

REVIEW

Artificial intelligence in public administration: benefits and risks

Inteligencia artificial en la administración pública: beneficios y riesgos

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ABSTRACT

Artificial intelligence technology is no longer just a vision of a progressive future, it is a reality that needs to be accepted and implemented in all spheres of society and the state. Public administration is one of the areas where artificial intelligence will enhance the efficiency, accuracy, and transparency of administrative services for the public and business. Thanks to its self-learning capability and fast data processing, artificial intelligence will be able to predict the demand for certain services, and therefore the state's strategy of interaction with the population will also undergo positive changes. This is the reason for the relevance of the research, because due to global trends towards the introduction of artificial intelligence in public administration, such actions will contribute to a new level of interaction between the state and society, as well as the status of each individual state among progressive countries that keep up with the times. At the same time, such implementation poses certain risks to society. In this regard, the purpose of the research is to analyse the use of artificial intelligence in public administration and its main advantages, identify the risks of introducing artificial intelligence and the specifics of the ethical component, and provide practical recommendations for further introduction of artificial intelligence in the field of public administration.

Keywords: Artificial Intelligence; Public Administration; Public Services; Innovative Solutions; Algorithms.

RESUMEN

La tecnología de inteligencia artificial ya no es sólo una visión de un futuro progresista, es una realidad que debe aceptarse e implantarse en todas las esferas de la sociedad y el Estado. La administración pública es una de las áreas en las que la inteligencia artificial mejorará la eficiencia, precisión y transparencia de los servicios administrativos para el público y las empresas. Gracias a su capacidad de autoaprendizaje y al rápido procesamiento de datos, la inteligencia artificial podrá predecir la demanda de determinados servicios, por lo que la estrategia de interacción del Estado con la población también experimentará cambios positivos. Esta es la razón de la relevancia de la investigación, porque debido a las tendencias globales hacia la introducción de la inteligencia artificial en la administración pública, tales acciones contribuirán a un nuevo nivel de interacción entre el estado y la sociedad, así como al estatus de cada estado individual entre los países progresistas que se mantienen al día con los tiempos. Al mismo tiempo, dicha aplicación plantea ciertos riesgos para la sociedad. En este sentido, el propósito de la investigación es analizar el uso de la inteligencia artificial en la administración pública y sus principales ventajas, identificar los riesgos de la introducción de la inteligencia artificial y las especificidades del componente ético, y proporcionar recomendaciones prácticas para una mayor introducción de la inteligencia artificial en el ámbito de la

administración pública.

Palabras clave: Inteligencia Artificial; Administración Pública; Servicios Públicos; Soluciones Innovadoras; Algoritmos.

INTRODUCTION

In the era of progressive development of artificial intelligence, many areas of society are undergoing changes and transformations. Artificial intelligence (AI) is increasingly becoming part of important processes and mechanisms. The public sector is also affected by the changes, as the direct integration of information and communication technologies in the workplace, public administration and the provision of administrative services significantly improves the efficiency of the state as such. The innovative world of the latest technologies dictates its own rules, where each participant must decide on the limits of their use. Moreover, there is a large-scale work on the legal field of artificial intelligence and ethical tangents that go hand in hand with any innovative changes that directly affect society and the state.⁽¹⁾

Undoubtedly, artificial intelligence technology has become an indispensable tool in recent years for governance around the world, and in public administration in particular. Artificial intelligence is an advanced state-of-the-art technology that is capable of processing large amounts of data, self-learning, providing forecasts and relevant information that can be used in the course of making certain decisions. In other words, AI is the ability of a machine to perform cognitive functions related to humans, such as perception, reasoning, learning, interaction with the environment, problem solving, and even creativity.⁽²⁾ It is appropriate to summaries that it is thanks to artificial intelligence technology that processes that previously required significant time and/or resources are now performed with less time and/or effort and with greater efficiency.

AI technology is used in both developed and emerging market economies. Artificial intelligence and its use in public administration significantly increases the level of transparency, efficiency and accountability of governance as such. And this, in turn, stimulates an increase in the level of public trust in government agencies. However, artificial intelligence technology and its implementation can pose some problems and risks with data privacy, bias, and security, which can also often run counter to ethical values and considerations.⁽³⁾ Also, the introduction of artificial intelligence requires significant financial investments, which also includes the elimination of all problematic issues and direct testing.

