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Public Administration of Social Protection in the Paradigm of “State as a Service”: Digital Approaches and Practices

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ABSTRACT

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The article analyzes the conceptual principles of digitalization of social protection within the framework of the paradigm of “state as a service” and modern approaches to the transformation of public administration based on digital platforms, integrated registers and service-oriented electronic services. Theoretical approaches to the interpretation of the government as a service model, as a form of reorientation of the state from a hierarchical system of government institutions to a client-centric platform organization that ensures the provision of administrative and social services in accordance with the individualized needs of citizens, are considered. It is determined that in Ukrainian conditions, the institutionalization of this model is associated with the implementation of the Strategy for Digital Transformation of the Social Sphere, the creation of the Unified Information System of the Social Sphere, the Unified Social Register, the development of the “Diya” portal, the “eMalyatko” service, the web portal of the Pension Fund of Ukraine and the Social Portal of the Ministry of Social Policy of Ukraine. It is found that digital services simplify the procedures for applying for social support, increase the targeting of assistance, reduce administrative barriers, optimize data processing and increase the transparency of management decisions. It is proven that the digitalization of social protection is not only technological, but also institutional and legal in nature, as it is accompanied by a change in the mechanisms of interagency interaction, standardization of procedures, development of system interoperability and the transition to analytically oriented management. At the same time, the presence of systemic limitations was identified, including the digital divide, an insufficient level of digital competence of the population, infrastructure disparities, risks of violation of personal data protection, and managerial barriers to coordination between public administration entities. The conclusions were drawn that the further development of the digitalization of social protection requires a comprehensive combination of technological innovations, institutional adaptation, regulatory improvement and ensuring the inclusiveness of social policy.



KEYWORDS

public administration, social protection, state as a service, digitalization, digital transformation, electronic services, Unified Information System of the Social Sphere, digital platforms, social services, service-oriented state.



Публічне адміністрування соціального захисту в парадигмі «держави як сервісу»: цифрові підходи та практики

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У статті проаналізовано концептуальні засади цифровізації соціального захисту в межах парадигми «держава як сервіс» та сучасні підходи до трансформації публічного адміністрування на основі цифрових платформ, інтегрованих реєстрів і сервісно-орієнтованих електронних послуг. Розглянуто теоретичні підходи до тлумачення моделі “government as a service” як форми переорієнтації держави з ієрархічної системи владних інститутів на клієнтоцентричну платформену організацію, що забезпечує надання адміністративних і соціальних послуг відповідно до індивідуалізованих потреб громадян. Визначено, що в українських умовах інституціоналізація цієї моделі пов’язана з упровадженням Стратегії цифрової трансформації соціальної сфери, створенням Єдиної інформаційної системи соціальної сфери, єдиного соціального реєстру, розвитком порталу «Дія», сервісу «єМалятко», вебпорталу Пенсійного фонду України та Соціального порталу Міністерства соціальної політики України. З’ясовано, що цифрові сервіси забезпечують спрощення процедур звернення за соціальною підтримкою, підвищення адресності допомоги, зменшення адміністративних бар’єрів, оптимізацію обробки даних та посилення прозорості управлінських рішень. Доведено, що цифровізація соціального захисту має не лише технологічний, а й інституційно-правовий характер, оскільки супроводжується зміною механізмів міжвідомчої взаємодії, стандартизацією процедур, розвитком інтероперабельності систем і переходом до аналітично орієнтованого управління. Водночас встановлено наявність системних обмежень, серед яких цифровий розрив, недостатній рівень цифрової компетентності населення, інфраструктурні диспропорції, ризики порушення захисту персональних даних, а також управлінські бар’єри координації між суб’єктами публічного адміністрування. Сформовано висновки про те, що подальший розвиток цифровізації соціального захисту потребує комплексного поєднання технологічних інновацій, інституційної адаптації, нормативного вдосконалення та забезпечення інклюзивності соціальної політики.



КЛЮЧОВІ СЛОВА

публічне адміністрування, соціальний захист, держава як сервіс, цифровізація, цифрова трансформація, електронні послуги, Єдина інформаційна система соціальної сфери, цифрові платформи, соціальні сервіси, сервісно-орієнтована держава.

