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e-mail: [msirynapetrova@gmail.com](mailto:msirynapetrova@gmail.com),*Institute of Industrial Economics of NAS of Ukraine, Kyiv***DIGITAL PLATFORM FOR MANAGING INVESTMENT PROJECTS WITHIN THE  
"GOVERNMENT-BUSINESS-SOCIETY" RELATIONS BASED ON PARTNERSHIP**

In the modern global context, digital platforms are regarded as a key element of the digital ecosystem aimed at creating value through efficient interaction and data exchange among various user groups in an electronic format [1-7]. Their contribution is particularly relevant to the management of public-private partnership (PPP) projects in Ukraine, where large-scale work requires effective management and coordination between government bodies and the private sector. In the PPP sector, digital platforms enable centralized communication and information exchange, enhancing project management efficiency and implementation. The application of advanced digital technologies is a crucial factor in achieving strategic goals in PPP projects in Ukraine [8-10]. Algorithmized relationships on digital platforms help optimize the processes of partner selection, tendering, and contract monitoring, considering institutional aspects.

One of the key challenges in the PPP sector in Ukraine is ensuring transparency and openness at all project stages. Digital platforms provide a high level of transparency, facilitating information exchange and promoting open discussions on results. Moreover, digital platforms allow for the optimization of transactional and organizational costs by efficiently utilizing resources and automating routine processes. For example, transaction costs encompass all stages and processes accompanying transactions between different PPP project participants, including expenses related to contract execution, preparation of necessary documentation, bidding procedures, audits, and legal services. The use of digital technologies enables automation and optimization of these processes, reducing time and costs associated with contract execution and management. Electronic trading systems, digital signatures, and electronic documentation make transactions more efficient and economically viable.

Organizational costs include expenses related to project management, coordination of participant actions, communication, and ensuring effective collaboration among all parties. In this context, digital transformation may involve the implementation of

digital platforms for managing PPP projects, integrating all necessary tools for joint work, progress monitoring, and information exchange. Thus, the introduction of digital platforms in PPP project management in Ukraine not only addresses challenges but also creates new opportunities for improving cooperation, efficiency, and transparency in the implementation of joint projects between the public, private, international, and civil society sectors.

Ukraine is undertaking digital transformation initiatives in public investment management, as evidenced by the introduction of a communication platform by the Ministry for Communities, Territories, and Infrastructure Development of Ukraine – the Digital Restoration Ecosystem for Accountable Management (DREAM) [11]. This digital platform is designed to aggregate information on the restoration of objects damaged or destroyed by military actions. Positioned as a “one-stop window,” DREAM centralizes data on financing, management, and oversight of housing, building, and road reconstruction projects. The system's development was initiated in the summer of 2022 with the participation of the RISE Ukraine Coalition of civil society organizations. The project is funded within the framework of the Open Contracting Partnership initiative and RISE Ukraine coalition members, including support from the UK government. Upon completion, the platform is expected to be transferred to state ownership under the Ministry of Restoration, drawing parallels with well-known systems like Prozorro and Prozorro.Sales.

Additionally, in November 2022, the Cabinet of Ministers of Ukraine adopted Resolution No. 1286 dated November 15, 2022, "On the Implementation of an Experimental Project for the Creation, Implementation, and Functioning of the Unified Digital Integrated Information and Analytical System for Managing the Reconstruction of Real Estate, Construction, and Infrastructure Objects" [12]. This resolution sets the framework for an experimental project aimed at developing and launching a Unified



Digital Integrated Information and Analytical System for managing the reconstruction process of real estate, construction, and infrastructure. However, these systems have not sufficiently addressed the complex investment attraction mechanism of public-private partnerships and, consequently, the need for a dedicated digital platform for PPP project management.

In the field of public-private partnerships in Ukraine, a significant step has been taken toward digital transformation, as reflected in the draft Law of Ukraine "On Amendments to Certain Legislative Acts of Ukraine to Improve the Mechanism for Attracting Private Investments through Public-Private Partnership" [13]. This draft law provides for the introduction of an electronic procurement system for public-private partnership projects in accordance with European Union standards. According to the draft law, the electronic trading system is defined as a two-level information and communication system that integrates a central database and electronic platforms. This system interacts with the central database through an application programming interface. Its functionality includes the ability to create, publish, disclose, and exchange information and documents in electronic form. In particular, the system can conduct concession tenders and competitive dialogues, publish documents in direct negotiation procedures, and interact with the electronic platform for project preparation and management as defined by the Cabinet of Ministers of Ukraine. The legislative initiative not only aims to introduce modern electronic mechanisms into the public-private partnership sphere but also seeks to enhance transparency and efficiency in the implementation of projects involving the state and the private sector.

