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ADMINISTRATIVE SERVICES PROVISION SYSTEM
IN UKRAINE: SERVICES QUALITY RAISING IN MODERN CIRCUMSTANCES

A new vision of administrative service delivery to the population is to result in a change of forms and contents of public authorities' activity, thus requiring new competences from public servants for an efficient fulfillment of their functions.

The issues of administrative services provision have been considered in the scientific works by I. Holosnichenko, I. Koliushko, O. Kuzmenko, A. Nesterov, O. Reshevets, V. Tymoshchuk and other researchers.

The paper objective is a study of the work of centers for administrative services provision in the current context, with identification of possible lines of improvement of administrative service delivery.

In the current Ukrainian practice, several names for the newly-created institutions are used, although the Law of Ukraine «On Administrative Services» specifies the name of a «Center for Administrative Services Provision» (CASP).

Simply put, CASP consists of:

- a first-contact unit, where initial work with visitors is carried out;
- a unit where customers' applications are received, which also provides consultations.

The above-mentioned factitious units are sometimes called a front-office and a back-office. The former is a part of CASP where service customers (applicants) come in contact with the center's staff, while the latter includes specialized (issue-related) structural units/bodies considering matters substantively.

However, there are a number of problems challenging CASP operation, most of them being authority-independent. In particular, the recent state amalgamation policy has affected administrative service delivery in a negative way. Curtailing local governments' powers in certain areas has deprived the local authorities of a possibility to provide citizens with the most demandable services. Thus, in order to put certain services on the list of CASP responsibilities, it is necessary to get the approval of heads of territorial departments of the central executive authorities of Ukraine.

It should also be mentioned that administrative services standards are adopted at different administrative levels: central (by an order of a relevant ministry or other central executive authority); regional (by a regulation of the head of a regional state administration); or local (by local government directions).

Therefore, despite the present administrative services standardization, there are still many problem issues in the field.

Among the factors, which would contribute to an improved administrative service quality, alongside with simplified service procedures, one can emphasize the needs for local budget increase and public control over the process of budget allocation. Also, the following lines of improvement of administrative service quality in Ukraine should be suggested:

- approval of an exhaustive list of administrative services, established in accordance with the legislation, with assignment to concrete service providers;
- establishment of the state standards for administrative service quality with a continuous state monitoring;
- elaboration of a mechanism to analyze the citizens' needs for services and their satisfaction;
- getting the public involved with evaluation of service quality and transparency of their provision;
- introduction of an effective system for appeal of service provider's actions;
- ensuring the operation of a unified state e-portal of administrative services and development of an e-services system.