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MAIN DIRECTIONS OF IMPROVEMENT OF INSTITUTIONAL MECHANISMS OF PROVIDING ADMINISTRATIVE SERVICES IN UKRAINE

The article defines the main directions and develops recommendations for improvement of institutional mechanisms for providing administrative services. The systematic analysis of Ukrainian and foreign scientific sources has given grounds to state that the issue of administrative services, in particular at the local level, is relevant for many countries of the world. At the same time, this issue is of special importance in the context of the implementation of public administration reform and local government reform. In this regard, it is emphasized that one of the main tasks of local government reform in Ukraine is to improve the provision of administrative services in accordance with established state standards and to ensure the principle of territorial accessibility.

The essence of the categories "administrative service" and "mechanism of providing administrative services" is defined. It is suggested by "administrative services" to understand the result of exercising by the authorized subject of own functions on the normative fixing of rights and legal interests of legal or natural persons according to their application and in the highest quality way and the "mechanism for the provision of administrative services" considers as a statutory sequence of service-oriented actions of public administration authorities that are within their competence, aimed at acquiring, changing or terminating the rights and responsibilities of legal/natural persons upon their request, and are implemented on these aspects as openness, justice and responsibility. The administrative services are classified according to different criteria.

Foreign experience of forming a mechanism of administrative service provision in terms of identifying and adapting its positive features to Ukrainian realities has been generalized. That allowed to distinguish technological modernization into priority measures, the implementation of which will contribute to improving the quality of administrative services; increase of electronic component in the activity of subjects by providing administrative services; introduction of innovative technologies in establishing communications between the authorities and consumers of services; simplifying the structuring of procedures; reducing the number of services; organization of mobile administrative service centers.

The directions of improvement of the mechanism of provision of administrative services are foreseen theoretically substantiated. This envisage the implementation of a set of measures, the basis of which is: enhancement of the available resource potential; carrying out infrastructure transformations; creation of effective communication mechanisms; ensuring clear coordination; developing innovative solutions; effective interaction between the governmental institution and citizens; productive use of budget funds; implementation of the quality management system; standardization of services; introduction of electronic services.

Key words: *decentralization, public administration, administrative service centers, information and technological infrastructure of administrative service delivery system, authorities, reform of territorial organization of government, e-governance.*

Problem statement. Considering the building effective and efficient public administration, the issue of developing a system of administrative services is becoming increasingly important today. As one of the priority areas of the administrative-territorial reform of Ukraine, the benchmark for improving the mechanism of providing administrative services, as

well as improving their quality, speeding up the process and meeting the needs of citizens systematically reproduce the foundations of the concept of human-centrism in the activity of executive authorities and local self-government authorities and reflect self-government orientation of activity of subjects of power.

The realization of administrative-territorial reform in Ukraine includes a review of the issue of allocation of functions and powers of public administration authorities, identification of areas of their direct responsibility, financial redistribution, etc. The focus is on encouraging the solution of problematic issues at the lowest possible level and the autonomy of territories in decision-making and implementation of management decisions. The effectiveness of reforming the territorial organization of power in Ukraine should create favorable conditions for stabilization in the socio-economic sphere, establishing cooperation between the authorities and society and guaranteeing to each person real respect and protection of his or her rights and freedoms.

Therefore, it becomes more urgent to optimize the process of decentralization of administrative services, as one of the elements of continuous transformation of the administrative system in the state.

Analysis of recent research and publications. The issue of administrative services in various aspects is considered in the scientific researches of specialists in the field of public administration, political, legal, economic sciences, etc. Questions of the essence of administrative services, the mechanism of their provision, characteristics and classification, as well as administrative-territorial transformations in Ukraine are considered in their researches by such scientists as V. Averyanov, O. Bukhanevich, T. Bulkovsky, L. Hamburg, O. Kurinny, E. Legeza, A. Lipentsev, A. Lys, T. Mamatova, V. Mamonova, O. Mardova, N. Marynyak, V. Mikhailishin, Y. Mikhaylyuk, V. Plyushch, L. Scherbakivska, A. Senina, A. Shtyrlina, O. Skrypnyuk, V. Stolar, V. Tymoschuk, M. Voronov.