However, it should be noted that the fragmented consideration of digitalization in public-private partnership projects, particularly the attempt to introduce an electronic trading system, is merely a first step in this direction. At the same time, the absence of a full-fledged digital platform presents a significant challenge for the effective management and monitoring of public-private partnership projects. While the electronic trading system is a positive step toward digital transformation, a comprehensive digital ecosystem that considers all aspects of PPP is necessary. The DREAM project, as the initial phase of creating a unified electronic ecosystem for recovery management, may also prove to be limited in its capabilities without a well-balanced digital strategy for public-private partnership project implementation. The need to develop a full-fledged digital platform for managing public-private partnership projects is critical, as PPP projects are inherently complex and labor-intensive. Establishing a comprehensive digital management platform that covers all stages of a project's life cycle and engages all participants is a strategic necessity. Such a platform will ensure in-depth and comprehensive analysis, process optimization, and increased

transparency and openness in the field of public-private partnerships.

Thus, the relevance of a digital platform for managing public-private partnership projects lies in the following aspects. First, a digital platform enables effective project management between the public sector, private companies, international organizations, and civil society institutions, optimizing the processes of project initiation, management, planning, implementation, and monitoring. Second, it allows for the creation of a unified information resource where all information about PPP projects is collected and accessible, ensuring a high level of transparency, which is crucial for all stakeholders. The digital platform creates opportunities to involve a larger number of participants, including small and medium-sized enterprises, civil society, and other interested groups, making international public-private partnerships more diverse and comprehensive. Third, with a digital platform, decision-making processes can be accelerated, as information is open and accessible, enabling faster responses to challenges and opportunities. Fourth, in a world where international cooperation is becoming increasingly important, a digital platform facilitates global interaction. Engaging international partners and investors becomes more efficient through digital tools. Fifth, the use of digital technologies ensures a high level of cybersecurity for all information processed on the platform, which is especially important given the growing cyber threats. Sixth, the digital platform creates conditions for open exchange of innovations and best practices among partnership participants, contributing to sustainable development and the search for optimal solutions. Seventh, the application of digital tools enables continuous monitoring and evaluation of public-private partnership effectiveness, which is a crucial element of strategic management.

The Digital Platform for Public-Private Partnership Project Management (DPPPPM) is an information and communication system aimed at automating and optimizing PPP project management processes. Its implementation seeks to ensure efficiency and transparency in all aspects of PPP management, including project planning, execution, and monitoring.

The digital platform itself represents a form of public-private partnership under the "design - creation - management" scheme, where the Center for International Public-Private Partnership acts as the technical administrator. The platform is owned by the Ministry of Economy of Ukraine, which defines strategic directions and tasks to align the platform with national objectives. During the design phase, the Ministry of Economy of Ukraine sets the platform's strategic goals and tasks, considering national interests, defining the responsibilities and functions of each PPP participant, and developing strategic development directions. In the creation phase, the Center for International Public-Private Partnership, as the technical administrator, is responsible for implementing the

project. It develops and deploys the platform's infrastructure, IT structures, and ensures technical readiness for launch. The management phase involves organizing activities related to platform operation and technical administration. The Center coordinates interactions with other users, plans, and oversees the platform's functioning.

The financial support for creating and implementing the digital platform comes from international technical and financial aid within assistance programs and grants from various international organizations, foreign governments, donor institutions, and other sources compliant with legislation.

Overall, this public-private partnership scheme creates an effective mechanism for implementing PPP initiatives. The Ministry of Economy of Ukraine defines strategic directions, while the Center for International Public-Private Partnership, as the technical administrator, implements and manages the DPPPPM, ensuring transparency and efficiency in managing PPP project initiatives.

The Center for International Public-Private Partnership (CIPPP) plays an integral and decisive role in implementing the innovative and strategic project of creating a digital platform for PPP. This initiative is key to introducing new management standards and ensuring effective interaction between the public, private, and civil sectors. The CIPPP acts as an organizer, uniting all parties' efforts to develop and operate the digital platform, thanks to its unique status, which enables it to engage with government structures, international institutions, the private sector, and civil society, bringing them together within a single digital ecosystem. This fosters comprehensive participation and information exchange among all stakeholders.