1. Introduction

Social protection in the modern state of law acts not only as a guaranteed constitutional right of citizens, but also as a system-forming function of public authorities aimed at ensuring social justice, stability and inclusive development of society. At the same time, the current model of organization and implementation of social protection in Ukraine is characterized by several structural dysfunctions, in particular, excessive bureaucratization of procedures, institutional fragmentation, and an insufficient level of transparency and the difficulty of accessing social services. These problems significantly reduce the effectiveness of the implementation of the state social policy and limit the possibilities of timely meeting the needs of vulnerable categories of the population.

The actualization of these shortcomings has largely intensified under martial law, which is accompanied by a sharp increase in social risks and the burden on the social protection system. In particular, there is an increase in the number of internally displaced persons, large families, the elderly and other categories of the population in need of state support. Under such conditions, traditional administrative mechanisms turn out to be insufficiently flexible and adaptive, which necessitates their significant transformation.

In this context, the concept of “state as a service” is of particular importance, which provides for the reorientation of the activities of public authorities from an administrative and control model to a customer-oriented one, based on the principles of accessibility, efficiency and digital interaction with citizens. Its implementation is related to the introduction of digital technologies, automation of management processes, integration of information systems and the creation of a single electronic environment for the provision of social services [13].

Despite the intensification of state policy in the field of digitalization, the scientific understanding of transformation processes in the system of public administration of social protection remains fragmented. In particular, the issues of institutional support for digital changes, mechanisms for integrating digital solutions into the social sphere, assessing their effectiveness, as well as ensuring a balance between process automation and protection of citizens’ rights, are not sufficiently disclosed.

Thus, the contradiction between the growing social challenges caused by martial law and the limited capabilities of the traditional social protection system, on the one hand, and the potential of digital technologies within the concept of “state as a service”, on the other, necessitates a comprehensive scientific study of the principles, mechanisms and tools of public administration of social protection in the context of digital transformation of the state.

2. Literature Review

The problem of digitalization of the social protection system is in the focus of attention of both domestic and foreign scientific research, which indicates its interdisciplinary nature and growing relevance in the context of the transformation of public administration. In modern scientific discourse, digitalization of the social sphere is considered a key tool for improving the efficiency, accessibility and transparency of the provision of social services.

In particular, the study by V. V. Kyryliuk, I. O. Ryabokon and A. S. Kindii substantiates the importance of digital services in the social security management system, which emphasizes that the introduction of the Unified Information System of the Social Sphere (UISSS) and the use of open data platforms contribute to expanding access to social services, increasing the efficiency of their provision and reducing administrative barriers. At the same time, the authors focus on the need to ensure an appropriate level of personal data protection, as well as the development of digital competencies of users as a prerequisite for the effective functioning of such systems [8].

In the study of O. I. Pizhuk, the digitalization of the social sphere is interpreted as a factor in optimizing document flow and increasing the efficiency of administrative procedures. At the same time, the scientist notes the need for institutional changes, in particular, the transformation of the organizational structure of public authorities, which ensures adaptation to new digital management formats [10]. Similar conclusions are reflected in the analytical materials of the Razumkov Centre, where K. Markevich (2021) emphasizes that the digitalization of public services contributes to increasing transparency and inclusiveness, but at the same time creates risks of increasing digital inequality among different social groups [9].

The results of foreign studies correlate with these approaches. In particular, the Eurofound report found that the Member States of the European Union are actively implementing digital tools in the field of social protection, in particular, the transfer of pension and social benefit procedures to an online format, which ensures round-the-clock availability of services and reduces transaction costs for their provision [3]. At the same time, it focuses on the risks of digital exclusion, when limited access to the Internet or an insufficient level of digital skills in certain categories of the population makes it difficult to receive social services.

Special attention in modern research is paid to the role of artificial intelligence in the social protection system. OECD analytical materials show that the introduction of intelligent systems, in particular chatbots and automated algorithms for assigning social benefits, can significantly increase the accuracy, speed and efficiency of management decisions in the social sphere. In addition, the need to form a comprehensive risk management system, which includes ensuring the non-discrimination of algorithmic decisions, protecting personal data and adhering to ethical standards, is emphasized [6].

The European Union's Digital Decade program is also an important strategic guideline, which provides for the full digitalization of basic public services, including the field of social protection, which should ensure universal access of citizens to public services and promote social integration [3].

Thus, the generalization of modern scientific approaches allows us to state that the digitalization of social protection is considered one of the key factors in improving the efficiency of the functioning of the social sphere, which ensures overcoming territorial and time restrictions on access to services, increasing the transparency of procedures and reducing corruption risks. In addition, the scientific literature substantiates the need for a comprehensive overcoming of the digital divide, the development of digital literacy of the population, as well as the improvement of regulatory and legal support, in particular in the field of personal data protection and regulation of the use of digital technologies in public administration.

