

Gruzd Maryna, Candidate of economic sciences, associate professor, associate professor of the department of State Governance, Public Administration and Economic Policy, Simon Kuznets Kharkiv National University of Economics, 61166, Kharkov, Ave. Nauki, 9-a, tel: (057) 702-18-37, e-mail: grumary@ukr.net, <https://orcid.org/0000-0002-1396-121X>

Yermolenko Oksana, Candidate of economic sciences, associate professor, associate professor of the department of State Governance, Public Administration and Economic Policy, Simon Kuznets Kharkiv National University of Economics, 61166, Kharkov, Ave. Nauki, 9-a, tel: (057) 702-18-37, e-mail: oksana15ermolenko@gmail.com, <https://orcid.org/0000-0002-3599-9016>

ANALYSIS OF EFFECTIVENESS OF ELECTRONIC GOVERNANCE OF ADMINISTRATIVE SERVICES PROVISION SYSTEM

Abstract. The purpose of the study is to develop theoretical and methodological provisions and practical recommendations on the formation of directions for quality assurance of the system of public administrative services with the help of the development of electronic governance in the country. The directions for improving the quality of administrative services provision by means of electronic governance for citizens and business entities in accordance with European requirements have been determined, will increase the efficiency of the work of state authorities and local self-government bodies, reduce the risk of corruption during the provision of administrative services and improve investment attractiveness, business climate and competitiveness state. The prerequisites for the legislative consolidation of the promotion of the digital order in Ukraine are considered, which testify to the confidence of the powerful public institutions regarding the strategy of implementing the general process of the country's development and the presence of a legislative and institutional basis for the implementation of a system of initiatives to build a system of administrative services that is more accessible to consumers. The qualitative and quantitative results of the improvement of the system of providing administrative services during the implementation of electronic governance innovations are considered, directions for the development of the processes of providing public services to the population by the government structures of Ukraine are proposed. The results of the analysis of the quality of the provision of public electronic services are provided, which testify to the effectiveness of electronic services, however, the quality of service bodies of public authorities and the provision of control over its quality by public administration subjects require consideration of the consolidation of the priorities of modern administrative reform and the implementation of the state development strategy, taking into account the course of the process transformation of Ukrainian society. An analysis of the basics of the existing practice of e-democracy in the country was carried out: the practice of applying the tools of e-democracy to scaling, stability, efficiency; political influence and the desire for changes in public

policy, and recommendations are provided for subjects of public authority regarding the implementation of e-democracy initiatives to ensure effective interaction of the state, business and civil society institutions and popularization of the information society. Ways of modernizing the system of providing public services by means of electronic governance have been developed on the basis of the introduction of information and communication technologies, which in practical application by citizens of Ukraine creates opportunities to receive a wide range of services in a high-quality, efficient and transparent manner. The key opportunities and limitations regarding digitization in the country and the introduction of electronic governance of the system of providing administrative services are identified: reducing unjustified costs, taking into account in the activities of public authorities the needs of consumers in specific services and ensuring the proper quality of their provision, implementing a clear regulation of the activities of officials who perform the functions of the state, expansion of the list of administrative services and the transparency of their receipt, implementation of the principles of electronic democracy for the expansion of public rights and freedoms and changes in the relationship between public authorities and citizens.

Keywords: administrative services, information technologies, electronic governance, democracy, civil society, digitization, digital order.

Грузд Марина Володимирівна, кандидат економічних наук, доцент, доцент кафедри державного управління, публічного адміністрування та економічної політики, Харківський національний економічний університет імені Семена Кузнеця, 61166, м. Харків, пр. Науки 9а, тел.: (057) 702-18-37, e-mail: grumary@ukr.net, <https://orcid.org/0000-0002-1396-121X>

Єрмоленко Оксана Олександрівна, кандидат економічних наук, доцент, доцент кафедри державного управління, публічного адміністрування та економічної політики, Харківський національний економічний університет імені Семена Кузнеця, 61166, м. Харків, пр. Науки 9а, тел.: (057) 702-18-37, e-mail: oksana15ermolenko@gmail.com, <https://orcid.org/0000-0002-8630-7796>

АНАЛІЗ ДІЄВОСТІ ЕЛЕКТРОННОГО УРЯДУВАННЯ СИСТЕМИ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ

Анотація. Мета дослідження полягає у розробці теоретико-методологічних положень та практичних рекомендацій з питань формування напрямів забезпечення якості надання системи публічних адміністративних послуг за допомогою розвитку електронного урядування в країні. Означено напрями покращення якості надання адміністративних послуг засобами електронного урядування для громадян та суб'єктів господарювання відповідно до європейських вимог, підвищить ефективність роботи органів державної влади та органів місцевого самоврядування, зменшить ризик корупції під час надання адміністративних послуг та покращить інвестиційну привабливість, діловий клімат та конкурентоспроможність держави. Розглянуто передумови законодавчого закріплення просування цифрового порядку в Україні, які

свідчать про впевненість владних публічних інституцій щодо стратегії реалізації загального процесу розвитку країни та про наявність законодавчої та інституційної бази для впровадження системи ініціатив з побудови більш доступної для споживачів системи адміністративних послуг. Розглянуто якісні та кількісні результати удосконалення системи надання адміністративних послуг при впровадженні інновацій електронного урядування, запропоновано напрями розвитку процесів надання публічних послуг населенню владними структурами України. Надано результати аналізу якості надання державних електронних послуг, які свідчать про ефективність електронних сервісів, однак якість сервісних органів публічної влади та забезпечення контролю за її якістю у суб'єктів публічного управління потребують врахування закріплення пріоритетів сучасної адміністративної реформи та реалізації стратегії розвитку держави з врахуванням перебігу процесу трансформації українського суспільства. Проведено аналіз засад існуючої практики електронної демократії в країні: практики застосування інструментів електронної демократії до масштабування, сталості, ефективності; політичного впливу і бажання змін у публічній політиці та надано рекомендації для суб'єктів публічної влади щодо втілення в життя ініціатив з електронної демократії для забезпечення ефективної взаємодії держави, бізнесу та інститутів громадянського суспільства та популяризації інформаційного суспільства. Розроблено шляхи модернізації системи надання публічних послуг засобами електронного урядування на основі впровадження інформаційно-комунікаційних технологій, що у практичному застосуванні громадянами України створює можливості отримати широкий спектр послуг якісно, оперативно та прозоро. Означено ключові можливості та обмеження щодо діджиталізації в країні та запровадження електронного урядування системи надання адміністративних послуг: зменшення необґрунтованих витрат, врахування в діяльності органів публічної влади потреби споживачів у конкретних послугах та забезпечення належної якості їх надання, здійснення чіткої регламентації діяльності посадових осіб – виконавців функцій держави, розширення переліку адміністративних послуг та прозорості їх отримання, реалізацію засад електронної демократії для розширення громадських прав і свобод та зміни взаємовідносин органів публічної влади та громадян.

Ключові слова: адміністративні послуги, інформаційні технології, електронне урядування, демократія, громадянське суспільство, діджиталізація, цифровий порядок.

Introduction. In democratically developed countries, it is decisive an effectively established institution is a factor in the development of civil society public services. Ukraine's chosen path to the EU requires drastic changes and reforming the current system of providing public services. After all, absence democratic traditions in the relationship between government and society, institutional standards of professional activity of public servants, the unpreparedness of public servants themselves to develop and implement effective policies negatively affects on citizens' trust in government structures and the image of the state in general. In this

regard, the development of ways to ensure the proper quality of public services and the efficiency of their provision with the help of electronic governance is becoming particularly relevant.

The formation of civil society largely depends on the level of administrative restructuring of the modern state management system, which should serve ordinary citizens and have an effective impact on the social environment [1, p. 112 – 118].

An important place in the management process is occupied by the state's policy of providing subjects of civil society with a certain set of services. State-provided services in the sense that is included in the concept of "state services" are a relatively independent phenomenon that includes certain stages of genesis, social determinants, historical forms, sources and mechanisms of emergence and development.

Analysis of recent research and publications. In Ukraine, the peculiarities of the development, implementation and functioning of public services were considered in the works of researchers V. Averyanov, S. Andreev, O. Bakumenka, V. Bebyk, I. Venediktov, I. Koliushko, M. Lesechko, V. Mamonova, P. Nadolishnyi, O. Rybalka, V. Soroko, V. Tymoshchuk, A. Chemerys, O. Yatsunska, and others.

The problems of providing high-quality administrative services by public authorities with the help of electronic governance tools are considered in the works of T. Butenko, M. Boguslav [2], D. Dzvinchuk [3], H. S. Zharoi [4], Zhochan [5], O. Kravtsova [6], O. Konotoptseva [7], I. Lopushynskyi, T. Mamotova, M. Ternuschak [8], Y. Tomkova [2], A. Chemeris [9] and many other works of scientists.

Despite the intensification of research efforts in the mentioned directions, the indicated scientific problem requires additional consideration, focusing on the quality of services and the effectiveness of electronic governance in the provision of administrative services. In view of this, there is an objective need to justify approaches to the effective organization of public services. At the same time, attention should be focused on the formation of the multiplicative effect of service provision based on the use of the principle of emergency of the public service provision system, management of the organizational basis of dynamic connections in the specified system.

The pace, as well as the quantitative and qualitative results of the introduction of improving e-governance innovations are still satisfactory, therefore, modern assessments of these processes and results, directions of development of the processes of providing public services by government structures to the population of Ukraine require analysis and explanations.

Setting objectives. The purpose of the study is to develop theoretical and methodological provisions and practical recommendations on the formation of directions for quality assurance of the system of public administrative services with the help of the development of electronic governance in the country.

The following tasks were set and solved in the study: the main problems of obtaining public services in Ukraine were identified; the quality of the provision of public services and the implementation of electronic democracy tools were analyzed; ways of modernizing the system of providing public services by means of electronic

governance based on the introduction of information and communication technologies have been developed.

Thus, the object of research is processes ensuring the quality of the provision of public services by the state.

The subject of the research is theoretical, methodological and applied aspects of regulation ensuring the quality of the system of providing public services as a means of increasing the effectiveness of the implementation of their functions by public organizations and institutions based on electronic governance.

Presenting main material research. Today, Ukraine is characterized by the approximation of the state administration system to the standards of the European Union, therefore there is an urgent need to reform the system of public service and service in local self-government bodies in accordance with European standards, where the mechanism of providing public services forms the basis of the functioning of government in a democratic society. It is these questions that V. draws attention to. Soroko in his research, considering the directions of their development to be the creation of a service provision standard and regulatory settlement of issues related to quality assessment. The author considers proposals for legislative regulation of the processes of providing public services and the creation of tools to ensure the technology of public servants' activities in the format of a public service [10].

Subjects of civil society influence the formation of the necessary number of public services, determination of their cost, taking into account the relevant actions of the state in this direction. Implementation of the process of providing public services in the conditions of a democratic political regime depends on the dominance of the state over civil society and business, as well as cooperation between them. The dominant position of the state in the specified context is characterized by the weak development of civil society and the low level of well-being of the population of a certain state [11, p. 18].