As an organizer, the CIPPP defines the strategic goals and objectives of the digital platform. Its responsibilities include developing a clear conceptual framework, defining the platform's functions and services, and establishing management and control mechanisms. Through the efforts of the CIPPP, effectiveness criteria and interaction standards for the platform are determined, influencing its future success.

A significant advantage of the CIPPP's role is its ability to shape the institutional architecture of the digital platform. This includes distributing responsibilities between different sectors – public and private – within a multi-level structure that balances interests and ensures a high level of cooperation and trust.

A key feature of the CIPPP is its role in attracting experts and external consultants to provide independent evaluations and expert support for the platform, ensuring objectivity and high professional standards. Additionally, the CIPPP collaborates with international organizations and experts to adapt best practices in PPP.

Thus, the Center for International Public-Private Partnership is a key player in creating and managing the digital platform for PPP. Its organizational role, strategic vision, and ability to unite stakeholders ensure

the platform's effective operation, contributing to sustainable development and the implementation of innovative projects.

The Digital Platform for Public-Private Partnership Project Management not only implements new technologies to improve project management but also opens opportunities for active citizen participation in decision-making processes. The analytical tools and open data available on the platform allow every citizen to track and analyze project implementation effectiveness, enhancing transparency, accountability, and public engagement.

The fundamental principles of transparency, accountability, and efficiency guide the digital PPP platform. The transparency principle ensures public access to information on potential funding sources, project conditions, and opportunities. Citizens have a "one-stop shop" for obtaining information, making public involvement in decision-making more open and democratic. The Organization for Economic Cooperation and Development (OECD) recommends developing integrated digital platforms to promote transparency, improve management efficiency, and engage various stakeholders in digital transformation processes, contributing to sustainable development.

Digital platforms in PPP projects are not just management tools but also foundations for innovative growth, increasing information accessibility and ensuring transparency at all stages.

An essential principle is compatibility, which means that the platform must ensure the compatibility of information and technical tools for effective interaction with other information and communication systems that may be used in the implementation of PPP projects. The digital platform will collect data from the following registries: "Diia," the Unified State Electronic System in the Field of Construction, DREAM, the Sectoral Infrastructure Reconstruction Management System, Prozorro, and others.

The security principle in the context of the digital platform involves using a set of measures and mechanisms to protect information and personal data from unauthorized access, interference, and destruction. Ensuring a high level of information and personal data security is an integral part of the digital platform. Encryption mechanisms, authentication, and other security measures must be carefully designed and implemented to protect against potential threats. Regarding information security and confidentiality, data processing within the digital platform must comply with legal requirements in the field of information protection and cybersecurity. This ensures a high level of trust in the platform among users.

The digital platform's functionality is based on the principles of scalability and adaptability. Scalability refers to the system's ability to process increasing amounts of information and interact with various projects and PPP participants without losing efficiency. Adaptability ensures the platform's readiness for

changes and improvements to meet new requirements, technological trends, and user needs. The platform must be flexible and easily modifiable to introduce new functions, integrate with other systems, and correct potential shortcomings.

The digital platform for managing public-private partnership projects becomes an essential component in ensuring the efficiency, transparency, and success of PPP implementation. In this context, the Unified PPP Project Bank is identified as a key element of the digital platform, providing centralized management and reliable storage of all PPP project-related information. All data on active and potential projects are consolidated within a single platform, creating a unified resource for accessing necessary information. This simplifies interaction among all stakeholders and ensures data accessibility. The use of standardized formats for presenting information helps avoid inconsistencies between different projects.

Additionally, the digital platform includes four modules corresponding to different stages of PPP project implementation: the Module for Concept Note Development and Evaluation (Stage 1), the Module for Feasibility Study Assessment (Stage 2), the Module for Procurement Preparation and Tendering (Stage 3), and the Module for PPP Contract Implementation and Monitoring (Stage 4).

At the first stage of PPP project implementation, the Concept Note Development and Evaluation Module is a key tool. Interactive templates and standardized concept note structures ensure a systematic approach to project development, enhancing the initiative's quality and coherence. Risk assessment tools identify potential threats and establish risk management strategies, which are crucial for ensuring project resilience and reliability. Electronic data collection tools play a critical role in ensuring the objectivity and accuracy of information, forming the basis for the concept note.