3. Problem Statement

The purpose of the article is to analyze the existing approaches to the digitalization of social protection within the framework of the concept of "state as a service" and to develop practical recommendations for its implementation.

4. Methods and Materials

The methodological basis of the study is a combination of the institutional approach and the conceptual analysis of the "Government as a Service" paradigm. The empirical basis of the work was made up of regulations of Ukraine regulating the digitalization of the social sphere, strategic documents of the Ministry of Social Policy, as well as analytical data on the functioning of the Unified Information System of the Social Sphere (UISSS) under martial law.

To achieve the goal, the methods of theoretical generalization (to justify the transition to a customer-oriented model), the system-structural method (to analyze the mechanisms of interagency interaction and integration of registers) and the case-study method (analysis of the practical implementation of digital services through the Diia portal) were used. Problem-oriented analysis made it possible to identify systemic gaps in social protection management, and methods of logical generalization and forecasting were used to develop practical recommendations for improving the service model of the state. The study covers the period 2019–2025, which allows us to assess the adaptability of digital infrastructure to growing social risks.

5. Results and Discussion

The concept of "government as a service" in modern scientific discourse is interpreted as a transformational model of public administration, which involves a change in the functional nature of the state from a hierarchically organized system of government institutions to an integrated digital platform focused on the provision of public services according to the logic of service interaction. Within the framework of this approach, the state appears as an institutional provider of standardized "products" (administrative and social services) provided on the basis of digital technologies, taking into account the individualized needs of users. This interpretation is based on the provisions of the theory of digital

governance, according to which the key principle of the functioning of the state is customer focus, which involves minimizing transaction costs, deregulating procedures, their algorithmizing and integration within the concept of "life events". In this regard, the axiological core is the principle of priority of the interests of the citizen, according to which the state functions as an instrument for satisfying social needs, and not as an autonomous power structure [13].

This conceptualization necessitates a profound transformation of the institutional, organizational and technological foundations of the functioning of public power. First of all, we are talking about the formation of unified digital platforms as an infrastructural basis for public administration, ensuring the interoperability of information systems through API integration, the development of an open data ecosystem, as well as the widespread introduction of cloud computing as a tool for scaling and ensuring the continuity of services. As a result of such changes, the state acquires the characteristics of a platform organization, in which managerial functions are increasingly implemented through algorithmic processes, while interaction with citizens takes place in a digital environment with a high level of personalization. Theoretically, this reflects a synthesis of the concepts of e-government, digital government, and customer-centric administration, which forms a new management paradigm based on service logic.

In the national dimension, the institutionalization of this model is reflected in strategic documents of state policy, which determine the directions of digital transformation of the social sphere. The basic act in this area is the "Strategy for Digital Transformation of the Social Sphere", approved by the Cabinet of Ministers of Ukraine, which lays down the conceptual, organizational and technological foundations for the modernization of the social protection system [11]. In accordance with its provisions, it is envisaged to create the Unified Information System of the Social Sphere (UISSS) as an integrated digital environment that ensures data centralization, automation of procedures for assigning social benefits and increasing the targeting of social support.

The implementation of this strategy in recent years has been accompanied by the gradual digitalization of administrative procedures, in particular the introduction of electronic services for submitting applications for social assistance, which indicates a transition from fragmented automation to systemic digital transformation. An important stage in the institutionalization of these transformations was the adoption of the Law of Ukraine "On the Unified Information System of the Social Sphere", which establishes the legal basis for the functioning of the digital infrastructure of social protection and formalizes the mechanisms of electronic administration of the relevant processes [8]. Within the framework of this normative act, the creation of a unified social register of recipients of state support is defined as an instrument of centralized accounting and control, which ensures an increase in the efficiency of resource allocation and minimization of duplication of payments. At the same time, data exchange standards harmonized with European requirements have been implemented, which creates preconditions for the integration of national information systems into the pan-European digital space [16].