In general, we note that the interaction of the state, civil society and business structures is constructive, which can have a positive impact on the management of the development of the state, the formation of the well-being of its citizens in the following directions [12]: increasing the well-being of society through the establishment of communicative interaction of citizens with state institutions and commercial organizations on the basis of a contract for the provision of high-quality public services; reduction of state budget expenditures due to public audit of the process of providing citizens with public services; expansion of opportunities for citizens to invest in the formation of the state's social capital. The process of providing public services in a specific country is influenced by the type of political regime and the state of its stability (because social transformations are, as a rule, characteristic of those political regimes that are defined in the scientific literature as: "transitional political regimes").

The relevance of the issue of transferring a significant number of public services to electronic format is explained by the fact that in modern conditions of the development of information technologies and their practical application create an opportunity for Ukrainian citizens to receive qualitatively, promptly and transparently a wide range of services provided by public authorities.

In the context of evaluating the quality of service provision in Ukraine, A. Chemerys believes that evaluating the results of service provision involves comparing goals and achievements and is a means of encouraging service providers to act. It may also be necessary to take into account such an aspect of work performance management as an external review or inspection, the purpose of which is to check and confirm information about work results [9, p. 133].

In the practical application of the best European approaches, the opinion of D. Dzvinchuk, who considers the provision of administrative services in the context of the voluntary association of territorial communities, is important. A well-known scientist and practitioner notes that the main principle of the effectiveness of reforms is to bring public services closer to people, which will ensure their economic capacity and ensure the effective provision of educational, medical, social, and administrative services to residents of newly formed settlements [3].

N. Honcharuk and L. Prokopenko insist on the need to improve the efficiency of public administration in general and, in particular, to reorient the activities of civil servants and local self-government officials to the provision of high-quality public (administrative) services [13, p. 26].

A significant number of domestic non-governmental organizations (NGOs) contribute to the improvement of public services thanks to the implementation of numerous local projects jointly with international organizations, among which the "European Qualification Lustration" Program is one of the latest and most radical in operation [14].

In an inextricable connection with the creation of the network of TsNPs, various information and computer technologies are being introduced in the administrative service of the population on a large scale within the framework of the international initiative "Open Government Partnership" [15].

According to the famous scientist I. Lopushynskyi, in Ukraine there is an urgent need for the administration of e-governance. According to the scientist, its implementation is hampered by the human factor, because it is electronic governance will increasingly eliminate the official as an intermediary between the state and citizens, thereby facilitating the fate of the common man and preventing corruption among public service providers [14, p. 198]. According to T. Burenko and O. Konotoptsev, the use of electronic governance technologies in the processes of providing public services is a potential guarantee of ensuring their system and efficiency [16; 17; 18] under the condition of organizing citizens' access to them (O. Litvinov) [18].

We agree with the existence of problems that, according to the Concept of the Development of the System of Provision of Administrative Services by Executive Authorities, must be resolved to ensure the development of the system of provision of administrative services.

The key opportunities and limitations regarding digitization in the country and the introduction of electronic governance of the system of providing administrative services are presented in the table 1.

Table 1

Key opportunities and constraints for digitization in the country

Opportunities	Limitation
<p>Countries' readiness for cooperation and acceleration of European integration processes; the possibility of increasing donor and low-cost credit financing; availability of public demand (interest) and readiness to use electronic services by citizens and businesses; restoration of the infrastructure of electronic communications according to new technological solutions (including the deployment of NGN networks), optimization of costs for the deployment of new networks through joint investment and shared use of infrastructure, increasing the stability and reliability of telecommunication networks, simplification of bureaucratic processes for the development of the industry, financial and technical support of international institutions and experts;</p> <p>EU Connecting Europe Facility (CEF) considers the possibility of financing projects for the creation of infrastructure facilities with the funds of the EU budget;</p> <p>the implementation of the "E-residency" project will ensure the establishment of favorable conditions for conducting business by foreigners in Ukraine online, without the need for physical presence, which will lead to an increase in state budget revenues by filling it with taxes paid by e-residents;</p> <p>Ukraine's integration into the EU's Single Digital Market and prospects for Ukraine's accession to the EU;</p> <p>the return of Ukrainian service providers of virtual assets from foreign jurisdictions of registration to Ukraine will lead to the filling of the state budget;</p> <p>the creation of Ukraine's own blockchain infrastructure will have prospects for integration into the relevant EU infrastructure, which is currently under construction;</p> <p>entry of Ukraine into the top five countries with the largest number of startups per inhabitant;</p> <p>the entry of Ukraine into the pan-European network of startup associations for the integration of Ukrainian startups into the innovation ecosystem of the EU;</p> <p>significantly improved public-private cooperation in the field of cyber security during war;</p> <p>improved interaction and coordination between the main subjects of the national cyber security system;</p> <p>the presence of a significant number of highly qualified personnel in the main entities mobilized for the war period;</p> <p>the huge volume of international technical assistance in the field of cyber security, which has been provided to Ukraine since the beginning of the war;</p> <p>improved interaction with international partners</p>	<p>time;</p> <p>resource;</p> <p>complex bureaucratic processes;</p> <p>electronic communication equipment is mainly manufactured abroad, and its cost depends on currency fluctuations, which limits the ability to clearly define financing needs tied to the national currency. Currently, the logistics of equipment to Ukraine is difficult, due to the war, importers assign a high degree of delivery risk, which leads to an increase in the cost of equipment;</p> <p>the production of cable products in Ukraine is partially destroyed, other factories are forced to rebuild logistics chains in the supply of raw materials and materials for manufacturing products;</p> <p>a significant number of specialists in the field have been mobilized, replacing qualified specialists requires considerable time for their training;</p> <p>due to active hostilities, the destruction of networks continues. The total amount of destruction can be predicted based on the existing experience of the de-occupied territories;</p> <p>martial law on the territory of Ukraine, which may suspend the involvement of foreign citizens as e-residents. The existence of reputational risks of Ukraine related to the peculiarities of taxation of e-residents;</p> <p>the lack of state regulation of the virtual assets market makes it impossible to conduct relevant economic activities, which prevents the filling of the state budget and contributes to the continuation of the functioning of the virtual assets market in the "shadow";</p> <p>lack of guarantees for conducting IT activities under martial law conditions;</p> <p>the outflow of startups and technological specialists abroad as a result of hostilities;</p> <p>the outflow of qualified personnel from the market and a potential shortage to fill vacancies;</p> <p>lack of budgetary funding for cyber security projects;</p> <p>constant aggression against Ukraine in cyberspace, which requires a response and limits resources for the implementation of cyber security projects;</p> <p>risks of physical destruction of infrastructure</p>

Source: compiled by [7, 15, 20, 24, 35].

A. T. Obolensky singles out three main problems of the mechanisms of state management of the processes of providing administrative services, which should be solved in the process of implementing the administrative reform: ordering the list, determining the cost and ensuring the convenience of their provision [19].

The newly created Ministry of Digital Transformation has set the following goals until 2024: 100% of public services should be available to citizens and businesses online; 95% of transport infrastructure, settlements and their social facilities should have access to high-speed Internet; 6 million Ukrainians should be involved in the digital skills development program; the share of the IT product in the country's GDP should be at least 10% [20, p. 7].

The first steps included the adoption of a legal framework for basic digital citizen rights, including the right to access broadband Internet and increasing the availability of technology for consumers to reduce the cost of software, computer and other equipment. Prerequisites for promoting the digital agenda of Ukraine include the recently developed legislation on the digital economy and telecommunications, digital infrastructure, achievements in the field of ensuring a cashless economy – the development of electronic trade (e-Trade), electronic protection (e-Trust) and cyber security (Cybersecurity). The "Smart City" initiative, recently initiated by the relevant Ministry of Digital Transformation, testifies to the confidence of the authorities in the existing legislative and institutional framework for the implementation of complex initiatives to build the ICT ecosystem at the regional/local level.

The All-Ukrainian survey "Opinions and views of the population of Ukraine regarding public electronic services" was conducted by the Kyiv International Institute of Sociology in September 2022 as part of the regular "Omnibus" commissioned by the United Nations Development Program (UNDP). During the study, the opinions and views of adult residents of Ukraine (aged 18 and older) were studied on various issues related to the use of state electronic services.

Most of the respondents (52%) used the "Diya" application or portal, and compared to 2020, the share of "users" increased first from 13% to 30% in 2021, and then to 52% in 2022 (i.e. 4 times). At the same time, for other services in the list, the situation is different – over the last year, the number of subsidies / benefits / social payments has increased slightly: from 13% to 16%. Other services were used by up to 9.5% of all respondents during the last year, and in almost all cases, compared to 2021, there is a tendency to decrease the use (the only exception is the registration of a birth certificate – the use of this service has not changed). Perhaps this is due to lower "demand" in wartime [20, p. 7].

The above is confirmed by the answers to the following questions: Have you had the opportunity to receive electronic government services in any of the specified areas during the last year (Fig. 1). From the given figure, it can be seen that rapid growth in the use of public services was achieved by the portal "Diya", the second place in popularity is the issue of personal transport. For other types of public services, the demand decreased in 2022, for some types twice as compared to 2020 (obtaining passports, paid services for obtaining information from state registers or obtaining digital extracts, admission to a higher education institution, issues related to managing affairs firms or companies).

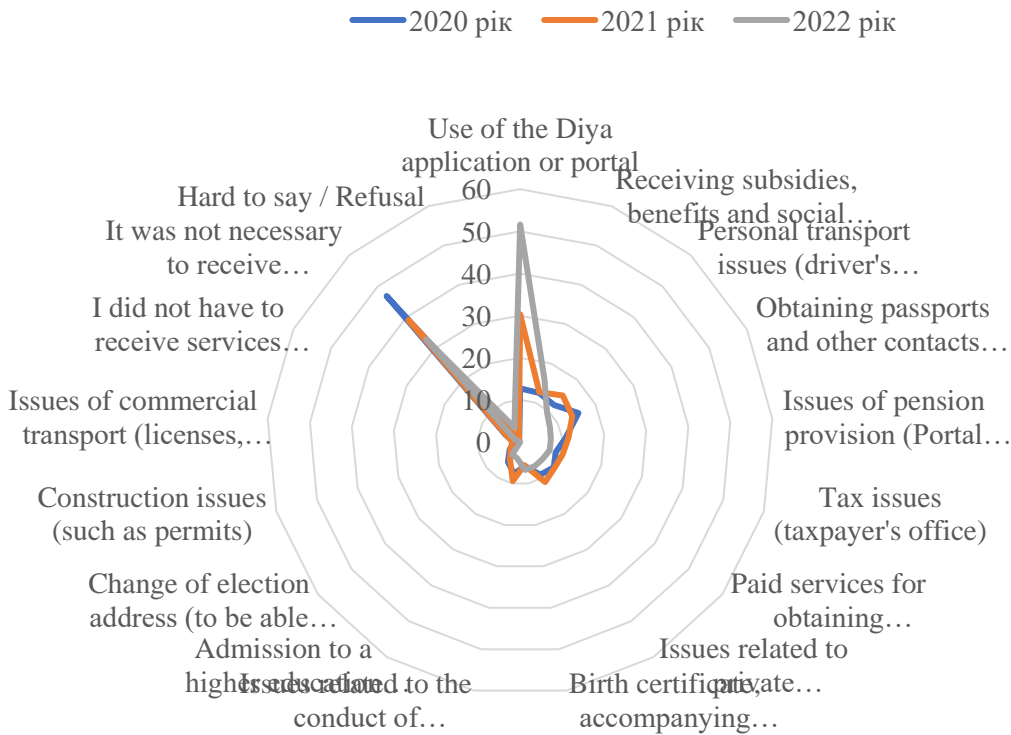


Figure 1. Answers to the question: Have you had the opportunity to receive electronic government services in any of the specified areas during the last year?
Source: compiled by [21].