The scientists, whiches have devoted their attention to the study of theoretical and methodological foundations and practical aspects of ensuring the quality of administrative ser-

vices in the current conditions of development of the Ukrainian public administration system: A. Antonov, V. Beglytsia, A. Daineko, O. Dashchakivska, A. Deshko, N. Karpeko, M. Lugina, O. Olshansky, A. Petrykiv, I. Repin, P. Shevchuk, A. Slivak. Noteworthy is the scientific work on foreign experience in providing administrative services, sponsored by S. Bairak, O. Bukhanevich, Y. Danshina, I. Dragan, S. Zaraiya, O. Kirichenko, M. Lakhizha, A. Maidyrova, S. Myximov, A. Senina, A. Svetlichna, V. Telytska, D. Tikhonova, O. Turkova, N. Vasilyeva.

Among the foreign scientists who pay attention to the study of the mechanism of providing administrative services can be distinguished such as N. Bjordsel, E. Blakley, L. Diamond, N. Flynn, M. Geddes, J. Greenwood, M. Kyone, S. Levandowski, E. Loffler, S. Martin, R. Putnem, Y. Schwartz, L. Torres and more.

However, despite the wide range of research and practical work on administrative services, it is still open to improve the mechanism of their provision in the context of reforming the territorial organization of government. This is due to the fact that under the influence of the implementation of the state policy on reforming the territorial organization of power and intensive transformations in the socio-political sphere of our state, the government is keenly asked about optimizing the process of providing administrative services, bringing them closer to direct consumers, simplifying procedures, etc.

Questions of the sphere of service provision were reflected in the studies of such scholars as V. Averyanov, M. Bilynska, O. Chemeris, V. Garashchuk, N. Hnidyuk, A. Kirmach, I. Kolisnichenko, I. Koliushko, N. Nizhnik, O. Obolensky, R. Rudnitskaya, V. Soroko, V. Vakulenko and others. Research on administrative services has been the subject of scientific and theoretical research by such Ukrainian scientists as V. Averyanov, I. Golosnichenko, V. Kampo, R. Kuybida, G. Pisarenko and others.

The purpose of the study. The purpose of this article is to identify directions and develop recommendations for improving institutional mechanisms for the delivery of administrative services.

Presenting main material. The implementation of administrative reform in any state encourages both the improvement of the whole system of public administration and the revision of the principles and change of approaches in the activity of state authorities, civil servants, officials of local self-government authorities. One of the important issues in this regard is the reorientation of the public administration system to the provision of services, which in turn requires a change in the principles of the system of services provided by different public authorities. As a rule, administrative services occupy the largest share in the service system, and as a result, administrative services are the most important instrument of public administration during the implementation of administrative reform.

Administrative service – external interaction of state authority and a natural or legal person as a member of society. Administrative services' – the result of the exercise by the authorized subject of own functions in the normative fixing of the rights and legal interests of legal or natural persons in accordance with their application and in the highest quality manner. At the same time, the "mechanism for the provision of administrative services" is a statutory sequence of service-oriented actions of public authorities that are within their competence, aimed at acquiring, changing or terminating the rights and responsibilities of individuals / legal entities upon their request and implemented on an open basis, justice and responsibility. This interpretation is in line with current trends in the development of public administration and the establishment of democratic principles of good governance in Ukraine.

Main features of administrative services: administrative services are provided only at the initiative (application) of individuals and legal entities; the need and accordingly the possibility of obtaining a specific administrative service is provided by law; the law gives the authority to provide each administrative service with the relevant executive authority or local self-government authorities; for receiving administrative services to individuals and legal entities, it is necessary to fulfill certain requirements stipulated by law; and administrative service has the final form of an individual administrative act, specifying its addressee.

Classification of administrative services:

1) depending on the content of the administrative activities for the provision of administrative services: a) the issuance of permits; b) registration with record keeping; c) legalization, nostrification, and verification of acts; d) social services;

2) Depending on the level of establishment of powers for the provision of administrative services and the legal regulation of the procedure for their provision: a) administrative services with centralized regulation; b) administrative services with local regulation; c) administrative services with "mixed" regulation;

3) depending on the form of implementation of administrative services: a) services related to the actual exercise of constitutional rights and freedoms of citizens; b) proper administrative services related to the legal registration of the conditions necessary for the exercise of the rights and freedoms of citizens;

4) depending on the subject (nature) of the issues addressed by the persons to the administrative authority: a) business (or business); b) social; c) land; d) construction and communal services; e) residential and other administrative services;

5) according to the criterion of payment: a) paid; b) free of charge;

6) depending on the entity providing the administrative services: a) government services; b) municipal services.