It is important to emphasize that these transformations are technological, institutional and legal in nature, as they are accompanied by a change in approaches to the organization of public power, in particular, the transition to a model of automated provision of administrative services. The strategic documents of state policy emphasize the need to ensure such a level of digitalization, in which the vast majority of public services are provided without the participation of officials, which reduces corruption risks and increases citizens' trust in state institutions. In this regard, the provisions of the "Concept for the Development of the Digital Economy and Society", in particular its component "Digital State", the Concept of Integrated Provision of Public Services, as well as regulations in the field of personal data protection, which implement approaches close to GDPR standards, are conceptually interrelated.

Thus, the concept of "state as a service" in Ukraine is gradually acquiring the characteristics of a systemically formed normative and institutional model that integrates technological, organizational, managerial and legal components of the digital transformation of public administration. Its implementation leads to the modernization of public administration tools and a change in the paradigm of interaction between the state and the citizen in the direction of increasing the accessibility, transparency and targeting of public services. At the same time, the effectiveness of the implementation of this model is determined by a set of interrelated factors, among which the level of institutional capacity of the state, the degree of development of digital infrastructure, the level of interoperability of information systems, as well as ensuring equal access of the population to digital services in the context of the implementation of strategic goals of digital development until 2030 are decisive.

In view of the above, the transformation processes associated with the implementation of the concept of “state as a service” find their practical embodiment in the development and application of digital tools in the field of public administration of social protection. These tools serve as a functional basis for the implementation of a service-oriented model of public administration, ensuring digital interaction between public authorities and recipients of social services.

A key place among such tools is occupied by state digital platforms, in particular integrated online portals that provide centralized access to administrative and social services. In this regard, the Diia portal, which functions as a unified digital interface of interaction between citizens and the state, plays a decisive role [5]. The functionality of this platform covers a wide range of services implemented on the principle of a “single window”, including obtaining administrative documents, registration procedures, reporting, as well as access to information resources of the state.

Of particular importance is the use of the Diia platform in the field of social protection, where it ensures the digitalization of procedures for providing social support to the population. In particular, through this portal, the possibility of submitting applications for social benefits, registration of internally displaced persons, registration of housing subsidies and other types of state assistance has been implemented. The scale of the platform’s implementation is confirmed by a significant number of users, which is about 7.5 million people [5], which indicates its institutional significance in the public administration system.

The functioning of the Diia platform is ensured by its integration with state information resources, which allows for automated data exchange between different registers and increases the efficiency of information processing. As a result, a single digital environment is formed, within which the principle of comprehensive service for citizens is implemented.

The next stage in the development of digital services in the field of social protection is the introduction of comprehensive services focused on specific life situations. In this context, the “eMalyatko” service is indicative, which provides an integrated provision of a number of administrative and social services related to the birth of a child. The application of this approach allows for minimizing the administrative burden on citizens by combining several procedures within a single digital process. The practical effectiveness of this service is confirmed by the high level of its use, which is 86% among the relevant target group [5].

In addition to universal digital platforms that provide integrated access to public services, the social protection system of Ukraine is developing the practice of introducing specialized electronic services functionally focused on certain categories of recipients of social support and specific types of administrative procedures. This differentiation of digital tools is due to the need to increase the targeting of social services, optimize the procedures for their provision and ensure more flexible interaction between public administration entities and citizens.

In particular, one of the examples of specialized digital solutions is the Electronic Cabinet of a Person with Disabilities, which provides the ability to remotely submit documents, receive information and consulting services, as well as interact with relevant state registers, in particular, the Unified Register of Persons with Disabilities. The operation of such a service is aimed at reducing administrative barriers, minimizing the need for the physical presence of service recipients in state institutions and reducing the time spent on receiving social support.

The web portal of the Pension Fund of Ukraine, which provides digitalization of pension procedures and the provision of related social services, has a similar functional focus. In particular, users get the opportunity to remotely apply for pensions, apply for subsidies, and access personalized information on the state of social security [7]. The introduction of this tool significantly reduces the burden on the territorial bodies of the Pension Fund and contributes to the transition to remote forms of public service.

A further stage in the development of digital services in the field of social protection was the creation of the Social Portal of the Ministry of Social Policy of Ukraine (soc.gov.ua), which functions as a comprehensive electronic platform for the provision of social services in digital format [14]. The introduction of this resource reflects the transition to a more integrated model of administration, which provides for a combination of functions of serving citizens and managing social cases within a single digital environment.

The functionality of this portal includes the submission of electronic applications for various types of social assistance, including the provision of technical and other means of rehabilitation, as well as tracking the status of consideration of appeals in real time. At the same time, a feature of the platform is

its two-way orientation, i.e., on the one hand, citizens receive an intuitive electronic cabinet for submitting applications and monitoring their processing, on the other hand, social specialists (case managers, social workers) receive tools for administering appeals, managing data and coordinating the process of providing social assistance [14].