The second stage, feasibility study assessment, requires a comprehensive analysis of project efficiency and financial feasibility. Analytical tools and economic modeling techniques contribute to an objective and thorough evaluation of risks and project costs. They allow for structured consideration of different scenarios and the development of optimization strategies.

The third stage, the Procurement Preparation and Tendering Module, provides modern tender management systems and electronic procurement platforms. A crucial component of this stage is the implementation of electronic procurement systems such as Prozorro for planning and managing procurements. This ensures a high level of transparency and standardization in procurement procedures and expands the possibilities for procurement in accordance with various international organizations' procedures, aligning approaches with international standards. The use of advanced electronic tender management technologies enhances project implementation and positively impacts their success and effectiveness.

At the final stage, PPP Contract Implementation and Monitoring, an essential function is the contract management system, which ensures effective control and monitoring of agreement compliance. Project management tools facilitate the successful execution of projects by ensuring timely task completion and achievement of set goals.

The digital platform for PPP management is an innovative tool that optimizes all stages of the project lifecycle (Figure). Ensuring transparency, efficiency, and a high degree of automation, it facilitates the development and successful implementation of PPP projects. This digital transformation in project management sets a new standard for partnerships between the public and private sectors.

The main functions of the digital platform include PPP project management, risk and cost management, electronic document workflow, integration with other information systems and platforms, verification of submitted information, project monitoring, reporting and analytics, a tender and competition system, and stakeholder management. One of the key functions of the digital platform is PPP project management, which includes the development and implementation of interactive project builders and templates that standardize and systematize the approach to project initiative development. Risk and cost management identifies potential threats and establishes strategies for their mitigation. The use of electronic tools for data collection plays a crucial role in ensuring the objectivity and accuracy of information, serving as the basis for the concept note.

Electronic document workflow and integration with other information systems expand the platform's capabilities, creating a unified resource for accessing necessary information, simplifying stakeholder interactions, and ensuring data accessibility. The verification of submitted information is defined as a necessary procedure for confirming the reliability of the data collected and used on the platform, guaranteeing information accuracy and eliminating discrepancies during project implementation. Project monitoring, the tender and competition system, and stakeholder management complement the platform's functionality, ensuring full control and effective interaction in all aspects of project implementation. Reporting and analytics provide project owners and key stakeholders with information on progress and effectiveness, becoming essential elements for informed decision-making.

All these functions together form an effective digital platform that ensures a high level of control, transparency, and management for the successful implementation of PPP projects.