The absolute majority of respondents (79%) who used government electronic services consider the experience rather or very positive. However, 54% of them indicate a "rather positive" experience, although they clarify that some aspects need to be improved. Only 9% of users talk about a rather or very negative experience [20, p. 7].

The above is confirmed by the answers to the following questions: Have you had the opportunity to receive electronic government services in any of the specified areas during the last year (Fig. 2).

The "Diia" portal is in the greatest demand among consumers of public services in the Eastern region (61.8%), in the Central region only half of the respondents. According to the demand for use, the provision of subsidies is in second place (the largest number of users is the Eastern region – 17.5%, the Central region – 16.4% of respondents).

Compared to 2021, the overall share of those satisfied with electronic services did not change (in 2021, this indicator was 78%), but at the same time, the number of those reporting a "very positive experience" increased from 19% to 25.5%. Also, the share of those who had a negative experience decreased from 16% to 9%. Thus, it is possible to witness an improvement in the perception of the quality of electronic services.

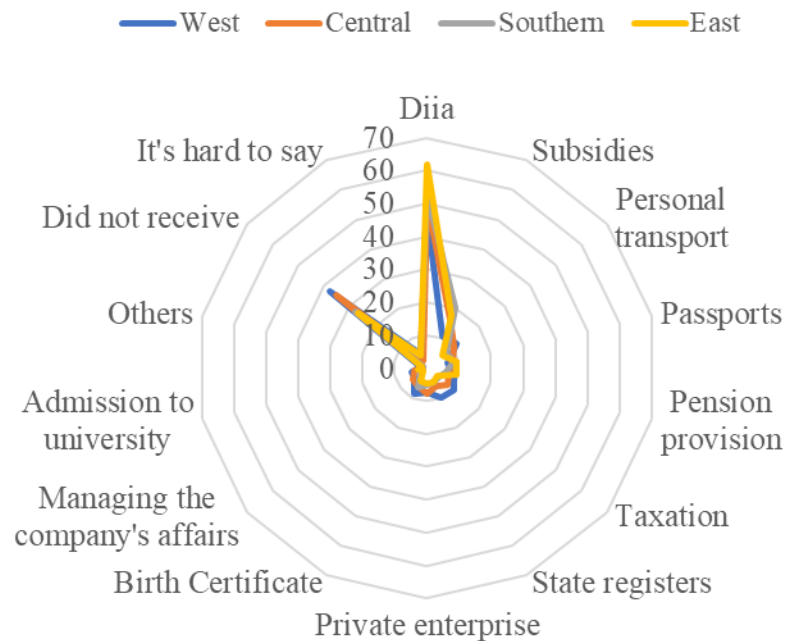


Figure 2. Answers to the question: Have you had the opportunity to receive electronic government services in any of the specified areas during the last year?
Source: compiled by [21].

At the same time, if we evaluate the methods of obtaining services, then 53% consider the online format to be more convenient and effective, and 9% consider visiting a health care center (in 2021, the corresponding indicators were 54% and 11%). Another 28% consider both methods convenient and effective (25% in 2021). Only 3% consider both methods inconvenient and ineffective (5% in 2021) [20, p. 27].

Compared to 2021, there are more people who pay attention to the protection of personal data (16% and 23% in 2022, respectively), online chat (13% and 15%), access only with a qualified electronic signature (10% and 13%), the ability to track status (5% and 9.5%). At the same time, there were fewer people who mentioned short explanations (the share decreased from 17% to 9%) and fewer transitions between pages (from 10% to 6%). 74% of respondents were able to name at least one situation in which they would be interested in having an effective electronic service. At the same time, respondents express various ideas about life situations in which they would gladly use effective electronic services. Relatively most of the respondents spoke about obtaining a passport for traveling abroad (16% of respondents include this situation in the top 3 circumstances in which they are interested in such services), access to a medical card (15%) and an electronic medical record (15%). Among respondents who did not use government electronic services in the last year, 59% named at least one area in which they would like to have an effective electronic service. If we compare with 2021, the interest in the electronic sick leave (from 9% to 15%), access to the data of one's medical card (from 10% to 15%) and processing of documents on land issues (from 7.5% to 12%) [20, p. 8].

The above is confirmed by the answers to the following questions: Have you had the opportunity to receive electronic government services in any of the specified areas during the last year (Fig. 3) [21].

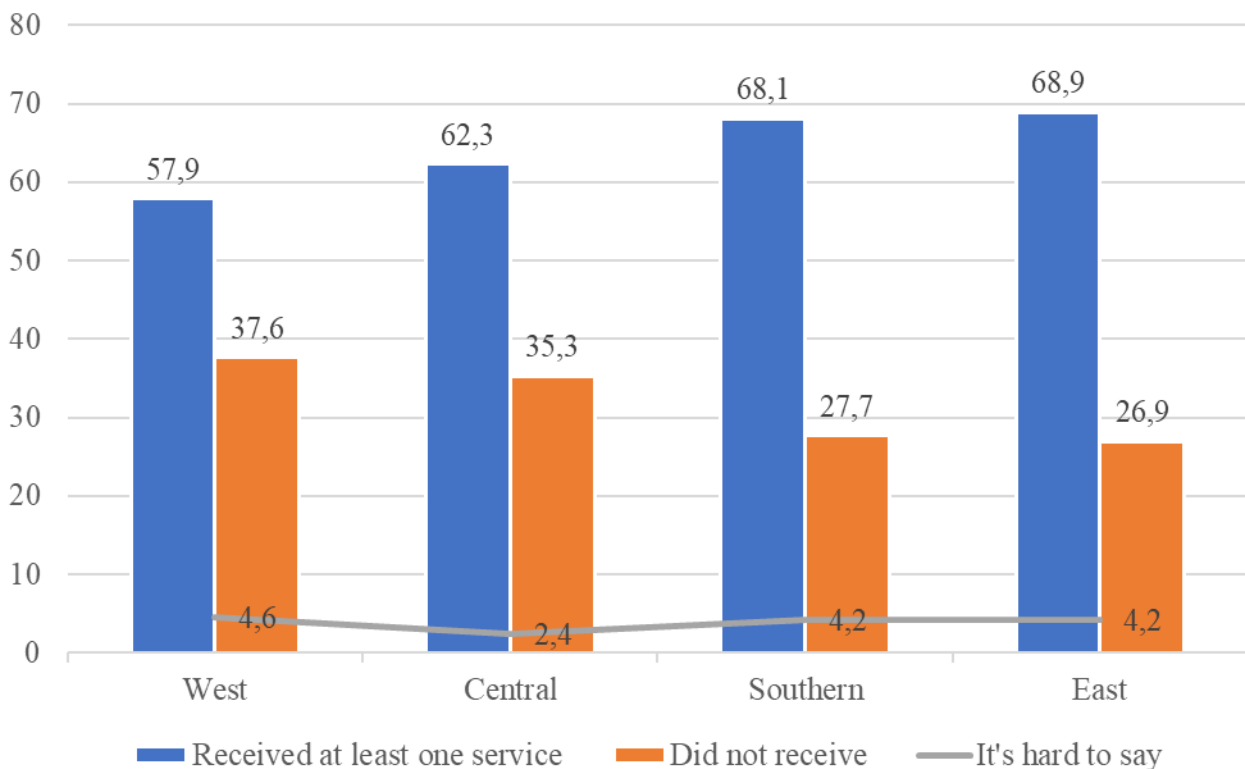


Figure 3. Answers to the question: Have you had the opportunity to receive electronic government services in any of the specified areas during the last year?
Source: compiled by [21].

By region of Ukraine in 2022, the largest users of electronic public services among those surveyed are the population of the Eastern region (68.9%), the second place is occupied by the population of the Southern region – 68.1%. Interviewees. The largest number of respondents who do not use public services in the Western region is 37.6%.

The development of local development institutions is one of the main tools for revitalizing life in communities, solving common pressing problems, and creating real opportunities for territorial development. For this, it is necessary to apply all elements of the implementation mechanism of the system of local development institutions and the mandatory creation of local economic development agencies, small town development centers, business centers, public organizations, business associations, permit centers, centers for the provision of administrative services, information and advisory centers, investor attraction agencies, entrepreneurship support funds [22, p. 63].

The Ministry of Digital Affairs continues to build the most convenient state in the world from the point of view of receiving state services, he noted Mstislav Banik, Head of Electronic Services Development at the Ministry of Digital Transformation of Ukraine. "During the year, the Ministry of Digital Affairs actively worked on the development of Diia. During this time, 6 million users joined the application.

Currently, Diya is used by more than 18.5 million Ukrainians, and the web portal by almost 22 million, he said. – The fact that Ukrainians increasingly use state electronic services, and the absolute majority positively evaluates the services provided, indicates the effective development of the state's system of providing public services [23].

Last year, due to the war, the share of those belonging to vulnerable population groups increased in Ukraine, primarily due to the increase in the number of internally displaced persons. The war highlighted the importance of online interaction with the state. In the conditions when millions of people needed help from the state, but could not physically use these services – because they were forced to be on the road, at a new place of residence, or the national health center in their settlement stopped functioning – the opportunity to receive the necessary state services from their own smartphone or laptop turned out to be critically important.

The main reason for not using state electronic services is the respondents' lack of such a need (this was reported by 71% of such respondents). Next in the list of reasons are lack of skills (47%) and lack of a device with an Internet connection (32%). At the same time, among respondents who reported a lack of skills, 43% do not want to develop skills at all. 30% say they would like to develop them with the help of children / grandchildren, 11% – with the help of short instructional videos [20, p. 30].

Information materials have a greater motivational effect on younger and more educated people (the intersection of these categories should be taken into account). Thus, by age, the share of those who were encouraged by the materials decreases from 74% among 18-29-year-olds to 20% among people aged 70+. As for education, 70.5% of respondents with higher education felt encouraged, while 20% of respondents with incomplete secondary and lower education felt encouraged [20, p. 48].

The provision of basic administrative and state public services has significantly deteriorated. The ability of local authorities to maintain a minimum level of services is severely limited as workers have left or are unable to access jobs. Even if the population does not suffer directly from hostilities, it faces a reduction in the volume of services, interruptions or complete cessation of their provision. Disruptions and interruptions to essential services create multisectoral needs [24, p. 3].