Public administration is an area where the use of artificial intelligence is a tribute to the times and global trends. More and more countries are investing significant financial resources in the latest developments that will improve domestic and foreign policy. Public administration is becoming the object of innovative solutions, and the introduction of artificial intelligence helps to provide them much faster, safer, and more efficiently. Artificial intelligence and public administration is not just an innovative combination, it is a smart decision for the following reasons.⁽⁴⁾

Artificial intelligence improves operational efficiency by automating routine tasks and administrative processes, freeing up civil servants to focus on more strategic initiatives. It also supports informed decision-making by processing vast amounts of data, enabling the government to improve existing services for citizens. Through the personalisation of public services, AI analyzes individual citizen needs, fostering increased trust in service providers and higher levels of satisfaction. Moreover, AI helps in optimising processes by predicting the demand for essential services such as education and healthcare, ensuring a fairer and more efficient allocation of resources. Finally, AI plays a key role in creating a safer, more efficient, and citizen-oriented environment by modernising administrative procedures and making government operations more responsive to the needs of society.⁽¹⁾

Based on the above, it can be confidently said that today artificial intelligence is a practical tool in improving the delivery of many public services, and this has become possible due to two key factors. The first factor is the progress in machine learning algorithms, data processing and distribution. This has led to unprecedented results that are characterised by unprecedented accuracy and efficiency. Given the fact that the size of data is growing exponentially every minute, the power of artificial intelligence is gaining new momentum, and for public administration, this is becoming the basis for making more effective decisions to deliver quality public services.⁽⁵⁾

The second factor is that the level of development of artificial intelligence will become even more extensive, taking into account market forecasts. For public administration, this opens up significant opportunities to improve services and operations by implementing AI solutions and taking initiative.⁽⁶⁾ Under such conditions, governments can take a holistic approach to strategic tasks. And the integration of artificial intelligence into smart governance not only modernises and optimises government operations, but also has the potential to transform public administration worldwide. In this regard, the purpose of the research is to analyse the use of

artificial intelligence in public administration and its main advantages, identify the risks of introducing artificial intelligence and the specifics of the ethical component, and provide practical recommendations for further introduction of artificial intelligence in public administration.

METHOD

Taking into account the outlined purpose of the scientific research and in order to achieve it, the following scientific research methods were used: general philosophical method, descriptive method, method of system analysis, synthesis, dialectical method, and methods of deduction and induction. With the help of these research methods, it became possible to form a comprehensive understanding of the use of artificial intelligence systems in public administration, as well as to formulate practical recommendations on how to avoid the development of problems and risks that may accompany the use of artificial intelligence for national purposes.

The first method worth considering is the general philosophical method, which was applied at all stages of the study, from analysing the specifics of the use of artificial intelligence in public administration, to identifying the benefits of such use, to understanding the problematic aspects and risks associated with the introduction of artificial intelligence. With the help of the general philosophical method, the main recommendations that should be followed when using artificial intelligence systems were identified.

The next method we used was the descriptive method. The features of artificial intelligence have been identified, along with its obvious and non-obvious benefits for the public sector and the population. The method of system analysis allows us to understand the characteristics of the use of artificial intelligence in public administration, analyse the current state and problematic aspects and risks associated with the introduction of artificial intelligence. This helps to create a general picture of the study and identify important aspects that will be needed in further research. Furthermore, it helped to draw conclusions about the need for human oversight of artificial intelligence systems and compliance with ethical principles. Using the method of system analysis in combination with the method of synthesis, the non-obvious benefits of artificial intelligence in public administration were analysed. At the same time, the synthesis method was used to evaluate artificial intelligence in terms of identifying the driving forces behind the introduction of artificial intelligence within public administration and the public sector in general.

The dialectical method reveals the features of artificial intelligence as such. In combination with the system analysis method, the author concludes that artificial intelligence and public administration are not just an innovative combination, but a reasonable solution for many reasons. The dialectical method helped to substantiate these reasons for a comprehensive understanding of the topic. Using the deductive method, it was concluded that the current state of implementation of artificial intelligence in public administration is associated with certain risks. Through the inductive method, practically applicable recommendations were formulated for solving current problems and for the further development and use of artificial intelligence in public administration.