In addition, the introduction of these digital services is accompanied by a gradual automation of management processes, which creates prerequisites for the transition to analytically oriented public administration. In particular, the use of digital platforms makes it possible to carry out a systematic analysis of the needs of recipients of social services, as well as to assess the effectiveness of their provision based on the processing of data sets in real time [14].

Summarizing the above, it is found that the system of digital communications within the “state as a service” model in the field of social protection is characterized by a multi-level structure of interaction, which includes citizens, digital platforms, public authorities and social service bodies. It provides for the circulation of information flows between these entities, which ensures both the initiation of a request for social services and its processing, managerial decision-making and the provision of appropriate assistance.

The generalized structure of this interaction of public administration entities in the digital environment of social protection is shown in Figure 1.

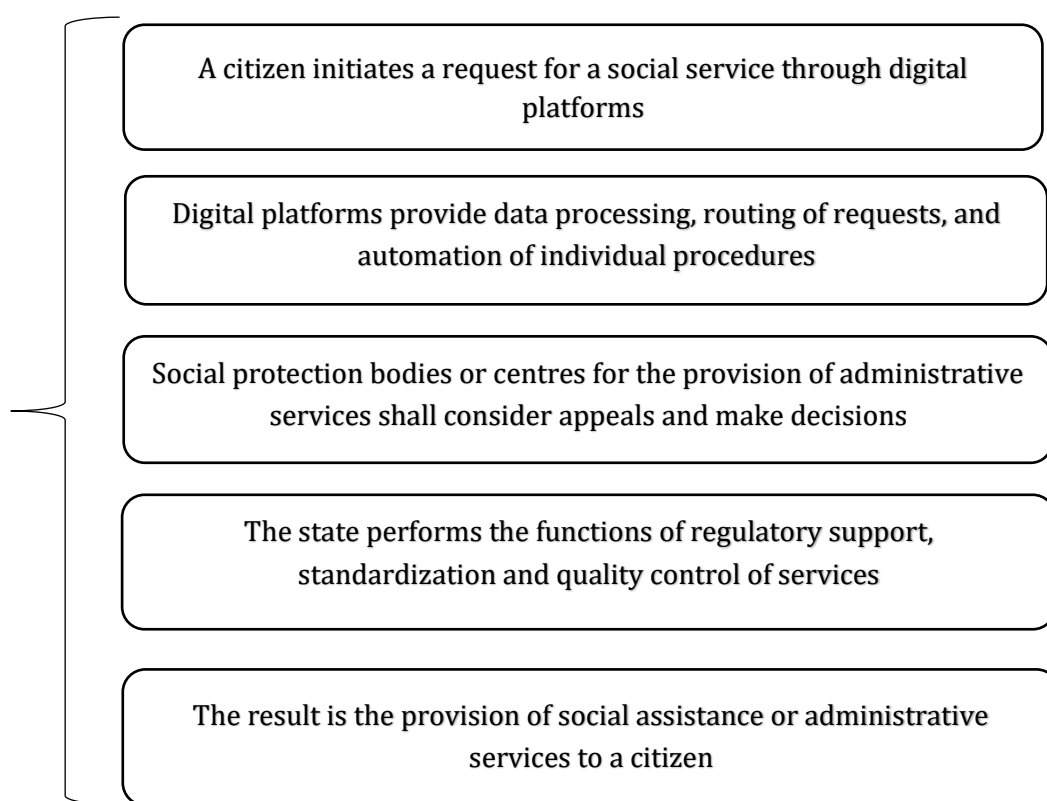


Figure 1. System of information and communication interaction of social protection subjects in the digital environment

Source: Compiled by the authors.

Thus, the functioning of digital services in the field of social protection represents a qualitatively new stage in the development of public administration, characterized by the transition to an integrated service-oriented model, which is based on the principles of digital interaction, automation of management processes and the use of data as a strategic resource for decision-making. In this context, digitalization is not only a tool for optimizing administrative procedures but also a system-forming factor in the transformation of the entire architecture of social governance.