The results of the community survey on the provision of administrative services (Fig. 4).

The data of the analysis of the satisfaction with public services of the residents of the united territorial communities indicate a high assessment of the quality of the provision of public services by all public institutions (the highest assessment (5 points) was received by the territorial bodies of the State Customs Service, interregional departments of the Ministry of Justice of Ukraine, territorial bodies of the Pension Fund of Ukraine, the State Geocadastr and Social Security Administration). However, those surveyed are most dissatisfied (1 point on the scale) with the work of the regional centers of the Ministry of Internal Affairs of Ukraine.

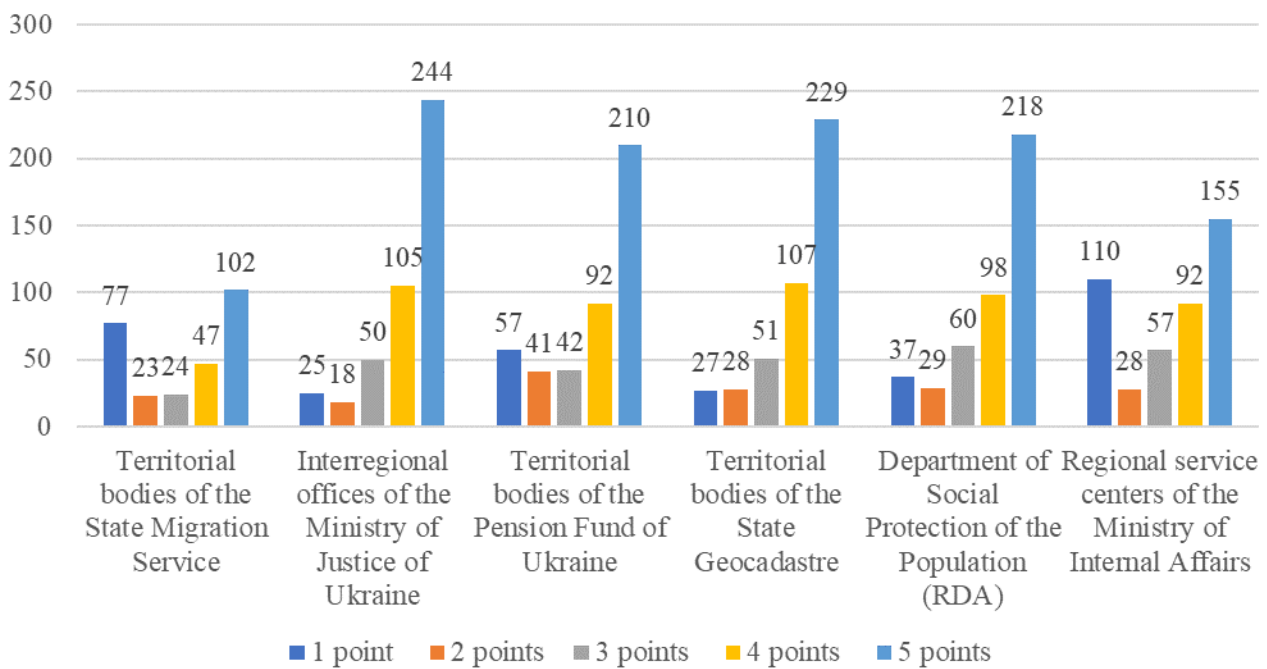


Figure 4. The results of the community survey on the provision of administrative services Source: compiled by [24].

The analysis of scientific and special publications confirms the following problems in the processes of providing public services to the population:

- the majority of civil servants "... have no idea about European values, the philosophy of human-friendly management", which motivates the authors to develop and implement a number of measures of the project "New Ukraine - a new government with the participation of civil society";

- the concept of "administrative service" today "... is understood not as a category of the service state concept, but primarily as a "business service" within the framework of the development of market economy concepts";

- the quality of the services of state bodies, according to researchers and compilers of the rating [76], the results of which were confirmed by the well-known auditing company E&Y, consists in "... the low level of payment of civil servants and their lack of motivation in meeting the needs of citizens-clients";

- according to the survey of the "Democratic Initiatives" foundation, "... the majority of the population is not familiar with the activities of local or state authorities in providing administrative services", and only a small proportion knows about "... the creation of official web resources related to administrative services ";

- Information terminals for self-service are installed only in 25%, the electronic queue system is implemented only in 22%, and the possibility of prior appointment for a visit is provided for only in 14% of the investigated and evaluated CPASs [25];

- only 61% of centers are equipped with ramps, 8% with special toilets, 4% with an appropriately adapted self-service information terminal, 4% with call buttons at the entrance door, 1% with wheelchairs and automatic doors for people with disabilities. assistance is provided by the duty officer;

in the majority of CNAs (68%) they do not provide related services (banking, photocopying, lamination, sales of office supplies, scanning, etc.) [26].

B. Savchenko, K. Melnikova, Yu. Bokovikova also support most of the problems and shortcomings listed and described above, which are emphasized in methodological recommendations for improving the processes of providing public services to the population [26]. However, no supplementing the list of identified shortcomings, errors and omissions in the formation and development of the processes of providing administrative services by state authorities and local self-government bodies, despite the negative evaluations, episodes and results, we should generally positively evaluate the results of the creation and expansion of the CPAS network. After all, the State Service of Ukraine for Regulatory Policy and Entrepreneurship Development, in a study of the quality of the provision of administrative services, revealed a positive dynamic of citizens' satisfaction with the quality of service provision, which was caused by the creation of CPASs. The result of a survey conducted by the State Service of Ukraine on Regulatory Policy and Entrepreneurship Development showed that 66% of respondents emphasized the improvement of the quality of providing administrative services to the population as a result of the creation of centers [27].

If we compare this figure with 99% of satisfactory and unsatisfactory assessments of the quality of service provision by central executive authorities, given in [2], then positive changes in the assessment of the work of newly created structures are quite obvious, and their authenticity should not be doubted. At the same time, there is no doubt that the elimination of at least a part of the above-mentioned shortcomings in the organization of the work of the Central Administrative Service is potentially capable of significantly changing the provision of administrative services in Ukraine.

Although the improvement of any system should be considered in conjunction with all possible ideas and actions in this direction to improve its components and characteristics (structure, structural elements, connections, mechanisms, processes, technologies, procedures, tools, etc.), in our research, we consider it expedient to concentrate efforts on identification, research, evaluation and proper use of e-government tools.

The definition of criteria for assessing their quality and standards of provision will contribute to the improvement of the quality of administrative service provision processes. Such criteria are performance; timeliness; availability, convenience; the possibility of choosing the method of applying for an administrative service, in particular by mail, e-mail, etc.; introduction of the "single window" principle; establishment by the administrative body of the schedule of admission of individuals and legal entities taking into account their interests; improvement of the payment procedure for administrative services; openness; respect for the person; professionalism [28].

S. Zharaya believes that increasing the social effectiveness of government activity is impossible without a clear vision of directions for improving the procedures for providing administrative services [4, p. 31 – 32]. According to the scientist, the criteria for evaluating the quality of providing administrative services to

citizens are tools for determining the effectiveness of the authorities in providing services to the population (determined by the satisfaction or dissatisfaction of citizens with the mechanism of providing administrative services). The scientist singles out the following most acceptable directions for improving the mechanism of providing administrative services to the population: clear definition of standards and criteria for the quality of service provision; emphasis on efficiency and control of the final result; the possibility of real measurement of results [4].

In general, we support the opinion of M. Lakhizha regarding the generalization of the most important aspects of solving problematic issues: overcoming communication barriers, deregulation and harmonization of legislation with the European Union; motivation and training of civil servants; the number of employees in direct customer service bodies; taking into account the results of customer surveys; dissemination of best practices; use of modern technologies; knowledge management of employees working with clients [29].

It should also be noted that the above-mentioned dangerous phenomena for any organizational structure, as a rule, penetrate and begin to act in these inherently innovative structures due to the functioning of an ineffective system of public administration in general and, in particular, some mechanisms for its implementation in various spheres of social life, ineffective the system of motivating employees and their responsibilities, irrational distribution of employee responsibilities, etc.

Thus, the technologies of formation and successful implementation of the servicing of public authorities should be carried out thanks to the development of performance criteria, constant monitoring, audit and decision-making based on the analysis of information on the level of satisfaction of citizens with the public services received, the achievement of the planned results of SUYAPP, as well as indicators of monitoring the success of activities public authorities [27].

Solving problems related to the implementation of the policy of managing the quality of services of public authorities and ensuring control over its quality in the subjects of public administration should take place on the basis of implementation (taking into account the probability of the implementation of the priorities of the modern administrative reform, the implementation of the state development strategy, taking into account the course of the transformation process of Ukrainian society) certain types of policies such as:

- the policy of maintaining the status quo, which is carried out with the introduction of the quality management system (QMS) and the "single window system" (SWS) in the existing legislative space;

- a policy based on the principles of the introduction of a quality management system based on centrally developed and formalized administrative acts, requirements for the development of standards and a list of public services, the creation of an incentive process for the accelerated introduction of a quality management system;

- a policy aimed at creating a regulatory and legal framework that would determine the tasks and specific functions of servicing public authorities aimed at increasing the social efficiency of public administration and introducing quality standards for the provision of public services;

a policy that synchronously determines the effectiveness of the above-mentioned second and third options, which are carried out in parallel and create synergistic effectiveness of the subject orientation of the activities of public authorities.

Therefore, the implementation of the Program will make it possible to: increase the effectiveness and efficiency of state administration, in particular as a result of reducing unjustified costs, including time costs; take into account the needs of consumers in specific services in the activities of self-government bodies and ensure the proper quality of their provision to the rural population; implement clear regulation of the activities of officials authorized to perform state functions; determine the list of services provided by executive authorities; to ensure the transparency of management decision-making and to improve the quality of service; ensure the formation of a positive international image of Ukraine.

Electronic democracy is used both to expand civil rights and freedoms, and to increase the transparency and accountability of public authorities, and citizen participation in decision-making processes. In practical terms, it refers to a variety of online or ICT-enabled government, civic, business or media websites, platforms, embedded features or mobile applications that promote democracy and good governance.

The essence of digital transformation is the integration of digital technologies into the functioning of the public administration system, which leads to fundamental changes in how its subjects provide citizens as clients with high-quality public services, including in electronic format.

Within order to ensure the high-quality provision of electronic public services, at least three stages of the formation of electronic government according to the UN methodology are necessary, which provides a four-stage model of the development of online services, where the first stage corresponds to the emergence of information services, the second – interactive services, the third – transaction services and the fourth – transformational services. Each stage requires an increase in the level of complexity and often a greater allocation of the necessary resources.

It should be noted that the development of online services in Ukraine is currently in the stage of transition from transactional to transformational services. The basis for the above is declared by the President of Ukraine V. Zelenskyi, the concept of "the state in a smartphone", which involves serving the people of Ukraine through the provision of public services to the citizens of the state, ensuring not only the expansion of their spectrum, but also the increase of access channels to them, integration (complexity) and convenience, the need to have high quality public services [30]. The adoption of the following normative legal acts serves as confirmation of this.