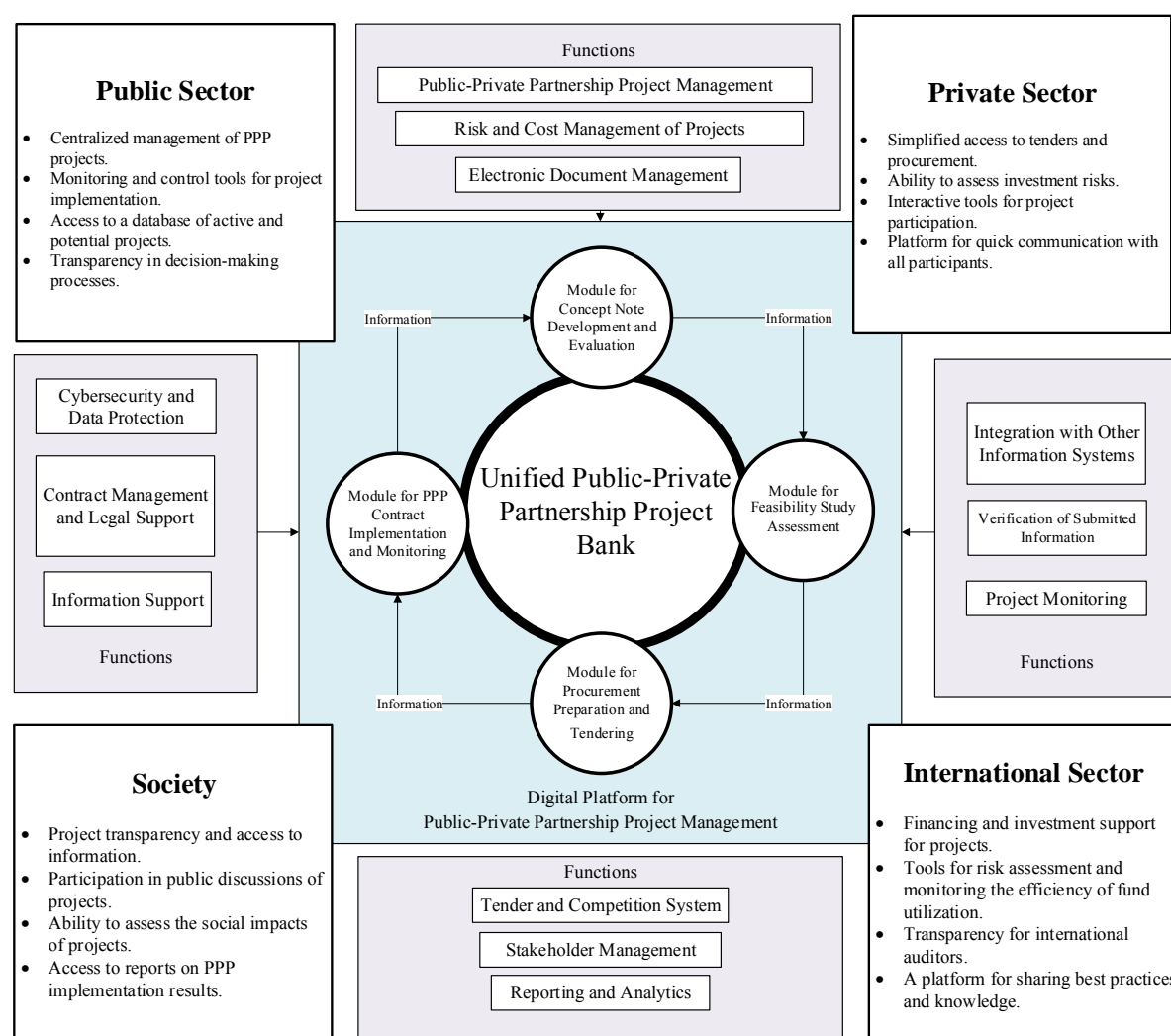
The digital platform in project financing is a significant tool for the public sector, private investors, international financial organizations, and other stakeholders. It creates opportunities for efficient project selection and monitoring through the



introduction of a unified public-private partnership project bank. For international organizations, this means convenient and centralized access to information on various projects seeking funding. One of the key advantages of the digital platform for foreign financial institutions is the ability to select projects for financing through an intuitive and interactive interface.

The unified PPP project bank provides detailed descriptions and key indicators of each project, helping investors make informed investment decisions and choose projects that align with specific strategic goals and investor criteria.

Monitoring and control tools provided by the digital platform make the financial process more transparent and efficient. Investors can track fund utilization in real time, verify project implementation stages, receive reports, and conduct audits, ensuring a high level of trust in financial resource management and enabling investors to respond promptly to any changes or issues in project execution. With access to complete procurement information and regular progress reports, investors can be confident that their funds are being used efficiently and in accordance with set objectives. Project financing will become more transparent, and performance will be easier to measure and analyze.



**Figure. Conceptual Model of the Digital Platform for Public-Private Partnership Project Management**

Source: Author's Development.

The role of the public sector is particularly important, as it defines strategic directions, develops policies, and coordinates projects on the platform. The public sector is a key participant in the digital platform, playing a crucial role in determining strategic development priorities and placing projects on the platform. Developing PPP utilization strategies and identifying projects are key stages that enable the public

sector to set priorities aimed at meeting societal needs and achieving sustainable development goals. Public authorities act as coordinators in the PPP system, ensuring interaction between different levels of government and project participants. Their function includes coordinating efforts, creating an institutional environment for project implementation, and facilitating interaction between the public and private sectors.

Central authorities can define strategic directions and standardize approaches, while regional authorities can adapt them to specific conditions and regional needs.

The development of PPP utilization strategies involves analyzing societal needs, identifying areas for PPP application, and determining effective cooperation models. This process contributes to the creation of projects aimed at addressing specific issues and meeting citizens' needs. Monitoring project implementation is a key function of central and regional authorities. They oversee progress, ensure timely adjustments, and facilitate interaction among all stakeholders involved in the project. Monitoring also ensures that projects align with strategic objectives and quality-of-life standards. Thus, the public sector, together with central and regional authorities, acts not only as an initiator but also as a facilitator of PPP project creation and implementation. Their interaction and the use of digital

tools enable the successful realization of projects aimed at improving citizens' quality of life and achieving sustainable national development.

