



DIRECTIONS FOR IMPROVING THE SYSTEM OF PROVIDING ADMINISTRATIVE SERVICES IN PUBLIC AUTHORITIES IN UKRAINE

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Abstract. *The article justifies the relevance of researching the directions for improving the system of providing administrative services in public authorities in Ukraine, which is linked to the country's European integration course. The aim of the article is to identify the directions for improving the system of providing administrative services in public authorities in Ukraine. Criteria for assessing the state of providing administrative services in public authorities are proposed. The directions for improving the system of providing administrative services in public authorities have been identified. It has been clarified that enhancing the provision of administrative services is a crucial aspect of public administration reform, enabling the public sector to become more efficient and citizen-oriented.*

Keywords: *improvement directions, administrative services, public authorities, administrative service delivery system.*

Introduction. In recent years, all countries around the world have been paying attention to the modernization and improvement of the processes of providing administrative services in public authorities. The processes associated with the modernization and improvement of the provision of administrative services in public authorities require the implementation of reforms at the state level. In connection with this, Ukraine has implemented a quality management system for the provision of administrative services in public authorities, which is the country's course towards European integration. The concept of improving the provision of administrative services in public authorities aims to bring the government closer to the citizens. This concept involves the establishment of administrative service centers and service centers of the Ministry of Internal Affairs of Ukraine, providing administrative services on the principle of a “single window”. The issue of improving the provision of administrative services is consistently addressed at the legislative, theoretical, and practical levels. Given this, enhancing the provision of administrative services to the citizens of Ukraine is extremely important in the context of forming a democratic state.

Different aspects of providing administrative services in public authorities are represented in the works of V. Averianov, V. Bakumenko, D. Annenberg, K. Afanasyev, O. Kuzmenko, T. Brus, Yu. Danshina, N. Honcharuk, L. Prokopenko, S. Dembitska, S. Zharai, H. Pysarenko, O. Polyak, Yu. Kuts, S. Krasnopiorova, O. Chaplyhin, D. Sukhinin, Yu. Sharov, Ye. Khrykova.

The foreign experience in providing administrative services in public authorities is presented in the works of O. Yevsyukova, O. Karpenko, Ye. Khrykova, I. Bryhilevych, S. Vanka, V. Zahainyi, I. Koliushko, O. Kurinniy, O. Kravchenko, V. Stoyan, V. Tymoshchuk, D. Shymanke, A. Rybinska, N. Shamray.

The aim of the article is to identify the directions for improving the system of providing administrative services in public authorities in Ukraine.



Main Text. The improvement of the administrative services provision system is a new challenge in the sphere of bringing the government closer to the citizens. The issue of improving the provision of administrative services in Ukraine is brought to the forefront due to the modernization of the regulation procedures in the interactions between state authorities and individuals and legal entities. This is driven by the implementation of the Law of Ukraine “On Administrative Services” dated December 10, 2015, No. 889-VIII.

The Law of Ukraine 'On Administrative Services' defines an administrative service as the result of exercising the powers of the service provider at the request of an individual or legal entity, aimed at acquiring, changing, or terminating the rights and/or obligations of such person in accordance with the law [4].

N. Rozmarytsyna notes that in the conditions of the current stage of democratization of Ukrainian society, administrative services are considered as an important instrument for public administration to acquire qualitatively new content [1, p. 200].

The implementation of the process of improving the system of providing administrative services involves conducting an analysis of the state of administrative services in public authorities. Y. Opanasiuk, S. Lynnyk, Y. Melnyk, Y. Hurychenko, note that in domestic practice, there are no formalized requirements, norms, and criteria that determine the effectiveness of providing administrative services by public administration bodies at various levels [3].

In our opinion, the assessment of the state of providing administrative services in public authorities helps identify both positive and negative aspects of such activities. The evaluation of the state of providing administrative services should take place in accordance with the functions and tasks of the public authority. We propose the following criteria for assessing the state of providing administrative services:

- the presence of regulatory and legal support for the provision of administrative services;
- implementation of state policy on ensuring the quality of providing administrative services;
- the presence of competent specialists in providing administrative services;
- the incorporation of positive foreign experience in providing administrative services;
- the implementation of providing administrative services in electronic form;
- the existence of a monitoring system for the quality of providing administrative services.

The application of the aforementioned criteria for evaluating the state of providing administrative services in a public authority will allow identifying both positive and negative aspects of the administrative services sector.

The implementation of the state policy on ensuring the quality of providing administrative services is carried out taking into account the recommendations of the government. The majority of public authorities are staffed with specialists in providing administrative services.

It should be noted that administrative services of public authorities should be viewed not only as external service delivery procedures but as internal decision-making



processes for regulating typical situations in society through licenses, permits, certificates, etc. The state policy for improving the provision of administrative services in public authorities in Ukraine envisions ensuring the efficiency, openness, accountability, and transparency of the functioning of public authorities, clarity in procedures, and comprehensive consumer awareness. It also emphasizes flexibility in restructuring authorities to qualitatively meet the needs of service consumers and the clear legislative framework for the existence of the relevant service provision system.

The main issues requiring improvement include: enhancing monitoring and evaluation procedures; involving non-governmental organizations in conducting monitoring and subsequent assessment of service quality; improving citizen awareness in the field of administrative service provision; implementing an effective incentive system for public authorities' employees to provide up-to-date information about administrative services on the website of public authorities.