The list of active strategies (concepts, programs) that establish the list and order of providing state public services in Ukraine:

The activity program of the Cabinet of Ministers of Ukraine, approved by the Resolution of the Cabinet of Ministers of Ukraine dated June 12, 2020 №. 471;

The National Economic Strategy for the period until 2030, approved by the Resolution of the Cabinet of Ministers of Ukraine dated March 3, 2021 № 179;

The state program to stimulate the economy to overcome the negative consequences caused by restrictive measures to prevent the emergence and spread of the acute respiratory disease COVID-19 caused by the SARS-CoV-2 coronavirus for 2020–2022, approved by the resolution of the Cabinet of Ministers of Ukraine dated May 27, 2020 № 534;

The National Strategy for the Creation of a Barrier-Free Space in Ukraine for the Period Until 2030, approved by the Decree of the Cabinet of Ministers of Ukraine dated April 14, 2021 № 366-p;

The State Strategy of Regional Development for 2021-2027, approved by Resolution No. 695 of the Cabinet of Ministers of Ukraine dated August 5, 2020;

State Administration Reform Strategy for 2022-2025, approved by Decree of the Cabinet of Ministers of Ukraine dated July 21, 2021 № 831;

Action plan for the implementation of the "Open Government Partnership" Initiative in 2021-2022, approved by the order of the Cabinet of Ministers of Ukraine dated February 24, 2021 № 149-p;

Decree of the Cabinet of Ministers of Ukraine dated February 17, 2021 No. 365-p "Some issues of digital transformation";

The concept of the development of the system of electronic services in Ukraine, approved by the order of the Cabinet of Ministers of Ukraine dated November 16, 2016 № 918-p;

The concept of the development of artificial intelligence in Ukraine, approved by the order of the Cabinet of Ministers of Ukraine dated December 2, 2020 № 1556;

On the approval of the plan of measures for the development of broadband access to the Internet for 2021 - 2022 dated September 8, 2021 № 1069;

On the approval of the plan of measures for the release of radio frequency bands in the ranges 790-862 MHz, 694-790 MHz from radio-electronic means of the broadcasting service (television) for the introduction of LTE radio technology dated November 18, 2020 №1457-p;

On the approval of the plan of measures for the implementation of the fifth generation mobile (mobile) communication system in Ukraine dated November 11, 2020 № 1409-p;

On the approval of the plan of measures to improve the quality of mobile (mobile) communication services for 2020-2022 dated September 30, 2020 № 1189;

Strategy for the development of the sphere of innovative activity for the period until 2030, approved by the order of the Cabinet of Ministers of Ukraine dated July 10, 2019 № 526;

IT education reform road map, approved by order of the Ministry of Education and Science of Ukraine, Ministry of Digital Transformation of Ukraine dated December 23, 2021 No. 1418/181 "On approval of the Action Plan for IT education reform";

Decree of the CMU dated May 12, 2021 No. 438-r "On approval of the plan of measures for the implementation of the Concept of the development of artificial intelligence in Ukraine for 2021-2024";

Cyber security strategy of Ukraine. Approved by the Decree of the President of Ukraine dated August 26, 2021 № 447/2021.

The study of the foreign experience of the countries of the world with developed electronic democracy gives reasons to claim that the main channels of providing public services of an administrative nature are: direct service to citizens in integrated offices providing the specified services; through the use of telephone communication and electronically. It is worth taking into account the established approaches to the optimal organization of the interaction of public authorities with business and the population. One of these approaches is to obtain a comprehensive list of public services in one place. In developed countries of the world such the method of providing services was named "one-stop-shop". The same one the principle was established in Canada, Scandinavian countries and many other countries in the design and creation of national public service portals, with which the integration of local and departmental portals was ensured. In other words, the basic or initial, the concept of providing public services is convenience, comfort and orientation first of all on citizens of serving them, creating for them the most convenient conditions, or during their physical visit to public authorities, or during their electronic, remote visit maintenance.

Thus, the creation of an integrated office for the provision of administrative services in Ukraine is an important measure to change the relationship between public authorities and citizens. Integrated offices have significant advantages over departmental ones (offices of the migration service, the Ministry of Internal Affairs of Ukraine for issuing driver's licenses and vehicle registration). In departmental offices, citizens have the opportunity to receive only a limited list of services.

For the first time in the legislation of Ukraine, the term "electronic service" is defined in the Strategy for the Development of the Information Society in Ukraine ("On the Approval of the Strategy for the Development of the Information Society in Ukraine" in accordance with the Decree of the Cabinet of Ministers of Ukraine dated July 15, 2013 No. 386) as "service provided to citizens and organizations in electronic form using information and communication technologies". Electronic public service is a public service (administrative service) provided to the subject of the appeal in electronic form with the help of information and communication technologies. You can formulate another definition of this concept: electronic service – it is a service to meet the user's information needs, which has an electronic form of provision. Types of electronic services it is worth considering: all electronic administrative services; online payment for communal services, Internet telephony; Internet banking, Internet insurance; online purchase of transport tickets (for trains, planes, buses); purchase goods in online stores; online registration in children's preschool institutions; electronic queue, for example in TsNAP, both online implementation (via the Internet) and offline (through personal presence and physical receipt of a ticket through an information terminal), etc.

An important principle of providing electronic administrative services is their availability 24 hours a day and 7 days a week.

The majority of citizens surveyed in 2022 – 72% – saw informational materials about state electronic services (55% in 2021). At the same time, 59% read materials about digital literacy. Those who encountered relevant materials most often mentioned advertising in social networks and on radio/TV. In general, 76% of all

respondents received informational materials about electronic government services or digital literacy during the last year. Information materials about electronic government services / digital literacy encouraged 54% of those who received such materials to take appropriate actions. Informational materials encouraged 44% of such respondents to use state electronic services, 35% to improve digital literacy [20, p. 9].

In process introduction electronic administrative services for their users have the following services should be available: convenient access to up-to-date information about the service through the appropriate portal or website; the submission of which is necessary to receive an administrative service, or filling out these forms in online and online mode; online informing the subject of the appeal about the state of provision of administrative services, SMS notification is also widely practiced; online payment for the provision of administrative services, if such a fee is established.

As part of the implementation of the Association Agreement with the EU, Ukraine must ensure the comprehensive development of electronic services in accordance with European requirements [31]. However, according to the results of the UN study (United Nations E-government Survey 2022) Online Services Index (OSI) – 0.8148 (OSI 2020 – 0.6824) is a high indicator and rapid growth (Ukraine was included in the group of countries with a high OSI index (rating class V1) countries that moved from the high that very high E-Government Development Index (EGDI) group in 2022. Regarding the development of electronic government (EGDI), Ukraine took 46th place among 193 countries, Telecommunications Infrastructure Index – 0.7270; Online Service Index – 0.8148, HCI value 0.8669 [32].

In recent years, the situation has significantly improved. Starting from 2017, Ukraine corrected the negative trend of losing its positions in the world ranking of electronic government (E-Government Development Index, United Nations), rising by 18 positions – from 87th position in 2014 to 46th in 2022. The score for the "Online services" component was then – 0.5870.

Communications networks are critical for operational planning, managing resources, accessing information, and contacting citizens who may still be in danger. However, following a disaster, communities are often left with little or no internet connectivity, which can significantly impact the speed and efficiency of identifying those who need help most and developing a response plan quickly. Re-establishing network connectivity enables government agencies and relief groups to quickly collect and analyze data, to inform how best to deploy, direct, and distribute resources food, water, and shelter most efficiently, safely, and equitably to people who need them. Cloud computing and small satellites in low Earth Orbit (LEO) technologies – providing Internet access – are helping the Ukrainian government to rebuild and ensure continuity of citizen services and essential governmental functions following the disaster. Shortly after Russia launched a military offensive in Ukraine, the Ukrainian government has successfully sustained its civil service provision by acting quickly to disburse its digital infrastructure into the public cloud, where it has been hosted in data centers across Europe. Their goal was to avoid the accidental or intended destruction and access by a foreign power. As such, the Ukrainian

government was able to retain access and control over functions that are critical to nation building, such as the land registry. Using rugged compute and storage devices, government agencies began the process of uploading data to the cloud – data that had previously been stored in servers physically located within the country. Normally, it would take months to transfer large workloads, but with these devices, without the need for internet, transfers occur in days. Many non-governmental institutions – such as universities, banks, television broadcasters, critical infrastructure – have also turned to cloud service providers to “migrate” their data to the cloud as a means to enable business and service continuity. Cloud computing is also being used to help Ukraine's people from facilitating remote learning opportunities for students to monitoring air quality specifically radiation levels around nuclear power plants close to conflict zones in Ukraine, cutting-edge cloud technology is being used to help in a number of ways.

Note that in UN study [33] directions for the development of e-government services are defined:

1) Combination and integration of service provision channels. It is important to provide services using many different channels, offering citizens have a choice to receive services using your favorite channel instead of simply relying on e-services channels. Service delivery channels have different characteristics, as well as different value when combined with other channels that makes some channels more suitable for providing a certain type of service than others. That's why it's important correlate service delivery channels with the needs of different users, as well as with the specifics of different public services, rather than simply bringing all services online. The more e-government services (that meet specific needs of citizens) are provided with help of the corresponding channels, the greater the probability of their use.

2) Personalization of public services for a specific citizen. The identification and segmentation of user databases (namely, the selection of segments of users and the merging of groups of users with similar characteristics, such as gender, age, marital status) will enable it is better to adapt public services to the needs of individual users as soon as possible after all, it will positively affect the consumption of services.

3) Use of mobile technologies. Mobile technologies, which are developing at a rapid pace, open the possibility for the authorities to provide public services to all segments of the population. The most significant socio-economic impact of the use of mobile technologies is likely to be in rural areas and in resource-poor developing countries where there is no or limited access to fixed broadband. This is the case in virtually all state institutions in the USA is the ubiquity of mobile technology, its impact, and the increasing number of users accessing websites from mobile devices.

4) Use of social media. Social networks (for example, Facebook, Twitter) are a rapidly developing tool of network interaction, as well as a channel, using which public authorities can take into account the opinion of citizens and communicate directly with them. The advantage of using social media is that the government gets the opportunity to identify the needs of citizens and develop more responsive services instead of simply relying on expensive traditional surveys of citizen needs. The adopted 23 is of great importance for the development of e-government services July

2014 by the European Parliament and the Council of the EU Regulation No. 910-2014 "On electronic identification and trust services for electronic transactions in the internal market and on the repeal of Directive 1999/93/EC" [34]. This Regulation is designed to increase the level of trust in electronic transactions in the EU internal market by establishing a single legal basis for safe interaction between citizens, businesses and state authorities, and thereby increase the efficiency of public and private online services and commercial activities in the EU. For this purpose, the Regulation: stipulates the conditions for recognition by member states of electronic identification means of other member states; defined rules for providing trust services for electronic transactions; established legal frameworks for the functioning of electronic signatures, electronic seals, electronic documents, etc. [35].