A sufficient regulatory framework has been created in Ukraine to ensure comprehensive regulation of the issues of quality functioning of the administrative services delivery system. At the same time, in the future, it will be urgent to improve regulations of the quality of administrative services, in order to provide quality administrative services in view of the ongoing administrative and territorial reform in Ukraine, etc.

Ukraine is in the middle positions in terms of implementation and quality of administrative services and e-participation index. At the same time, institutional mechanisms

for the provision of administrative services require further improvement, since in most cities such centers are merely abstractions in government reports or semi-empty premises with bright stands and transparent offices, but lacking real administrative services. Therefore, individuals and legal entities cannot use the services of such centers.

One of the factors that reduce the effectiveness of the administrative service centers (ASC) is that experts identify the institutional gap between the administrative service providers and the ASC. It is said that most of the basic services that are in high demand from consumers are provided by executive authorities (territorial authorities, units of central executive authorities), and the ASC are only front offices (places of receiving applications). In such circumstances, there are a number of difficulties, including a lack of constructive interaction, unjustified refusals from the provision of administrative services, logistical problems with the transmission of documents, failure to meet deadlines for resolving cases.

The results of the study of foreign experience in the development of institutional mechanisms for the provision of administrative services revealed the main approaches and principles used in the world practice for civil service reform, including the system of administrative services: the reforms are carried out in accordance with clearly established principles; the leadership of the reforms is vested in high-level government authorities, directly accountable to the head of state or government; the implementation of reforms is accompanied by the creation of an extensive network of research, consultancy, training, and other supporting structures; carrying out reforms is accompanied by the widespread use of advanced information and communication technologies; the process of improving public service delivery is closely linked to the use in the practice of the "feedback" principle with the consumer of services; the process of improving public service delivery takes a long time.

Ukraine is at a crucial stage in its development. The country is experiencing a rapid spread of the Internet and other digital technologies, whose impact on the func-tioning of various spheres of life, including the processes of European integration, will only increase over time. Moreover, her success will not least depend on the success and efficiency of the introduction of the latest information technology into the daily practice of public administration at all levels. In this regard, the European eGovernment experience is of particular importance for Ukraine both from a strategic and practical point of view.

Accessibility and efficiency of e-government is an extremely important issue for all, without exception, EU countries, not only in terms of improving public administration and providing quality public services but also for enhancing the democratic nature of society itself and the competitiveness of its economy. Effective eGovernment can provide a wide range of benefits, including greater efficiency and cost savings for governments and businesses, increased transparency and increased citizen participation in political life.

National governments, local authorities and, above all, the European Commission, pursue an active and focused e-democracy and governance policy, regularly monitoring and adjusting relevant micro and macro policies. ICTs are already widely used by government authorities, as is the case in enterprises, but e-government involves far more than just tools. Well-implemented, e-government enables citizens, businesses and organizations to conduct their business with the government more easily, faster and at less cost.

Ukraine intends to actively study and learn from the European experience in order to approach those ICT standards that will be compatible with the wider processes of integration into Europe. At the same time, it is important to know the EU's priorities in the use of ICT in governance. The latest Declaration, adopted unanimously by EU ministers at its 5th eGovernment meeting in Malmö (Sweden), is of particular interest to Ukraine in terms of understanding and moving towards European standards. The Declaration shows that e-government policy has "outgrew" its national borders and has become, in fact, an international phenomenon.

The citizens and businesses of a united Europe demand from their governments and supranational authorities more coordinated, transparent and expeditious action for the benefit of the whole of Europe, not just individual countries. Cooperation between European countries is becoming more relevant than ever, especially as the resource base tends to decline and the quality of service requirements of citizens and businesses are increasing. Fundamental principles of responsible public administration should form the basis of a common culture of public administration through deepening cooperation between countries and regions of Europe and greater interoperability of electronic services, regardless of their country of origin.