RESULTS AND DISCUSSION

Application of artificial intelligence in public administration and its main advantages

Artificial intelligence technology certainly has all the necessary components and potential for a comprehensive transformation of public administration and the provision of administrative services. AI is the tool that can simultaneously improve the efficiency of service delivery, national decision-making, ensure transparency and accuracy, while ensuring compliance with privacy policies and detecting fraudulent schemes. Moreover, it is an effective way to ensure a personalised approach to administrative service delivery and to take this into account when formulating large-scale policies.

Artificial intelligence is defined as the programming of software systems, often using algorithms, to perform some tasks that in the past typically required human intelligence; and those tasks that included human vision, language, knowledge, and search. It is worth noting that artificial intelligence, in combination with the use of human potential, can solve many important tasks of national importance. With the careful use of artificial intelligence, this technology will help the government to provide services better, faster and more adapted to the needs of beneficiaries and citizens, as well as the public authorities responsible for their provision.⁽⁷⁾ In the twenty-first century, artificial intelligence has been the subject of much discussion and innovative solutions, and for many governments, artificial intelligence is a strategic resource. It is this resource that will help increase the country's competitiveness in the international market and accelerate economic growth. At the same time, artificial intelligence will "work" for the benefit of domestic policy, including in public administration.

Each country builds its own optimal plan for the introduction of artificial intelligence based on its own needs and the needs of society. However, it is recommended that a whole-of-government approach to AI is part of the early planning of government digital initiatives. Such a whole-of-government approach to building and maintaining infrastructure, standardising systems and data, governance structures, and coordinating implementation, monitoring, and lessons learned is more likely to result in interoperable, successful, and

sustainable AI solutions.⁽⁷⁾ Moreover, this approach will facilitate the integrated provision of services demanded by the population and help increase the level of public trust in government agencies and officials.

The introduction of artificial intelligence brings a number of benefits. The general advantages of AI technology in the context of public administration include improved analytical capabilities and process optimisation. Such benefits are based primarily on the technology's ability to make accurate forecasts, anticipate demand for services, and understand patterns due to its nature. These are the main reasons why artificial intelligence is so important in the planning of public policies and the delivery of public services. Moreover, another obvious benefit of using AI is economic growth, financial benefits, and a change in the type of labour, with a focus on highly skilled professionals.⁽⁸⁾

In the field of public services, in addition to the obvious benefits, such as time savings, increased efficiency of service delivery and quality, improved accessibility of service delivery and inclusiveness, it is worth paying attention to non-obvious benefits. The introduction of communicative artificial intelligence on various government web portals that interact with the public allows for the desired level of personalisation of services. However, this aspect requires further research and practical testing.⁽⁹⁾ It is also worth noting that artificial intelligence can assist in setting up internal processes for selecting cases and setting priorities for employees or public administrators. Examples of this include an AI system that helps to predict when citizens are getting into problematic debt in order to direct case workers to more targeted preventive interventions, or those systems that, based on pattern recognition of combined datasets, help to predict fraudulent behaviour when processing sensitive data of administrative service recipients.⁽⁸⁾

When it comes to establishing internal processes that will contribute to better public service delivery, the main benefits usually manifest themselves in the long run. Some of which may already be evident now, such as time savings due to improved quality of digital services, as well as an increase in the number of services that can be predicted.⁽⁹⁾ These are the benefits that provide grounds for reviewing the allocation of public resources and their better use. Thus, the use of artificial intelligence in public administration is increasing today, and this is already an axiom.

This is now an area that has many prospects and advantages. These can be outlined in the following: processes are being actively optimised and their efficiency is improving. The level of human error and fraud in the provision of administrative services is reduced. The focus is on personalising the provision of administrative services and taking these indicators into account in the development of domestic policy. The importance of more accurate forecasts made possible by the introduction of artificial intelligence is growing.⁽⁸⁾

The above-analysed benefits of introducing artificial intelligence suggest that the policy of introducing artificial intelligence into public administration entails a desire for better monitoring and personalised understanding of the behaviour and demand of the population. Accordingly, having received such data, the level of service provision increases and they are adapted to the specified needs of the population. This requires a simplified regulatory framework that enables and facilitates data exchange, which leads to improved data availability.