In Art. 17 of the Law of Ukraine "On Administrative Services" defines that administrative services are provided in electronic form through the Unified State Portal of Administrative Services [36] (USPAS), including through information systems of public authorities integrated with it. USPAS was introduced with the aim of providing access to subjects of appeal to information about administrative services using the Internet and is an official source of information about the provision of administrative services.

In recent years, the trend of developing new electronic democracy tools has been introduced in the Ukrainian state. Among them are the introduction of electronic petitions (for the first time in the history of Ukraine), initiatives of the electronic parliament, an open budget, mandatory electronic declarations of wealth and ambitious plans for open data and online purchases [2, p. 8].

A review of the types of electronic democracy tools that are available to the Ukrainian public shows that the lion's share of them is concentrated in the category of transparency [2, p. 20 – 21]. Informational websites, online video streaming of meetings, and open budget, open data, and online procurement trends are becoming increasingly common among public authorities and civil society organizations. However most government websites in Ukraine still lack two-way interactive content. Placement of state documents or budgets in the online space does not automatically make them useful, convenient for citizens.

For effective use content should be citizen-user-oriented, well-structured and interesting. For example, created in 2015 open data portal (data.gov.ua) and mandatory submission of declarations of persons authorized to perform functions to the Unified State Register was introduced in the fall of 2016 state or local government wealth data.

Specialists in social innovation, representatives of civil society raised the issue of developing even more interactive and sophisticated online tools. As an example, we can cite the online portal Rada Opora, which monitors and publicly visualizes the effectiveness of the activities of deputies of the Verkhovna Rada of Ukraine; online shopping platform ProZoro , which was first developed by civil society activists, and over time was approved by the Ministry of Economic Development and Trade of Ukraine. Worthy of attention are the E-data and State Price platforms, which combine interactive monitoring of the state budget and opportunities for stimulation for citizens. Even more promising are the applications BiZoro , DoZoro , 007 and Diia,

which arose as a continuation of the "first wave of initiatives" to provide improved monitoring of public expenditures. E-participation and citizen monitoring are fundamental elements of the influential practice of e-democracy. Both quantitatively and in terms of impact electronic participation tools in Ukraine are less developed in the process development and implementation of public policy and decision-making than in the plane of transparency.

The public organization "Electronic Democracy" (ed.org.ua) has implemented several successful pilot cases of electronic voting in Ukraine [37], which should be disseminated and integrated at the national and basic levels of public administration. Currently, most of the pilot cases are based in Kyiv and are supported by civil society. Moreover, some participatory tools, such as e-consultations and e-surveys, are lacking in the practice of e-democracy. If the practice of electronic consultations has become more widespread in Europe, North America and Asia, then in Ukraine, despite several attempts to introduce it it is actually still missing.

It is worth noting that at the end of 2016 The Verkhovna Rada of Ukraine developed a mechanism for electronic consultations, but in specific processes creation of public policy it is not used enough. If used effectively, electronic consultations can have a significant impact in Ukraine, where public policy is traditionally formed with minimal or no public participation. Updating the practice of electronic consultations at all levels of management is important, as it will also contribute to the further implementation of successful pilot cases of electronic voting in Ukraine.

In this context, we will consider the existing practice of e-democracy (in particular, the practice of applying the tools of e-democracy to scaling, sustainability, efficiency, political influence and desired changes in public policy).

Such tools of electronic democracy should include (Table 2):

Table 2

An instrument of electronic democracy

Tool	Characteristic
1	2
Unified system of local petitions	a ready-made technical solution to support the initiative to prepare an electronic petition to local authorities, which was created within the framework of the EGAP program . In the unified system of local petitions, it is possible to: create a petition to a local self-government body; collecting signatures in support of it; publication of the authority's response to a petition that has received the necessary number of votes to be considered
Portal "Open City"	was created for the interaction of citizens, local authorities, communal enterprises, public associations, charitable foundations and businesses in order to solve the urgent problems of the community. The portal provides implementation of the following possibilities: creation of a message about a problem, the task of solving which is sent to the appropriate structure; publication of information by authorities, which ensures information awareness of citizens about official measures, for example, about blocking traffic
Verification of invalid documents	the service creates opportunities for quick and free online document verification in databases of invalid, stolen or lost passports

Continuation of the table 2

1	2
Design systems and state websites of Ukraine	is designed to help public authorities create citizen-oriented, simple, easy-to-use web services. Such a system provides practical recommendations for designers, developers, testers, content editors and managers government websites
Portal of the government program "Affordable Medicines"	was created in connection with the implementation of the government reimbursement program, which provides for the mechanism of full or partial payment of medicines that are included in the detailed description from the budget. On the portal there is an opportunity to: view the list of available medicines; using search to check whether the desired drug is included in the list of available drugs; search for pharmacies participating in the program; see how to correctly issue a prescription to receive medical supplies within the program
Electronic service of registration and termination of business activity	On the "Online House of Justice" website, it is possible to register a legal entity or an individual entrepreneur online for free in the absence of a person from the institution. Documents for registration are submitted by the applicant in electronic form through the created personal account on the website. Registration takes place within 24 hours h. after receipt of the necessary documents, excluding weekends and holidays
Electronic services for obtaining a certificate of criminal record	On the website of the Ministry of Internal Affairs of Ukraine, it is possible to order an online certificate about criminal prosecution, the absence (presence) of a criminal record or restrictions provided for by the criminal procedural legislation of Ukraine. This document is free of charge and is issued within 30 calendar days from the date of receipt of the request
Electronic service for assigning a housing subsidy	On the website of the Ministry of Social Policy of Ukraine, it is possible to apply for a housing subsidy online. This most Ukrainian families can receive the subsidy, if any utility costs exceed an average of 15% of monthly gross income
Portal of the Cabinet of Ministers of Ukraine	The only web portal of executive authorities. The portal has a system of tags for news and government acts, there is a separate section on government reforms and access to all existing government electronic services. It is worth noting that it has a version for the visually impaired, adapted for viewing from tablets and smartphones
Portal of civil service vacancies	Its purpose is present an available information about vacancies for the general public, simplify the application procedure and so on attract the best specialists to work in state structures. The portal primarily publishes vacancies for reform specialists. The portal provides an opportunity to: monitor available vacancies; create your own profile; view the list of documents required to participate in the competition for the position, download the necessary documents and apply for vacancies online
Evaluation of the transparency of local budgets	assessment of the transparency of local budgets is designed to help local self-government bodies to implement budget transparency practices and to involve citizens in participating in budget processes at the local level. For its implementation, the platform "Transparent local budgets" was created
Public budget or participation budget	It is a tool of electronic democracy that enables citizens to participate in the distribution of budget funds and direct them to those initiatives that they consider most significant for the development of their community
Electronic petitions to the Cabinet of Ministers of Ukraine	System of electronic petitions to the CMU enables citizens to submit a petition to the government in electronic format. The system can: create a petition; vote on petitions for which collection is ongoing signatures; publish the response of the CMU to the petition. In order to create or support a petition, you need to register at system

1	2
Social inspector	This is a public portal that publishes information on what local budget funds are spent on. After choosing a city, you can find out about planned repairs, expenses of schools and kindergartens, declarations of local deputies, their attendance at meetings, their parties, constituencies and contacts, public projects
Service for monitoring registration data of Ukrainian companies and the court register for protection against raiding and control of counterparties	OpenDataBot collects information from open state registers and other sources and instantly sends messages to Telegram , Facebook messenger Messenger or Skype . In addition, since the end of 2019, the Anti-Raiding Office began its work, the main purpose of which is to cancel changes in the Unified State Register of Legal Entities, individual entrepreneurs and return enterprises and real estate objects to their legal owners
ProZoro online public procurement platform	in the first months of its own implementation, it became an effective solution for ensuring transparency and taking anti-corruption measures in state authorities

Source: compiled by [5, 7, 15, 24, 37].

In conclusion, we note that the successful practices of e-democracy in Ukraine, namely the use of the specified tools, have certain obstacles, in particular:

low level of their systematic actualization and implementation;

the lack of interactive content on the websites of public authorities and the variety of e-democracy tools, which is one of the factors that reduces the scale of the use of services by citizens;

lack of financial resources and insufficient number of national programs for the introduction of e-democracy. Most successful solutions in the field of e-democracy were developed by volunteers or supported by donors;

low awareness and literacy of citizens regarding the tools of e-democracy and their insufficient coverage in the mass media regarding the advantages of ICT, which leads to their underuse;

inconsistency of political will among government officials regarding the combination and promotion of e-democracy tools. Lack of political will is often explained by false assumptions, fear, lack necessary experience and skills among civil servants. It is in such cases that education and awareness building will come in handy.

In order to achieve this, the following recommendations should be taken into account for subjects of public administration subjects (suggestions should be presented with a picture):

civil society institutions should continue to support the role of a proactive position in education, social innovation, dissemination and monitoring of the expanded menu of "e-democracy tools" available to the Ukrainian public and public authorities;

public authorities at all levels (in particular, the Cabinet of Ministers of Ukraine, the Verkhovna Rada of Ukraine and local self-government bodies) should

proactively and systematically integrate existing and new online tools to increase their transparency, accountability and stimulate citizen participation in the creation of public policy and adoption decisions;

it is necessary to systematically allocate resources from the state budget and through the partnership of citizens and businesses for the emergence and implementation of initiatives from electronic democracy;

more online tools in the field of e-participation and accountability should be developed, promoted and used across the country and with all interested public administration entities;

it is necessary to develop targeted online and offline training of civil servants, local self-government officials, representatives of public organizations and mass media in order to better understand, acquire experience and skills on the subject of electronic democracy;

more citizen awareness and e-literacy campaigns should be initiated and conducted to encourage the use of e-democracy tools by the public;

active successful practices of e-democracy should be documented and studied and distributed online through manuals, educational materials and mass media;

new e-democracy tools should be carefully designed, cost-effective, user-friendly, impact democratic processes and provide easy and equal access to use for all citizens of Ukraine, including those with special needs and living in remote regions with limited internet access.

Thus, the use of digital technologies creates prerequisites for the transformation of the functions of public authorities, the development of the institutional architecture of public administration entities, which will ensure effective interaction between the state, business and civil society.

Therefore, with the aim of further effective integration of Ukrainian society into the European one, including by improving the system of providing public services, it is necessary to form a new model through the use of appropriate scientifically based and normatively defined tools based on the introduction of modern technologies of network interaction, in particular information and communication technologies. The use of the latest information and communication technologies in the process of providing public services contributes to the development of open and transparent public administration. The introduction of electronic services will allow every citizen, business representative and authorities to significantly reduce financial and time costs. Despite the wide implementation and high popularity of e-services in the world, there are still differences between different countries in the approaches to implementation electronic governance in their activities. Any assessment of the development and effectiveness of the application of management technologies of electronic government in the process of providing public services is subjective and based on assumptions, because the receipt of electronic services is uneven and does not involve the receipt of profit.