Of particular importance for Ukraine may be the following provisions of the Declaration, identified as the main priorities of e-government policy:

– governments should strive to use eGovernment tools and mechanisms in order to increase openness, flexibility and focus on cooperation of public authorities in their interaction with citizens and entrepreneurs;

– ICTs should be used as flexibly as possible to take into account the diversity of their needs in order to enhance their personal targeting and thus the public value of public e-services, and thereby facilitate Europe's transition to a knowledge-based society;

– when developing and implementing eGovernment services, the state must first and foremost consider the needs of end users and be as open as possible to cooperate with other partners and non-governmental authorities;

– access to public information should remain a priority tool for attracting a wide range of partners and policy advice;

– involvement of partners should lead to increased service innovation;

– the spread of e-government should significantly reduce existing administrative barriers and improve organizational foundations towards an economy based on higher energy efficiency in the interests of reducing greenhouse gases;

– implementation of priorities must be accompanied by appropriate changes in the regulatory and technical framework;

– e-services must be multi-channel and accessible to all, and their success and effectiveness should be based on the extent to which end-users receive and use such services;

– all eGovernment actions must meet the fundamental requirements and obligations of protecting personal data from unauthorized access and security by improving those administrative procedures that provide such protection regardless of country;

– administrative processes should be made more transparent, aimed at increasing trust in management authorities and based on their public accountability;

– the process of setting up and running a business independently of the country through a cross-border e-services system should be markedly improved in order to increase the competitiveness of European entrepreneurship;

– e-services should aim at enhancing the territorial and occupational and social mobility of citizens of all ages by improving their learning and retraining regardless of country of residence, study and work;

– the professional qualities of civil servants and municipal officials should be constantly improved in order to improve the overall efficiency and effectiveness of the work of public authorities at all levels; this requires a constant exchange and promotion of the best and research on topical management issues in the interests of real and predictable organizational innovation to increase the quality of services and save budgetary resources; managerial innovation should become the basis of the work of the entire public sector [7].

At the same time, the main problems in the way of implementation of e-government in Ukraine are: lack of legal framework regulating the sphere of e-services provision; unresolved issues of electronic identification and authentication; lack of interdepartmental electronic interaction in the provision of administrative services; the complexity and regulation of current administrative service delivery arrangements in the traditional way, which complicates the electronic implementation of such services; lack of approved list and description of administrative services, incl. the register of admin-

istrative services and the list of priority administrative services for their electronic submission; lack of trust in the electronic environment, both by the entities providing the administrative services and by the entities applying; the uncertainty of the format of the electronic document according to which the subject of the application must submit the documents necessary for receiving the administrative service in electronic form; lack of a formed vision for the creation of a single information and telecommunication infrastructure that provides the provision of electronic services on the basis of common principles and rules; low level of readiness of employees of public authorities and citizens to introduce electronic services.

The greatest efficiency from the implementation of e-government can be achieved provided its complexity, while the introduction in the main areas:

1) optimization of service delivery (reengineering);

2) definition and planning of stages of development of electronic services;

3) formation of a single IT infrastructure for the provision of electronic services;

4) developing digital literacy and citizenship skills.

Particular attention should be paid to the following steps:

1) reduction of the number of documents required by the subject of appeal by introducing interagency electronic interaction, opening access to state information resources or recognizing certain documents as redundant;

2) reduction of the number and simplification of the procedures stipulated by the order of providing administrative service;

3) introduction of electronic forms of interaction between the subjects of treatment and the subjects of providing administrative services in the case of: a) identification and authentication of the subject of treatment; b) submission of the application and other documents; c) receiving information on the progress of the application; d) receipt of the result of the administrative service; e) payment for administrative services; g) when registering for admission,

receiving consultations, filing complaints, assessing quality;

4) definition of separate procedures, which are envisaged by the order of providing administrative service, which can be automated;

5) shortening the timeframe for performing the individual procedures provided for the order of providing administrative service, and the general term provision of administrative services.

Regarding the improvement of the administrative service delivery system and the ACS activities, the most urgent measures should be the following: development and approval of a conceptual or programmatic document for the development of the administrative service delivery system for a period of 3–5 years; improving the integrity of the services provided by the ACS; improvement of sites and updating of information on them (completeness of information and its relevance – in accordance with the requirements of the Law "On Administrative Services"); bringing the regime of reception of subjects of appeals in compliance with the requirements of the legislation; increasing the number of information and consulting services for customers, especially in electronic form (SMS, Skype, web-site, social networks); improvement of the infrastructure of premises, first of all the ability to pay for services, accessibility for persons with disabilities (to equip a bathroom); development of electronic interaction with the authorities regarding the provision of services (active use of the electronic document circulation system with structural units and the system of electronic interaction with the state authorities), the formation of their own electronic registers (primarily registers of the territorial community) and electronic information bases and access to state; introduction of documented recording of overdue services and management decisions taken in this regard; forming a system of collecting suggestions and comments on the quality of services, by increasing the number of tools and survey subjects; effective annual analysis of proposals and comments made by management decisions to improve the quality of services.