The benefits of artificial intelligence can be realised only if it is understood who develops and implements artificial intelligence in the public sector and how. On the one hand, the implementation of artificial intelligence by government agencies themselves can increase transparency and auditability of AI systems in the public sector.⁽¹⁰⁾ On the other hand, they also run the risk of relatively lower efficiency and productivity, expectedly higher start-up costs, less training data, and a number of additional implementation challenges compared to, for example, an established private party that is able to co-design and offer AI-based public services. However, in the latter case, the transparency of data and models, as well as the ability to audit the system, become more difficult, and thus pose risks to the maintenance of public values or the protection of fundamental rights.⁽¹¹⁾

That is why an integral part of the introduction of artificial intelligence is to understand all the risks in the context of the comprehensive and full use of artificial intelligence in public administration. Based on the above analysis of the benefits of artificial intelligence, it can be identified the driving forces behind the introduction of artificial intelligence within public administration and the public sector in general. sharing effective and efficient practices; simplification of the regulatory environment for the introduction and use of artificial intelligence;⁽⁸⁾ alignment and understanding of AI capabilities and the goals of public administration; analysing the experience of using artificial intelligence and calculating potential investments in the digitisation of service delivery; assessing the level of digitisation in society by analysing the demand and use of AI-based services by citizens and governments.⁽¹²⁾

Risks and obstacles to the implementation of artificial intelligence and the ethical component

The advantages of artificial intelligence analysed in the previous section give reason to believe that its further use will be risk-free. However, as with any new technology, the use of artificial intelligence also raises concerns about potential risks and harm that may be caused by systems based on artificial intelligence. It should be noted that not all AI-based systems are dangerous. In general, it is machine learning systems that are

used to solve social problems that are of concern. In turn, the use of forecasting systems in the public sector has already led to undesirable consequences, especially when they are applied in the form of (semi-automated) algorithmic decision making (ADM).⁽¹³⁾ In this regard, it is worth mentioning the SyRI system, the main task of which was to assign a score to each person according to the risk factor of potentially committing a crime or offence. Such scores were based on confidential information, personal data, etc. In general, the court found this system to be illegal and to violate and threaten human rights.⁽¹⁴⁾

In most countries, the main obstacles to the introduction of artificial intelligence in the work of public authorities are insufficient awareness of the potential of artificial intelligence and the limits of its application, the lack of other advanced technologies, poor data quality and poor access to it, and low digital skills. However, this is far from the exception. Changes in labour demand as most routine processes become automated by nature, this changes the demand for labour. There are also situations with mass layoffs, including in the public administration sector. In this case, there is a need for highly skilled personnel with knowledge of artificial intelligence technologies, which in turn requires the state to invest in training and retraining and create relevant programmes.⁽¹⁵⁾

Resistance to innovation and change - due to the changing labour market situation and the need for highly skilled personnel, there may be some resistance to new changes on the part of civil servants due to the fear of losing their jobs.⁽¹³⁾ Lack of policies that can fully ensure the interoperability and accessibility of government data, as well as establish governance of the use and reuse of this data using machine learning and AI in particular, to minimise bias and injustice.⁽¹⁴⁾ The presence of algorithmic bias and hard-coded presumptions as AI learns and improves based on data, including biased data - can exacerbate inequalities, which can lead to unfair treatment in various areas.⁽¹³⁾ For example, when providing social assistance, services or employment.

In this aspect, it is also worth paying attention to the relative lack of transparency in the decision-making process of artificial intelligence. They are often referred to as “black boxes”. Such processes can hide the very thought process and why a particular conclusion was reached. Therefore, adherence to the principles of good governance and the very right to explain certain decisions is much more difficult than it might seem at first glance.⁽⁹⁾ Dehumanisation of public services - of course, AI technology is now trying to personalise various types of services. However, research shows that it is difficult to do so with individual cases. Due to the relatively rigid coding of state processes and decisions directly made by state authorities, there is less and less room for understanding exceptions to the rules or taking into account individual circumstances.⁽¹³⁾

Inadequate privacy and security of personal data - public administration relies on huge amounts of sensitive data about its citizens.⁽¹⁴⁾ Artificial intelligence systems are attractive targets for cyber-attacks that can compromise personal information and undermine public trust, resulting in a global data breach. Moreover, AI-based tools, such as facial recognition, can be used for excessive surveillance, which threatens civil liberties and privacy. Difficulties in allocating responsibility and lack of accountability - if AI makes mistakes when making a decision, the process of assigning responsibility will take some time and will face some difficulties. This is especially true when several organisations are involved in the deployment and management of AI. Since legislation does not always keep pace with the times, the legal field will not be able to point to the actual culprit in such circumstances.⁽¹⁶⁾