There is a system of open data and electronic services integral part of the processes of informatization of society and necessary in light of the development of technologies. It is only a matter of time until every citizen has access to the Internet, borders are being erased, which causes the need to develop technologies as a means

of communication. Therefore, the authorities of Ukraine should focus on implementing e-governance in their activities and some of their own efforts – for education and popularization of the information society as a whole.

Volunteer Portal of public services iGov.org.ua was created by a team of volunteers for maximum changes in the processes of interaction during the provision of services between citizens and the state, and the Unified State Portal for Management and Strategic Services was built solely due to the need for its introduction in accordance with international standards for the development of democracy in the country and the current legislation of Ukraine. That is, the motivator in the development of the first portal is ordinary citizens, and the stimulator in the development of the second is there is a prescribed norm of the Law of Ukraine "On Administrative Services". Regardless of who is the initiator introduction of the provision of electronic services through the relevant portals, one of the decisive factors is the legislative regulation of the activity of this or that portal, as well as the technologies and approaches used in the construction of its structure. It is the structure of the portal that gives impetus to the complexity of its further development. The architecture should be built in such a way that if the initial team cannot finalize it, then anyone can take on the further development of this portal. The use of outdated technologies will lead to the fact that, under the influence of the ultra-fast development of information and telecommunication networks, too many funds will have to be invested in its modernization. Also, from the very beginning, the portal should be based on the principle of universality, the ability to integrate into any network and provide access for independent integration of other systems.

The improvement of the Unified state portal of administrative services should also take place in the direction of expanding the list of services that are provided online. The portal should provide citizens with those services that are most in demand for them. According to statistics on the number of services provided and sociological results Surveys determined the list of administrative services that are the most necessary and popular among citizens. Such administrative services are:

- 1) obtaining passports and other contacts with the State Migration Service;
- 2) use of the Diya application or portal;
- 3) receiving subsidies, benefits and social benefits;
- 4) issues of personal transport (driver's license, car sale, payment of fines;
- 5) paid services for obtaining information from state registers or obtaining digital extracts;
- 6) the portal of electronic services of the Pension Fund;
- 7) issues related to a private enterprise (Registration, single tax, reporting);
- 8) taxpayer's office;
- 9) issues related to the conduct of business of a firm or company (LLC) (registration, taxes or other payments);
- 10) birth certificate, accompanying documents;
- 11) admission to a higher education institution;
- 12) change of election address;
- 13) issues of construction;
- 14) issues of commercial transport (licenses, transport permits).

These administrative services are the most popular among citizens, since any person in his daily life faces the need to receive this or that service at a certain stage of his life. We believe that the transfer of the above-mentioned services to full electronic access is of crucial importance for simplifying the interaction of citizens and state bodies. Naturally, all these services should have their own way of submitting documents, since in many cases these services require the physical presence of citizens to receive these services. Taking into account the experience of the Unified State Portal of Administrative Services, the developers of the portal were not based on the need for services, and from the "ease" of their introduction, since the services of the Ministry of Economic Development and Trade are quite specific and not mass-produced. Of course, they facilitate the processes of obtaining licenses for businesses, but they are not used by ordinary citizens in everyday life. In this case, it is worth focusing your attention on expanding the list of administrative services provided through the Unified State Portal of Administrative Services.

It is recommended to introduce on the Unified State Portal of Administrative Services a service for obtaining administrative services based on life circumstances and business situations and providing complex administrative services based on one application.

In addition, as of today, it is absolutely necessary to provide the possibility of registration in the office of the service provider to structural units of regional state authorities and local self-government bodies. After all, according to the notification of the technical administrator of the Unified State Portal of Administrative Services, the portal currently integrates into its system only central bodies of executive power, and for local bodies that provide administrative services in accordance with the law, the technical settings have not yet been developed.

For example, every citizen who used the service may receive a letter from a survey about the quality of service provision. Also, in our opinion, it should be possible to leave feedback about the service. Such evaluation methods will allow not only to improve the system itself, but and will allow us to understand the bottlenecks in the process of providing this or that service, which is no less important if we start from the paradigm that government bodies should be perceived as service. In this regard, the Unified State Portal of Administrative Services does not provide an opportunity to evaluate the quality of the services provided and/or to leave feedback or provide suggestions for improving the service. Therefore, for the complex interaction of recipients of administrative services and entities providing administrative services, it is worth adding such an opportunity. In our opinion, service evaluation is important in the process of providing public services.

However, when talking about the digitization of services, it should be understood that digitization involves not only transferring 100% of public services for ordinary citizens and businesses online, but primarily providing 100% of settlements and their social facilities with access to high-speed Internet and attracting millions Ukrainians to the program for the development of digital skills and competencies [8, p. 96].

During the last year, the most popular requests from the state electronic services on the portal or from the "Diia" application were: registration of IDP status

and application for appointment of IDP status; obtaining an OK-5 or OK-7 certificate; pension certificate in the Diia mobile application; application for participation in the preferential mortgage lending program for IDPs; application for extension or termination of aid to IDPs; appointment or recalculation of pension; application for housing subsidy; registration for consultation on child adoption.

The President of Ukraine V. Zelenskyi announced the new eSmartphone program, which provides for the allocation of smartphones at a discounted rate to all vaccinated citizens of Ukraine over 60 years of age. The program will cover about 8.5 million people [38].

Modernization of the system of public administration in Ukraine with the help of ICT-technologies should involve reforming the following areas:

improvement of electronic document flow through: development of the system of internal electronic document flow in public authorities and the system of electronic interaction of executive authorities; introduction of the state electronic archive and electronic archives of public authorities, determination of the order of archival storage of electronic documents; definition of requirements for the format of a unified information object intended for the exchange of electronic documents; determination of the order of acceptance and transfer of electronic documents to state archival institutions;

improvement of electronic interaction through: development of organizational, technical and semantic interoperability of information and telecommunication systems of state authorities; introduction of a system of electronic interaction of state electronic information resources; development of electronic interaction of subjects of power based on the system of electronic interaction of state electronic information resources;

development of electronic governance in the following spheres of public life: health care, social protection, education and science, financial and budget policy, electoral sphere, protection of human rights and freedoms, transport and infrastructure, ecology and natural resources, in the field of regional and local development and territorial organization of power, etc. [39].

The four priorities of the formation of a new system of providing administrative services in the conditions of decentralization include: the creation of integrated "transparent offices" in the form of CPASs in new administrative centers of UTC; organization of activities in integrated CPAS UTC on the principles of quality-based management; development of electronic services in the field of administrative services; formation of a system of complex control activities in the field of providing administrative services [6, p. 221].

costs of public authorities for the exercise of power through the use of modern innovative approaches and ICT technologies (including the Internet of Things, Blockchain, about bile ID, cloud infrastructure, sharing economy, processing of large volumes of data (Big Data), the principles of "one-time entry of information", "digital by default" and "compatibility by default", the application of promising forms of task organization and e-government development projects, in particular through the introduction of public-private partnerships.

Throughout the formation and implementation of state policy in the field of public services in Ukraine, a number of relevant measures have been implemented in the context of the implementation of defined tasks regarding the further development of this field with the e-government. Thus, the principle of providing administrative services by means of electronic government through the so-called "single window" system, i.e. through administrative service provision centers (ASPCs), which in turn allows applicants to receive administrative services from all public bodies in one place 6 days a week, was first introduced state and local authorities through universal employees - administrators, which in turn allows saving both financial and time resources of applicants. The next step in the field of reforming the sphere of providing administrative services by means of electronic governance was the transfer of their provision to an electronic format, that is, their provision through the system of the Unified state portal administrative services. The electronic method of providing services provides an opportunity for the applicant to receive the necessary service in the mode online at any convenient time according to the principle of 24 hours and 7 days a week, without visiting the authority or CPASs.

Thus, the primary tasks and areas of improvement of state policy in the field of providing administrative services by means of electronic government are:

- continuation of the decentralization of the process of providing administrative services by means of electronic government and further development of the CPASs network in accordance with the existing needs of the subjects of appeals;

- the introduction of information and communication technologies into the administrative service provision system and the automation of the procedure for their provision, namely the development of the provision of electronic services, online counseling, preliminary electronic registration, electronic queue, electronic document flow, etc.;

- improving the quality of the provision of administrative services by means of electronic governance, namely: improving the existing requirements (standard) for the provision of administrative services; establishment of close and effective feedback with the subjects of appeals and their involvement in monitoring the quality of the provision of administrative services; improvement of the system of monitoring and evaluation of the quality of provision of administrative services by means of electronic government.

The main areas of improvement of the separate normative-legal, administrative-organizational, financial-economic and informational- motivational mechanisms for the provision of administrative services by means of electronic government in Ukraine are shown in fig. 5.

The use of electronic administrative services is convenient for the subjects of their receipt – individuals and legal entities, because the registration of the service from a home or work computer is much faster than visiting the offices of state institutions and filling out papers. That administrative services in electronic format minimize corruption risks, because they eliminate the need for personal contact of individuals and legal entities with government officials.