Therefore, the digital platform for public-private partnership management is a crucial tool in reducing information asymmetry and promoting sustainable societal development. It provides access to information, enhances public participation, and creates conditions for transparency and openness in project management. The public sector, along with private partners and the public, has the opportunity to implement projects that address societal needs and ensure the country's sustainable development. Consequently, digital platforms can become catalysts for change in the public-private partnership sector, opening new horizons for collaboration among all participants in this essential process.

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**Петрова І. Цифрова платформа для управління інвестиційними проєктами в рамках відносин «влада-бізнес-суспільство» на засадах партнерства**

У статті досліджується роль цифрових платформ у управлінні інвестиційними проєктами в рамках взаємодії "влада-бізнес-суспільство" на засадах партнерства. Обґрунтовано, що цифрові платформи є ключовим інструментом підвищення ефективності управління проєктами публічно-приватного партнерства (ППП) завдяки централізованій комунікації, обміну інформацією та оптимізації процесів прийняття рішень. Проаналізовано основні функціональні можливості цифрових платформ, зокрема їхню роль у підвищенні прозорості, зниженні транзакційних і організаційних витрат, автоматизації процесів вибору партнерів, проведення тендерів та моніторингу виконання угод. Розглянуто українські ініціативи цифрової трансформації у сфері PPP, включаючи платформу DREAM (Digital Restoration Ecosystem for Accountable Management) та експериментальний проєкт із впровадження Єдиної цифрової інтегрованої інформаційно-аналітичної системи управління процесом відбудови об'єктів. Виокремлено законодавчі ініціативи щодо вдосконалення механізму залучення приватних інвестицій через публічно-приватне партнерство, які передбачають створення електронної системи закупівель для проєктів PPP відповідно до стандартів Європейського Союзу. Доведено, що цифрові платформи можуть сприяти залученню міжнародних інвесторів та забезпеченню довгострокової стійкості проєктів PPP. Обґрунтовано необхідність створення комплексної цифрової екосистеми, що охоплюватиме всі етапи життєвого циклу PPP та забезпечуватиме інтеграцію з існуючими державними інформаційними системами. Зроблено висновок про стратегічну необхідність впровадження повноцінної цифрової платформи управління проєктами PPP для підвищення ефективності, прозорості та відкритості взаємодії між публічним, приватним і громадським секторами.

**Ключові слова:** цифрові платформи, управління інвестиційними проєктами, публічно-приватне партнерство, цифрова трансформація, інформаційні системи, цифрова екосистема, транзакційні витрати.

**Petrova I. Digital Platform for Managing Investment Projects within the "Government-Business-Society" Relations Based on Partnership**

The article explores the role of digital platforms in managing investment projects within the interaction framework of "government-business-society" based on partnership principles. It is substantiated that digital platforms serve as a key tool for enhancing the efficiency of public-private partnership (PPP) project management by facilitating centralized communication, information exchange, and optimization of decision-making processes. The main functional capabilities of digital platforms are analyzed, particularly their role in increasing transparency, reducing transaction and organizational costs, automating partner selection processes, conducting tenders, and monitoring contract execution. Ukrainian digital transformation initiatives in the PPP sector are examined, including the DREAM platform (Digital Restoration Ecosystem for Accountable Management) and the pilot project for implementing a Unified Digital Integrated Information-Analytical System for managing the reconstruction process of facilities. Legislative initiatives aimed at improving the mechanism for attracting private investments through PPPs are highlighted, which include the creation of an electronic procurement system for PPP projects in accordance with European Union standards. It is proven that digital platforms can contribute to attracting international investors and ensuring the long-term sustainability of PPP projects. The necessity of developing a comprehensive digital ecosystem that covers all stages of the PPP lifecycle and integrates with existing state information systems is justified. The conclusion is drawn on the strategic necessity of implementing a full-fledged digital platform for PPP project management to enhance efficiency, transparency, and openness in interactions between the public, private, and civil sectors.

**Keywords:** digital platforms, investment project management, public-private partnership, digital transformation, information systems, digital ecosystem, transaction costs.

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