The implementation of these measures can improve the quality of administrative

services for citizens and businesses in accordance with European requirements, improve the efficiency of government and local governments, reduce the risk of corruption in the provision of administrative services and improve investment attractiveness, business climate.

The need to respond promptly to the requests of the public and satisfy their interests, leads to the search for innovative and effective tools for interaction and formation of subject-subject relations in the management of the system of providing administrative services.

In the conditions of electronization, the management of the administrative service delivery system is transformed into an electronic form, as a consequence of the concept of "interaction" being filled with new content, which should result in the subject of administrative services being entrusted to the subject of treatment.

The active interaction of public administration authorities with civil society in the form of a parity dialogue increases the level of their cooperation and efficiency of the government's activities, improves the quality of its administrative decisions. The development of modern ICTs, social networks and various dialogue platforms enhances the relevance of public participation in solving state problems that are important from the point of view of civil society of Ukraine, also allow to initiate issues of socio-economic development of the state, in particular to improve the management of administrative services.

The current state of the information and technological infrastructure of the administrative service delivery system makes it possible to realize the involvement of active citizens, representatives of civil society, in the processes of public administration and to strengthen their influence on administrative decision making. The IT infrastructure can serve as a platform for constructive, open, and most importantly parity dialogue between the actors of the system [3]. After all, one of the most important ways of development and improvement of electronic management of the system of providing administrative services should be the great openness of the system to the external environment. However, to achieve these results, it is necessary to take into account the possible organizational difficulties, to overcome them, analyzing and relying on existing international practices in this field, and to organize active citizens need to resort to modern tools of network interaction, which is information and management technology crowdsourcing.

Crowdsourcing was originally in the field of economic sciences and was considered as a way of finding innovative business projects [1]. Simultaneously with the advent of the first crowdsourcing projects, there was a need for legal regulation of collective cooperation and the protection of ideas by copyright. Accordingly, crowdsourcing became the subject of scientific analysis of the legal sciences. Later, crowdsourcing was seen as an object of the humanities, as this technology proved to be adaptive to attract different resources to jointly implement projects and solve specific problems. Crowd-sourcing ideas began to gain momentum long before the term. They are especially prevalent in solving complex scientific problems that are not controlled by information technology and require too much power of computer technology. But the modern capabilities of IT scientists make it possible to realize a "collective mind".

In essence, crowdsourcing is a technology of involving and organizing people whose activities are aimed at solving problems of different nature, usually through ICT, based on the free use of their knowledge and experience to achieve certain results and personal satisfaction or public recognition. And in the context of e-governance, the system of administrative services rendering crowdsourcing opens to it the widest opportunities for improving the processes of management and achievement more significant results, considered for the first time in Ukrainian science.

The introduction of crowdsourcing technologies in the management of the administrative service delivery system should be carried out systematically, purposefully and based on the following basic principles:

– "involvement" – project participants are motivated by personal interest in the results of projects;

— "openness" –being in a state of constant interaction with the environment and its expansion;

— «volunteering» is the desire and opportunity to help one another.

According to well-known journalist M. Giles, the use of crowdsourcing technologies is firmly and successfully based on the use of social networks in the information society. He states "… the collective mind constantly comes to the aid of individual intelligence" [2, p. 13]. Indeed, by accessing social networks, crowdsourcing has a number of benefits that are socializing: the ability to disseminate information as quickly as possible; to effectively manage information; more clearly identify project participants, for more accurate analytics and to formulate additional conclusions based on them, for specific target groups of participants who are concerned about their problems and issues that are most frequently raised by them; ease of participation and simplicity of motivation for socially useful activities that do not require complex procedural actions; seeking and raising start-up capital for various projects, with the assistance of collective investors.

This leads to the shift of the real public sector into an active electronic community.

J. Howe points to the decisive role of social networks as a result of certain activities of people: "If crowdsourcing is connected to the Internet, then its main essence is not to use modern technology. Technology itself is a bundle of wires … Much more important and interesting are the actions of people who are manifested by this very technology, in particular the ability of the Internet to unite masses of people into one organism with endless possibilities. It is the development of the Network that allows us to take advantage of the best feature of human labor, known long before the advent of the Internet: the ability to break down an overwhelming task … into small enough parts and thus make the work not only practicable but also exciting" [5].

