis*, scale up meritocratic selection, control of wage imbalances and build analytics to optimize the functional load of authorities. This approach correlates with SIGMA assessments, according to which institutional capacity and human resources are key prerequisites for effective administration [16].

The reform of remuneration of civil servants is institutionally enshrined in the Law of Ukraine "On Amendments to Certain Laws of Ukraine on the Introduction of Uniform Approaches to the Remuneration of Civil Servants based on Classification of Positions" dated 11.03.2025 No. 4282-IX, which introduces uniform approaches to remuneration based on the classification of positions, and detailed by the Resolution of the Cabinet of Ministers of Ukraine No. 369 dated 01.04.2025. The normative design provides for the creation of a catalog of typical positions and the establishment of procedures for periodic revision of the classification, which is aimed at increasing transparency, comparability and reducing the opportunities for discretionary allowances [23].

The Resolution of the Cabinet of Ministers of Ukraine "Some Issues of the Classification of Civil Service Positions" dated April 1, 2025 No. 369 assigns to the NASC the functions of organizing training on the application of the classification of positions and establishes the obligation to review the results of the classification within a specified timeframe, which gives the reform the character of a managed and institutionally supported process, rather than a one-time administrative campaign [4].

The Europeanization of public administration conceptually begins with the establishment of procedural guarantees, since it is the administrative procedure that determines the mechanism for transforming power into decisions that affect the rights and legitimate interests of a person. In the law of the European Union, the right to proper administration is enshrined in Article. 41 of the EU Charter of Fundamental Rights, which establishes requirements for impartiality, fairness, timeliness of consideration of cases and motivation of decisions. In combination with doctrinal and comparative legal studies, this forms a normative framework for harmonization of the legislation of candidate countries and neighboring countries [11].

In the Ukrainian legal order, the Law of Ukraine "On Administrative Procedure" has become a system-forming act in this area, which enshrines a universal model of administrative proceedings, defining the principles of the rule of law, proportionality, impartiality, openness and timeliness, standards for motivating administrative acts, guarantees of participation of a person in the procedure and mechanisms of administrative appeal. The delayed entry into force (18 months from the date of publication) was aimed at ensuring the institutional preparation of the authorities for the implementation of the new procedural paradigm [20].

The Law of Ukraine "On the Peculiarities of the Provision of Public (Electronic Public) Services for the Provision of Electronic Public Services" and the Law of Ukraine "On Public Electronic Registers", which implements the "once-only" principle and provides for inter-register data exchange, are

functionally connected with this regulatory legal document. These acts form the legal infrastructure of the digital state. At the same time, their effectiveness depends on the quality of bylaws, compliance with data management standards, professional training of personnel, and an appropriate level of cyber resilience [21].

Financial capacity is a determining condition for the modernization of public administration, as reforms are characterized by significant initial costs (digital infrastructure, personnel reform, training, auditing, creation and integration of registers) and a delayed effect in the form of increased productivity and trust. Under martial law, the limited budget resources reinforce the importance of external financing and conditionality mechanisms that integrate financial support with the implementation of structural reforms [9].

At the level of the European Union, such an instrument is the Ukraine Facility, which combines funding with the implementation of the “Ukraine Plan” and the procedure for assessing the fulfillment of obligations. The approval of the Plan through the implementing decisions of the Council of the EU institutionalizes the relationship between the reform program and the financial cycle (planning – tranche allocation – control – correction), in particular in the areas of public finance management, digitalization and administration of tax and customs authorities [9].

The national policy also demonstrates a focus on the digitalization of public finance management, which is reflected in government decisions on the strategy for the digital development of the public finance management system until 2030. This course is consistent with the European emphasis on transparency, accountability and efficiency in the use of resources, especially in the context of post-war reconstruction [5]. At the same time, the implementation of these strategic guidelines requires systematic institutional support and coordination with other areas of public administration reform. That is why it is advisable to formulate recommendations for further modernization within the framework of a holistic institutional logic, consistent with the principles of SIGMA and the requirements of the negotiation process with the European Union.

A key prerequisite for the effectiveness of reforms is to ensure institutional coherence between strategic areas of transformation. In this regard, it is advisable to strengthen the capacity of the “center of government” as a coordinating nucleus empowered to synchronize public administration reform (PAR), anti-corruption policy, digitalization of registers, public finance management (PFM) and personnel changes. Such institutionalization minimizes regulatory and managerial fragmentation, as well as ensures horizontal and vertical integration of policies.

Further implementation of the Law of Ukraine “On Administrative Procedure” requires a transition from formal regulatory introduction to practical institutional integration. This provides for the standardization of procedural practice, the development of standard administrative regulations, the systematic professional development of employees and the formation of established approaches to the motivation of administrative acts and the implementation of administrative appeal mechanisms. Only under the conditions of institutional consolidation, procedural guarantees acquire the status of a real managerial norm and become a component of administrative culture.

Digital transformation should be carried out based on the concept of data governance, which integrates technical, legal and organizational components. The priority areas are ensuring interoperability through the development of data exchange infrastructure (in particular TREMBITA), improving the quality of basic registers, introducing information security standards and consistent implementation of the “once-only” principle. At the same time, digital channels must function in interaction with the offline infrastructure for the provision of services (ASCs, front offices), which ensures redundancy and continuity of services in the face of war risks.

Anti-corruption policy in this system is not an autonomous direction, but a structural condition for European integration modernization. Ensuring the implementation of the Anti-Corruption Strategy and the State Anti-Corruption Program 2023–2025, introducing measurable performance indicators, guaranteeing the institutional independence of key bodies, and strengthening risk control in the field of public procurement and reconstruction processes are necessary elements to maintain negotiation credibility and financial conditionality.

The sustainability of modernization directly depends on the personnel capacity of the civil service. Scaling HRMIS as an integrated human resources management system should ensure the formation of a unified information environment for competency management, transparency of personnel processes and analytics of functional load. At the same time, the completion of the remuneration reform based on

the classification of positions will help reduce disparities, increase the transparency of remuneration and strengthen the competitiveness of the civil service in the labor market.

It is advisable to integrate the financial dimension of modernization into the long-term program framework within the Ukraine Facility and Ukraine Plan, which allows linking structural reforms with tranche financing, monitoring and correction mechanisms. This approach minimizes the risk of fragmented projection and ensures the sustainability of institutional transformations in the context of military uncertainty. The combination of these areas forms a comprehensive model of European integration modernization based on the principles of institutional coherence, procedural legal certainty, digital integration, anti-corruption resilience and personnel professionalization.

6. Conclusions

Thus, the modernization of the public administration system of Ukraine in the context of European integration is complex and multi-level, combining normative harmonization, institutional strengthening and digital transformation. Theoretical understanding of this process through the prism of Europeanization, SIGMA standards and the concept of digital-era governance allows us to consider reforms as an interconnected system of structural changes aimed at forming a capable, accountable and service-oriented state.

The implementation of the principles of good administration, the development of interoperable digital infrastructure, the institutionalization of anti-corruption policies and the professionalization of the civil service form the key pillars of this transformation. At the same time, their effectiveness is determined by the level of coordination at the level of the “center of government”, the ability to ensure policy coherence and integration of reforms into long-term financial mechanisms, in particular within the framework of the Ukraine Facility and Ukraine Plan.

Thus, the European integration modernization of public administration in Ukraine appears as a systemic process in which legal certainty, institutional capacity, digital integration and anti-corruption resilience act as complementary conditions for achieving the strategic goal – the formation of an effective administration of the European type.

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