The occurrence of errors in the course of automation can also have significant consequences and pose risks to citizens in the course of receiving services from the state. Risks associated with financing and implementation of artificial intelligence - It is quite obvious that the introduction of artificial intelligence systems requires significant financial investments and corresponding highly skilled maintenance. And in the absence of effective management, such situations can lead to overstressing the state budget.⁽¹⁷⁾ In the context of this problematic aspect, it is worth noting that combining AI tools with existing legacy systems in public administration can be complex, time-consuming, and error-prone. Therefore, updating existing software will be a solution to many of the predicted problems.

AI systems may have difficulty adapting to nuanced or exceptional cases, resulting in rigid policies that do not meet the diverse needs of citizens.⁽¹⁵⁾ It is important to note that these challenges and risks also relate to the ethical principles that must be respected in the implementation of any policy or technology. In general, at the national level, many countries have determined that the introduction of artificial intelligence should be carried out with due regard for such principles. For example, decision-making in the field of artificial intelligence should be based on human rights and freedoms, including respect for everyone's right to privacy. Moreover, every individual should be able to control their personal data, i.e., they should be the ones to give consent to the transfer or deletion of this data.⁽¹⁶⁾

In terms of accountability, a specific organisation or body should be responsible for monitoring accountability. All algorithms should be justified, the process of data collection and processing should be transparent and understandable for those directly affected. An important ethical component should be that the population should be notified when they interact with artificial intelligence or when artificial intelligence makes decisions for someone.⁽¹⁵⁾ It should also be noted that there should be human control over technology, i.e. everyone has

the right to review the history of automated decisions made about them, as well as the right to refuse such decisions. And, of course, artificial intelligence technology should work for the benefit of generally accepted human values and benefit society.⁽¹³⁾

Recommendations for the implementation of artificial intelligence in public administration

Having analysed the general benefits and risks arising from the use of artificial intelligence in public administration, it can be formulated practical recommendations that will become both the objects of further research and the basis for reflection and implementation in practice. In general, AI policy has several components, including institutional mechanisms, legal frameworks, and governance systems for the use of artificial intelligence.⁽¹⁷⁾ Taken together, when such a policy is in place, it can contribute to the emergence of a favourable environment for the introduction of artificial intelligence and further minimise existing risks. Moreover, this policy can easily become part of a much more sincere state policy on digital transformation or, in the course of its implementation, become a catalyst for the creation of a separate structure responsible for the introduction of artificial intelligence in both public administration and the private sector.⁽¹⁸⁾

In the view presented, a so-called central AI authority, which could potentially be established within the government itself, could combine human resources, AI potential, and available financial resources to support and implement government initiatives. The countries mentioned above have already established main AI centres, and therefore implementation and risk management are now their responsibility. It is also worth adding that the role of such a centre can also be to bring together industry expertise with government departments and industry agencies, facilitate research, and create alliances with academic institutions and the private sector.⁽¹⁹⁾

There are quite high risks associated with the introduction of AI, in order to manage the risks, the public sector should act and create policies that will help to cover the risks and ensure that the principles and priorities of AI are clear. The ethical component of the use of artificial intelligence and that artificial intelligence should be primarily human-centred, governments have a corresponding obligation. This obligation is to adopt and comply at all levels with the principles of personal data protection, the right to privacy, accountability of agencies for a particular use of data, etc.

It is also important to adhere to the principles of transparency, openness, data confidentiality and the ability to explain the reasons for decisions and results. When working with artificial intelligence, it remains essential that there is no discrimination in government decisions and services provided to the public and that each party to the relationship has a certain level of control over the latest technology. At the same time, it should be noted that human oversight should become an additional safeguard against possible bias that may arise from the use of artificial intelligence. The introduction of human oversight will generally help to identify and deal with distorted results due to influences such as data selection bias, data fraud, forgery, and intentional programmed bias.⁽²⁰⁾