These transformational trends find their practical embodiment in Ukraine, where in recent years there has been an active implementation of complex digital solutions in the field of social protection. In particular, the introduction of the Unified Information System of the Social Sphere (UISSS) in 2022–2023 was one of the key stages in the modernization of the mechanisms for administering social benefits. Unlike the previous model, which was characterized by territorial attachment of procedures and limited

access to services, the functioning of the UISSS provided the possibility of remote registration of a significant number of types of social assistance based on integration with state registers, in particular, the Pension Fund of Ukraine and the Ministry of Social Policy [16]. As a result, access to the registration of 17 types of social benefits remotely was provided, which significantly increased the level of accessibility of social services for the population.

In addition, the functionality of the UISSS has demonstrated its effectiveness in crisis conditions, in particular during the organization of payments to victims of the accident at the Kakhovka hydroelectric power plant, as well as in the provision of regular social payments to internally displaced persons. This indicates the ability of digital systems to respond quickly to extraordinary socio-economic challenges and ensure the continuity of social support.

An important element of the digital infrastructure of social protection is also the unified social register of recipients of state support, which functions as a centralized database and management control tool. Consolidation of information on recipients of social benefits ensures an increase in the accuracy of targeted allocation of resources, eliminates duplication of payments and creates prerequisites for effective monitoring of the coverage of social programs [16]. As a result, the principles of implementing a human-centered approach to social protection are being formed, which provides for the personalization of social support in accordance with the individual needs of citizens.

A comparative analysis of international experience shows that such transformation processes are typical for most developed countries that implement state-as-a-service models in the field of social protection. In particular, in France and Finland, mechanisms for automated assignment of social benefits are widely used, when relevant decisions are formed by information systems based on data from state registers without the need to submit additional applications from citizens [4]. This approach allows for minimizing the administrative burden on service recipients and increasing the efficiency of their provision.

In the Baltic States, in particular in Estonia, a comprehensive model of digital governance has been formed, within which there are unified state portals that provide the opportunity to apply for all major types of social benefits online. At the same time, the role of social protection bodies is transformed in the direction of verification of submitted data and management decision-making based on automated processes. Similar practices are also complemented by the use of innovative technologies, in particular chatbots for information support of recipients of social services, as well as mobile applications for automated registration of compensations, particularly in the field of medical support.

In turn, countries such as the United Kingdom and Canada are implementing systems of digital validation of incomes and assets of the population, based on the integration of state information resources and allowing for automated verification of citizens' eligibility to receive social benefits. The use of such tools helps to reduce the level of fraud, increase the transparency of procedures and optimize the use of budget resources.

An important role in the dissemination of these approaches is played by international organizations, in particular the World Bank, the International Labor Organization and other institutions that support the implementation of digital social protection platforms in developing countries. In particular, in the countries of Southeast Asia and Africa (Bangladesh, Ethiopia, Kenya), projects are being implemented to create mobile platforms for social transfers under the G2P (government-to-person) model, which involves the use of digital identification and the direct delivery of social benefits to recipients [6; 15].

Thus, both national and international experience shows that the digitalization of social protection is a key factor in improving the efficiency of public administration, ensuring the integration of information systems, automation of decision-making procedures and the formation of a human-centered model of social service delivery.

Despite the undeniable advantages of the digital transformation of the social protection system, the results of modern scientific research indicate the presence of a set of systemic restrictions that significantly complicate its full implementation in the practice of public administration. In this context, it is advisable to state that the digitalization of the social sphere is accompanied not only by institutional and technological shifts, but also gives rise to new social, infrastructural and managerial challenges that require a comprehensive scientific understanding.

First of all, one of the key limiting factors is the digital divide, which is manifested in the differentiation of the population's access to information and communication technologies and related infrastructure. This phenomenon has both territorial and socio-economic dimensions, which causes the

uneven inclusion of different categories of the population in the digital environment of social protection. In particular, residents of rural areas, certain regions, as well as representatives of socially vulnerable groups are characterized by limited access to digital resources and an insufficient level of digital skills, which significantly reduces the efficiency of using electronic services [8, p. 13]. As a result, there is a risk of partial exclusion of certain categories of citizens from the processes of receiving social services in digital format, which contradicts the principles of social justice and inclusiveness of state policy.

In close connection with these problems is the issue of the level of digital competence of the population, which determines the ability of citizens to effectively interact with electronic services. The insufficient level of formation of such competencies is manifested in difficulties in passing identification procedures, registration in information systems, as well as in filling out electronic forms and submitting applications. Empirical data of sociological studies indicate the presence of a significant share of users who assess electronic services as difficult to use, which objectively reduces their availability and effectiveness in the practice of social administration.