Improving the process of providing administrative services in public authorities should take into account the needs of the consumers of these services. It is also crucial to adopt leading European experience in the field of administrative service provision. Among the ideas for improving the provision of administrative services in public authorities that we can borrow from European countries are:

- building relationships with consumers based on kindness, honesty, and integrity;
- ensuring complete openness and transparency, providing consumers with information;
- conducting surveys and consultations with individuals and legal entities who have become consumers of administrative services in service centers;
- providing feedback to consumers and conducting further assessments of consumer satisfaction;
- implementing various channels for providing administrative services;
- taking comprehensive actions and collaborating to improve the service delivery mechanism;
- standardizing the field, promoting it among consumers, and publishing results based on new standards;
- conducting systematic monitoring and evaluation of the quality of services provided.

We agree with the opinion of S.Kravchenko that in the conditions of an armed conflict, the problem lies in ensuring accessible and quality services for citizens residing near the 'conflict line.' An effective solution to this problem is to increase the number of mobile offices that will move through the settlements near the entry/exit checkpoints, providing the opportunity to offer a wide range of services through them [2].

Therefore, the directions for improving the system of providing administrative services include the following:

- ✓ improvement of the regulation of the administrative service provision procedure through maximal simplification of rules and procedures;
- ✓ development of an effective quality management system for providing administrative services;



- ✓ enhancement of monitoring and evaluation of administrative service provision quality, to be conducted by both public authorities and non-governmental organizations;
- ✓ implementation of a system for assessing the quality of administrative service provision and mechanisms for incorporating the results of such assessments into the work of relevant authorities;
- ✓ initiation of competitions for the quality of public administration (primarily in the field of public-service activities) to regulate and incentivize activities in the specified sphere;
- ✓ adoption of modern information and communication technologies in public authorities and ensuring the functioning of an effective system for providing electronic administrative services;
- ✓ improvement of the professional training of public authorities' personnel in the field of administrative service provision⁴
- ✓ increase in the number of mobile offices providing administrative services.

Improving the provision of administrative services in public authorities involves a set of measures aimed at enhancing the quality, accessibility, and efficiency of such services; reducing the time and costs citizens incur in obtaining administrative services; increasing citizen satisfaction with the provision of administrative services; and fostering greater trust in public authorities.

Conclusions. Rapid changes in the contemporary socio-political sphere of Ukraine necessitate the improvement of critical processes in the interaction between the government and the population. This interaction includes the provision of administrative services by public authorities to the public and facilitating the closer proximity of the government to citizens. Improving the process of providing administrative services to the public entails creating service hubs akin to leading global practices. Enhancing the provision of administrative services is a crucial aspect of public administration reform, allowing for a more efficient and citizen-oriented public sector. The identified directions for improving the system of providing administrative services in public authorities contribute to increasing the efficiency of public servants, outlining new tasks in the activities of public authorities, enhancing interaction between the government and citizens, and also increasing the satisfaction of citizens with the interaction with the state apparatus. These directions are crucial elements of the strategy for modernization and reform of public administration in Ukraine.

References:

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Анотація. У статті обґрунтовано актуальність дослідження напрямів удосконалення системи надання адміністративних послуг в органах публічної влади в Україні, яка пов'язана з євроінтеграційним курсом держави. Мета статті полягає у визначенні напрямів удосконалення системи надання адміністративних послуг в органах публічної влади в Україні. Запропоновано критерії оцінювання стану надання адміністративних послуг в органах публічної влади, а саме: наявність нормативно-правового забезпечення надання адміністративних послуг; реалізація державної політики щодо забезпечення якості надання адміністративних послуг; наявність компетентних фахівців з надання адміністративних послуг; наявність впровадження позитивного зарубіжного досвіду з надання адміністративних послуг; наявність упровадження надання адміністративних послуг в електронному вигляді; наявність системи моніторингу якості надання адміністративних послуг. Визначено напрями удосконалення системи надання адміністративних послуг в органах публічної влади, до яких віднесено таке: удосконалення регламентації процедури надання адміністративних послуг шляхом максимального спрощення правил і порядку їх надання; розроблення ефективної системи управління якістю надання адміністративних послуг; удосконалення моніторингу надання адміністративних послуг та оцінювання їх якості, який повинен здійснюватися як органами публічної влади, так і громадськими організаціями; запровадження системи оцінки якості надання адміністративних послуг та механізму врахування результатів такої оцінки в роботі відповідних органів; започаткування конкурсів щодо якості публічного адміністрування (перш за все у сфері публічно-сервісної діяльності), які б виконували регулюючі й стимулюючі функції у зазначеній сфері; запровадження в органах публічної влади сучасних інформаційно-комунікаційних технологій та забезпечення функціонування ефективної системи надання електронних адміністративних послуг; підвищення якості професійної підготовки персоналу органів публічної влади у сфері надання адміністративних послуг; збільшення кількості мобільних офісів з надання адміністративних послуг. З'ясовано, що удосконалення надання адміністративних послуг є важливим аспектом реформи державного управління, який дозволяє зробити державний сектор більш ефективним та орієнтованим на потреби громадян.

Ключові слова: напрями вдосконалення, адміністративні послуги, органи публічної влади, система надання адміністративних послуг.