Assessment of the impact of artificial intelligence on the rights and freedoms of the population and human beings in particular. This issue is not relevant, but new developments in forms of impact assessment are emerging every time, and therefore, this should continue to be given considerable attention in connection with testing such forms in practice.⁽¹⁸⁾ Emphasis should be placed on public awareness, education, and the explanation of the basic elements of AI use. Due to the stated purpose of the study, it is believed that the public sector should play a leading role in demystifying AI and offering free and open education, which will further contribute to the humanisation of AI and help prevent prejudice. With such steps to raise awareness among the public, including civil servants, it can indeed help to increase the readiness of the public sector to actively implement AI.⁽²⁰⁾

Establishing an ethical and regulatory framework - it is this framework that prevents the misuse of AI and builds trust in public authorities as such. That is why it is necessary to adapt legislative norms to the realities of today, to develop or improve existing ethical standards for the use of artificial intelligence in public administration, and to establish responsibility for non-compliance with these norms.⁽¹⁹⁾ Emphasis on human potential in the application and development of systems based on artificial intelligence - because the general meaning and understanding of the realities of people's lives are often lost, and therefore when developers are guided only by graphs and figures, the human component of the developed systems is lost.

Monitoring and supervision systems should be dynamic and designed for the long term, meaning that even in the process of self-learning, they should not lose their fundamentals and principles. Such systems should also respond to changes in algorithms in such a way that their functionality and all technical components remain unchanged, given the ultimate goal of creating such systems. This task is much more difficult.⁽¹⁹⁾ Funding and investing in bias detection and inclusiveness is important because mitigating bias ensures equity and prevents harm to vulnerable groups. That's why it is recommended to regularly check artificial intelligence systems for errors in data and algorithms, and to encourage self-learning of AI systems using diverse and representative data sets.⁽¹⁷⁾

CONCLUSION

Artificial intelligence and public administration is not just an innovative combination dictated by time and modern requirements, it is a smart decision, which is justified by the following reasons: increasing operational efficiency; making informed decisions; personalizing public services; optimizing processes and creating a safer, more efficient and citizen-oriented environment through the modernization of administrative processes.

The introduction of artificial intelligence carries a number of advantages. Among such advantages of artificial intelligence technology in the context of public administration, it can be included the following: improving analytical capabilities; optimizing processes; economic growth; obtaining financial benefits; saving time; increasing the efficiency of service provision and their quality, improving the accessibility of service provision and their inclusiveness; increasing the number of services that can be predicted; reducing the level of human errors and opportunities for fraud in the provision of administrative services; personalizing the provision of administrative services; the importance of more accurate forecasts that have become possible during the implementation of artificial intelligence is increasing. That is why an integral part of the implementation of artificial intelligence is the understanding of all the risks in the context of the comprehensive and full use of artificial intelligence in public administration.

In most countries, the obstacle to the implementation of artificial intelligence in the work of state bodies is insufficient awareness of the potential of artificial intelligence itself and the limits of its application, the absence of other progressive technologies, low data quality and poor access to them, as well as a low level of digital skills. Also, the risks of the implementation of artificial intelligence are: changing demand for labor; resistance to innovations and changes on the part of civil servants; lack of policies that could fully ensure the interoperability and accessibility of state data; the presence of algorithmic bias and hard coding of presumptions; dehumanization of public services; insufficient confidentiality and security of personal data; the presence of difficulties with the allocation of responsibility and the lack of accountability as such; the occurrence of errors during automation; risks associated with financing and implementing artificial intelligence; rigidity of policies that do not meet the diverse needs of citizens.

Having analyzed the general benefits and risks arising from the use of artificial intelligence in public administration, it can formulate practical recommendations that will become both objects of further research and the basis for reflection and implementation in practice. These include, first of all, the formation of a comprehensive policy on the use of artificial intelligence. It is also important to create a central body for artificial intelligence. The government should also be responsible for the protection of personal data, the right to privacy, accountability of agencies for a particular use of data, adherence to the principles of transparency, openness, data confidentiality and the ability to explain the reasons for decisions and results.

Human supervision of the work and decision-making of artificial intelligence remains important. In addition to the above recommendations, the following should also be considered: conducting an assessment of the impact of artificial intelligence on the rights and freedoms of the population and individuals in particular; focusing on public awareness, education and explanation of the basic elements of the use of artificial intelligence; establishing an ethical and regulatory framework; focusing on human potential during the application and development of systems built on artificial intelligence; monitoring and oversight systems should be dynamic and designed for the long term; funding and investing in the detection of bias and inclusion.

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