Along with social restrictions, infrastructure factors play a significant role in determining the technical capabilities of digital services. In particular, we are talking about the uneven coverage of the territory with high-quality Internet connections, limited technical support for public authorities, and the lack of unified standards for building information systems. The use of outdated technical means in social institutions and administrative service centers, as well as the insufficient level of technical support, complicate the process of implementing modern digital solutions and reduce their functional efficiency.

In the context of the digitalization of social protection, special attention is drawn to the risks associated with ensuring information security and personal data protection. Since digital systems operate with significant amounts of sensitive information, including data on income, health and social status of citizens, violations of their confidentiality or failures in the functioning of information systems can have significant negative social consequences and undermine the level of trust in state institutions [2; 8]. In this regard, the problem of implementing algorithmic solutions and artificial intelligence systems in the field of social protection is of particular importance, which, in the absence of proper regulation, can lead to the formalization of managerial decisions and a decrease in the level of individualization of social assistance. As noted in OECD analytical materials, insufficient transparency of algorithmic models and a lack of effective control mechanisms can lead to errors in decision-making on the assignment of social benefits, which creates risks of the so-called "dehumanization" of social protection [1].

In addition, the analysis of foreign experience shows that even with a high level of digitalization of the social sphere, certain categories of social benefits remain difficult to fully automate. In particular, the procedures for assigning benefits to low-income households or unemployed persons provide for comprehensive audits of the financial condition, which necessitates the preservation of mixed forms of administration, including paper document management [4].

At the same time, managerial barriers related to ensuring interagency integration of information systems and coordination of activities of various public administration entities remain significant. The formation of unified digital platforms requires the unification of data exchange standards, the harmonization of procedures and the transformation of the organizational culture of state institutions. In the absence of a systematic approach to the implementation of digital solutions, there is a risk of their fragmentation, duplication of functions and technical incompatibility, which reduces the overall efficiency of digitalization. International experts emphasize that the lack of a coherent digital transformation strategy can lead to inefficient use of resources and limited results of innovation [15].

Generalization of the identified problems allows us to formulate conceptual directions for improving the digital transformation of the social protection system. First of all, it is necessary to ensure the inclusiveness of digital services, which provides for the development of digital competencies of the population and the creation of alternative channels of access to social services for vulnerable categories of citizens. An important area is also the improvement of the data management system, in particular, the harmonization of information processing standards, increasing the transparency of algorithmic decisions and ensuring the compliance of national systems with international requirements for personal data protection.

In addition, it is urgent to strengthen the human resources of social protection bodies by training specialists who can work effectively in the digital environment, as well as optimizing internal management procedures. An important element of improving the efficiency of digital services is the

introduction of a system for assessing their effectiveness based on standardized indicators, which will ensure reasonable resource management and strategic planning for the development of the social protection system.

Thus, the further development of digitalization of social protection requires an integrated approach that combines technological innovations, institutional transformations and ensuring the social orientation of public policy.

6. Conclusions

Generalization of the results of the study gives grounds to assert that the introduction of digital approaches within the paradigm of “state as a service” forms qualitatively new prerequisites for the transformation of the social protection system in Ukraine. The integration of information resources, the development of unified digital platforms and the introduction of electronic services ensure an increase in the availability of social services, simplification of procedures for obtaining them and reduction of administrative barriers. In particular, the possibility of remote submission of applications, automated data processing and increased transparency of managerial decision-making contribute to the optimization of the functioning of the social protection system, as well as ensure a more efficient use of budget resources.

Based on the analysis, it is determined that the combination of technological innovations, in particular the introduction of the Unified Information System of the Social Sphere and specialized digital platforms, with institutional changes in the field of public administration creates the basis for the formation of an effective, targeted and transparent system of social protection. Provided that reforms are systematic and properly coordinated between public authorities, digitalization of the social sphere can be an important factor in improving the quality of state social policy.

At the same time, the prospects for further development of this model are determined not only by technological capabilities, but also by the ability of the state to adapt institutionally, the formation of a service culture of management and ensuring the social orientation of the decisions made. In this regard, the concept of “state as a service” should be implemented as a comprehensive management paradigm that combines digital tools with the principles of inclusiveness, fairness and focus on the needs of citizens, which, in turn, creates prerequisites for the formation of a modern, effective and sustainable social protection system.

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