However, it is worth noting that crowdtechnology integrates intellectual resources, and the social networks through which they function, significantly simplify the process of integration of various resources of large numbers of people. Yes, the authors of the book "Wikonomy. As mass collaboration changes everything", D. Tanscott and E. Williams emphasize: "The availability of information technology is increasing, providing tools for collaboration, value creation and competition for virtually everyone. This enables people to participate freely in the process of innovation and value creation in every sector of the economy" [4].

Management of the system of providing administrative services is based on information flows, which are the basis for making management decisions in the system. Information flows should be understood to mean information provided in any form on any medium and which has the potential to be significant for the system. The set of information flows requires the proper application of technologies, methods, methods of gathering, processing of information, timely and high-quality provision of information for the effective functioning of the system itself. Information flow management consists of certain sequential processes with the use of different technologies, practical measures, through which a purposeful influence on the management of the administrative service delivery system is exercised. By its importance, the information support of the system should be considered on an equal footing with such resources as: financial, personnel, regulatory and other, since providing the system with reliable and adequate information is the key to properly made management decisions.

Undoubtedly, the system of public administration is a key subject of public administration of the system of administrative services, which should play a coordinating and organizing role in the processes of application of crowd conception in management. Public authorities, in comparison to the civil and business sectors, have broader powers in this area that are exercised through public administration. The public administration system should determine the conditions for the implementation of crowdsourcing technologies in the management of the administrative service delivery system and ensure that they operate in order to respond promptly and adequately to internal and external challenges.

Therefore, the interaction of the entities involved and the society involved in the formation and implementation of crowdsourced technologies at the "exit" is a major factor in improving the management of the administrative service delivery system.

It should be noted that as a result of the introduction of crowdsourcing technologies, the potential of the administrative services system ceases to be limited solely by the resources of the entities providing them, the system engages in the process of managing the entities and simply interested individuals, who together are also the system, and their activity is expressed through crowdsourcing project.

For this reason, the crowdsourced project is to be considered as a system with a set of interconnected elements that allow achieving the goals:

1) often the same person is the customer and initiator of the crowdfunding project, but there are times when they may differ. The customer is an element of the system whose main task is the exact formulation of tasks that can be solved with the help of crowd technology. As a rule, in the formulation of tasks help the organizers of the crowd-platform or consultants in this field. The crowdfunding initiator can refer to an existing platform or create their own;

2) an online platform or crowd platform is an element of the crowd-system where the online community meets the customer's tasks. The main tasks of crowd platform are: setting standards and rules for participation in projects; attracting a target audience for projects; publicizing the project results; a statement by the guarantor between the customer and the community. The success of the platform is affected by ease of use, clarity, fairness, honesty, transparency, technological and methodological support. Crowd platform support is provided by providers, they have a high level of competence in project organization, are guarantors of the project result and can carry out a series of crowdsourced projects for the customer;

3) Facilitators and moderators whose functional positions are to ensure and maintain adherence to the rules and standards of project process management are nec-essary elements. These elements are on the neutral side and direct the process into a productive "channel"; today, the leading international association of facilitators [8], which has existed since 1989, has more than 1,200 members from 63 countries;

4) the element without which the crowdsourcing project cannot exist is the target audience (crowdsourcers). It is fully defined and depends on the tasks that are solved in the course of a crowdfunding project. The importance of the target audience is undeniable and its correct involvement also determines the project's effectiveness. In a crowdsourcing project in the system of providing administrative services, the crowdsourcers may act as subjects of the administrative services who have the best information about shortcomings, inefficiencies, inconveniences, etc. work of the system of providing administrative services; civil servants of public authorities who have certain knowledge, experience, and information and are interested in certain changes; versatile counterparties to the administrative service delivery system; freelancers; socially active Internet users.

Thus, the use of crowdsourcing requires the system of administrative services to provide more open interaction between professionals, experts both in the field of management and in the field of development of the relevant software, which actualizes the in-depth coverage of the role and place of the crowd-technology and crowd-project in the system, conditions for their effective implementation, adaptation and development in the administration system management. In addition, the use of crowdsourcing technology will best enable parity dialogue and call it an activity "characterized by systematic interaction of the state, civil society institutions, various social, professional groups and layers, public associations in the realization of private and public interests, distribution and use of resources taking into account the will of the people" [6, p. 44].

Conclusions and perspectives of further research. The experience of organizing the activities of administrative service providers in Ukraine is generalized and the problematic elements of the mecha-

nism of administrative service provision that may impede the implementation of state policy are identified. It is established that in the sphere of administrative services there is a tendency to approach customers, simplify the organization of this process, improve the skills of contractors, use of network technologies in the exchange of information. The expediency of developing effective management mechanisms in the following areas is justified: carrying out infrastructure transformations; creation of effective, efficient and modern communication mechanisms; ensuring clear coordination; developing innovative solutions; transition to electronic communication. Priority directions are defined, which are aimed at creating conditions that allow to ensure the proper level of quality of administrative services, namely: ensuring the cooperation of the entities providing administrative services with consumers in conducting the quality assessment as a condition for ensuring maximum objectivity and developing optimal ways of solving identified problems; conducting a series of measures to improve the skills of service providers; development of inter-institutional cooperation at the local level; establishing synergies and introducing systematic public participation in evaluating the effectiveness of the administrative service delivery mechanism; creation of conditions for public control over the quality of administrative services.

Further research will focus on optimizing the process of decentralization of administrative services, as one of the elements of the continuous transformation of the administrative system in the state. It is of utmost importance to study the mechanism of providing administrative services, to determine the prospects for its improvement under conditions of expansion of functions and powers of local self-government, development of united territorial communities.

In this context, consideration should be given to the conditions under which reform will have a positive dynamic. Accordingly, there is a need for a comprehensive study of the conceptual and categorical apparatus, the legal framework and organizational features of the functioning of the mechanism of providing administrative services in the context of reforming the territorial organization of power in Ukraine.

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Бовсунівська І. В. Основні напрями вдосконалення інституційних механізмів надання адміністративних послуг в Україні

У статті визначено основні напрями й розроблено рекомендації щодо удосконалення інституційних механізмів надання адміністративних послуг. Системний аналіз українських і зарубіжних наукових джерел дав підстави стверджувати, що питання надання адміністративних послуг, зокрема на місцевому рівні, є актуальним для багатьох країн світу. Одночасно це питання набуває особливого значення в умовах реалізації реформи державного управління й реформи місцевого самоврядування. У зв'язку з цим

наголошено, що одним з основних завдань реформи місцевого самоврядування в Україні є вдосконалення надання адміністративних послуг відповідно до встановлених державних стандартів і забезпечення принципу територіальної доступності.

Визначено сутність категорій «адміністративна послуга» й «механізм надання адміністративних послуг». Запропоновано під «адміністративними послугами» розуміти результат здійснення уповноваженим суб'єктом власних функцій з нормативного закріплення прав і законних інтересів юридичних або фізичних осіб відповідно до їхньої заяви й у максимально якісний спосіб, а «механізм надання адміністративних послуг» розглядати як нормативно зафіксовану послідовність сервісноорієнтованих дій органів публічного управління, що відповідають їхній компетенції, спрямовані на набуття, зміну або припинення прав й обов'язків фізичних / юридичних осіб за їхньою заявою та реалізуються на засадах відкритості, справедливості й відповідальності. Здійснено класифікацію адміністративних послуг за різними критеріями.

Узагальнено зарубіжний досвід формування механізму надання адміністративних послуг в аспекті визначення й адаптування його позитивних рис до українських реалій, що дало змогу виокремити технологічну модернізацію у першочергові заходи, реалізація яких сприятиме підвищенню якості адміністративних послуг, збільшенню електронної складової в діяльності суб'єктів наданням адміністративних послуг, впровадженню інноваційних технологій у налагодження комунікацій між владою та споживачами послуг, спрощенню структурування процедур, зменшенню кількості послуг, організації мобільних центрів надання адміністративних послуг.

Теоретично обґрунтовано напрями вдосконалення механізму надання адміністративних послуг, що передбачають впровадження комплексу заходів, в основу яких покладено посилення наявного ресурсного потенціалу, проведення інфраструктурних трансформацій, створення ефективних комунікаційних механізмів, забезпечення чіткої координації, вироблення інноваційних рішень, ефективної взаємодії між владною інституцією та громадянами, продуктивного використання бюджетних коштів, впровадження системи управління якістю, здійснення стандартизації послуг, впровадження електронних сервісів.

Ключові слова: децентралізація, публічне управління, центри надання адміністративних послуг, інформаційно-технологічна інфраструктура системи надання адміністративних послуг, органи влади, реформування територіальної організації влади, електронне урядування.