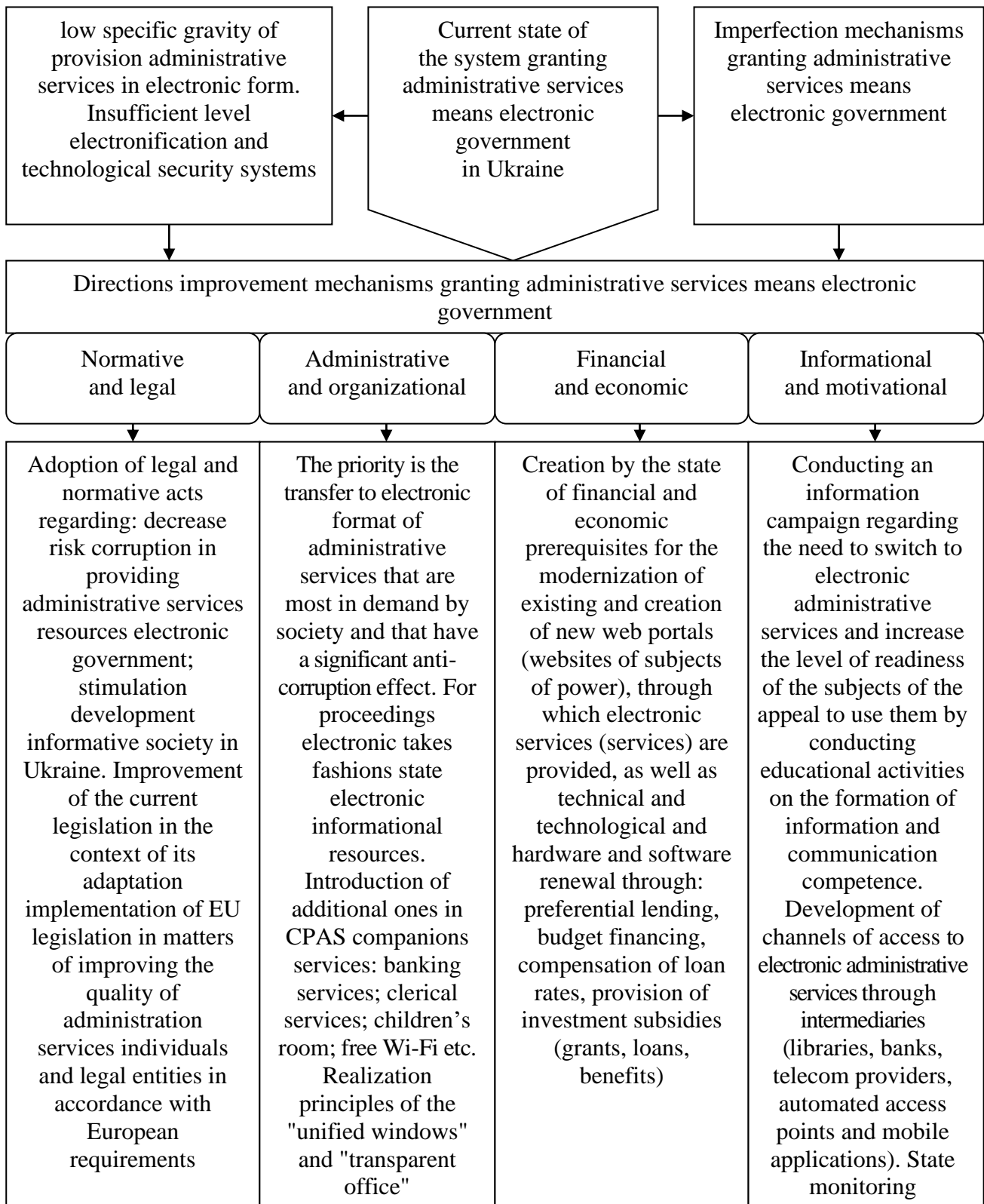


Fig. 5. Directions for improving the mechanisms for providing administrative services by means of electronic government

In the context of the further development of the regulatory and legal mechanism for the provision of administrative services in Ukraine, it is worth noting the recommendatory and mandatory acts of the EU, which are subject to

implementation into Ukrainian legislation on the basis of the current Association Agreement. For this purpose, the Government is developing action plans for the implementation of individual directives, for example, "Implementation Plan of Directive 98/84/EC of the European Parliament and of the Council on the legal protection of services based on or containing conditional access and Directive 2000/31/EC of the European Parliament and of the Council on certain legal aspects of information society services, in particular electronic commerce in the domestic market" [40].

It should be noted that the regulatory and legal support of the system of providing administrative services by means of electronic governance in modern conditions is not fully regulated. The law defines separate limits management of the system, namely the Centers and the Portal, the formation of registers, administrative fees, etc.

Forming new relationships between the subjects of the appeal and state administration bodies, in which the rights and freedoms of citizens are a priority, it is necessary to create appropriate conditions under which the system will allow their implementation. In view of this, the priority directions for improving the system of providing administrative services by means of e-government are:

- ensuring the interoperability of the system of interdepartmental interaction with the system databases (registers) of other state administration bodies and defining at the legislative level the requirements for mandatory connection to the specified system of all databases (registers) of state administration bodies;

- creation of effective interdepartmental interaction, which should ensure obtaining information necessary for the provision of administrative services, and seamless interaction between databases of other public administration bodies in automatic mode;

- the formation of information technologies through the integration of state information systems of state administration bodies, the state institution "Government Contact Center" and ensuring the further functioning and improvement of this infrastructure, the problem for public administration bodies both at the regional and local levels that only budget funds are fully justified is will not be sufficient to ensure compliance with the requirements of the law.

At the same time, financial and other support for the activities of public administration bodies for the provision of administrative services is carried out exclusively at the expense of the State Budget of Ukraine, relevant local budgets [35], which, in particular, makes it impossible to use public-private partnership mechanisms for the purpose of additional financing and development of information technologies to provide administrative services in electronic form.

Thus, the development of electronic governance of the system of providing administrative services is also limited by budget funding. And even international technical assistance is now possible only indirectly through the budget, so international projects of direct provision of administrative services are illegal. All this in no way contributes to the effective and rapid transformation of the system of providing administrative services in electronic form.

Conclusion. From implementation of electronic governance, transition usual provision of administrative services to the electronic format is not just necessary, but absolutely necessary for the development of democracy in the country. Therefore, it is worth determining the priority actions of the government, which are necessary for the introduction of new information and communication technologies into the life of every citizen. The main results of improving the existing mechanisms for providing administrative services by means of electronic management in Ukraine should be an increase in the efficiency of public administration, because the transfer of administrative services to an electronic format contributes to its optimization, review of the processes of interaction between authorities, establishment of electronic interaction of state registers, which significantly reduces paper document circulation, frees up the time of civil servants for other tasks, reduces financial costs and promotes debureaucratization. Collaboration, focused innovation and follow-up to create an enabling climate for the development of e-democracy are key calls to action.

Thus, modern trends in the development of the information society require the system of providing administrative services with modern information and communication technologies, which allow network interaction of all parties in solving system problems, coordination of different and contradictory approaches to institutional-organizational, technical-technological, and resource support of the system of providing administrative services by means of e-government, but the transformation of the activities of public administration bodies into electronic form is limited by the conflicting nature of legislation on the one hand and budget funding on the other, which does not contribute to the rapid implementation and effective functioning of the system of providing administrative services by means of e-government.

References:

1. Soroko, V. M. (2006). *Diialnist publichnoi administratsii z nadannia posluh ukrainskomu suspilstvu [Activities of the public administration in the provision of services to the Ukrainian society]*. Kyiv: NADU [in Ukrainian].

2. Tomkova Y. & Bohuslav M. (2016). *E-Demokratiia v Ukraini: Pohliady hromadian i kliuchovykh zatsikavlenykh storin [E-Democracy in Ukraine: Views of citizens and key stakeholders]*. Kyiv: Fond Skhidna Yevropa [in Ukrainian].

3. Dzvinchuk, D. I. (2011). Meta, tsili i kryterii intelektualizatsii pidhotovky korpusu derzhavnykh sluzhbovtziv i pratsivnykiv orhaniv mistsevoho samovriaduvannia [Purpose, goals and criteria of intellectualization of the training of civil servants and employees of local self-government bodies]. *Vyvchennia ta vprovadzhenia v Ukraini inozemnoho dosvidu udoskonalennia diialnosti orhaniv vlady : materily VI-yi Vseukrainskoi naukovo-praktychnoi konferentsii za mizhnarodnoiu uchastiu.* (pp. 167-169). Poltava : PoltNTU [in Ukrainian].

4. Zharaya, S. B. (2013) Kontseptsiiia administratyvnykh posluh ta mizhnarodna praktyka upravlinnia yakistiu nadannia posluh [The concept of administrative services and international practice of managing the quality of service provision] *Naukovyi visnyk Akademii munitsypalnoho upravlinnia – Scientific bulletin of the Academy of Municipal Administration*, 2, 28-35. Retrieved from http://nbuv.gov.ua/j-pdf/Nvamu_upravl_2013_2_5.pdf [in Ukrainian].

5. Zhochan H. (2020). Stan rozvytku didzhytalizatsii v Ukraini [State of development of digitalization in Ukraine] *Ekonomichnyi analiz – Economic analysis*, 1, 44-52 [in Ukrainian].

6. Mamatova, T. V. & Kravtsov O. V. (2021). Zabezpechennia yakosti publichnykh posluh v umovakh tsyfrovoy transformatsii [Ensuring the quality of public services in conditions of digital transformation]. Retrieved from <https://doi.org/10.30525/978-9934-26-082-7-10> [in Ukrainian].
7. Tomkova Y. & Konashevych O. (2016). Analitychni zapysky z efektyvnoho e-urjaduvannia [Analytical notes on effective e-governance]. *Zakonodavchi aspekty elektronnoi demokratii v Ukraini – Legislative aspects of electronic democracy in Ukraine*, 1, 8-10 [in Ukrainian].
8. Ternushchak M. (2020). Udoskonalennia servisnoi diialnosti publichnoi administratsii v konteksti didzhytalizatsii [Improving the service activity of the public administration in the context of digitalization]. *Yurydychnyi visnyk – Legal Bulletin*, 1. 93-100 [in Ukrainian].
9. Chemeris, A. O., Lesechko, M. D. & Lipentsev, A. V. (2004). *Administratyvni posluhy mistsevykh orhaniv derzhavnoi vykonavchoi vlady [Administrative services of local bodies of state executive power]*. Lviv : LRIDU NADU [in Ukrainian].
10. Soroko, V. M. (2008). *Nadannia publichnykh posluh orhanamy derzhavnoi vlady ta otsinka yikh yakosti [Provision of public services by state authorities and their quality assessment]*. Kyiv : NADU [in Ukrainian].
11. Instrumentarii z upravlinnia znanniamy: metodyky zberihannia ta poshyrennia dosvidu; Shveitsarsko-ukrainskyi projekt "Pidtrymka detsentralizatsii v Ukraini –DESPRO" [Toolkit for knowledge management: methods of storage and dissemination of experience; Swiss-Ukrainian project "Support of decentralization in Ukraine – DESPRO"] (2013). Kyiv: TOV Sofiia –A [in Ukrainian].
12. Karpenko, O. V. (2014). *Upravlinski posluhy v Ukraini: mekhanizmy nadannia orhanamy vlady [Administrative services in Ukraine: mechanisms of provision by authorities]*. Kyiv: AMU [in Ukrainian].
13. Honcharuk N. & Prokopenko L. (2011). Orhanizatsiino-pravovi aspekty nadannia administratyvnykh posluh v Ukraini [Organizational and legal aspects of the provision of administrative services in Ukraine]. *Publichne upravlinnia – Public administration*, 1(5), 26-32 [in Ukrainian].
14. Yevropeiska kvalifikatsiina liustratsiia [European qualification lustration]. Retrieved from <http://www.europeanchoice.info/#!/ukrainefree/cdpt> [in Ukrainian].
15. E-urjaduvannia ta e-demokratiia – priorityety mizhnarodnoi initsiatyvy «Partnerstvo «Vidkrytyi Uriad» [E-governance and e-democracy – priorities of the international initiative «Open Government Partnership»]. Retrieved from <http://dknii.gov.ua/?q=node/2020> [in Ukrainian].
16. Burenko, T. O. (2011). Formuvannia systemy nadannia administratyvnykh posluh orhanamy derzhavnoi vlady v Ukraini [Formation of the system of provision of administrative services by state authorities in Ukraine]. *Candidate's thesis*. Kyiv: NADU [in Ukrainian].
17. Konotoptsev, O. Vykorystannia informatsiino-komunikatsiinykh tekhnolohii v protsesi nadannia administratyvnykh posluh [The use of information and communication technologies in the process of providing administrative services]. (n.d.). *fmd.kh.ua*. Retrieved from <http://fmd.kh.ua/news/vikoristannya-informatsijnokomunikatsijnih-tehnologij-v-protsesi-nadannya-administrativnih-poslug.html> [in Ukrainian].
18. Litvinov, O. (2011). Dostup hromadian do administratyvnykh posluh iz vykorystanniam IT-tekhnologii [Access of citizens to administrative services using IT technologies]. *Tsentr polityko-pravovykh reform – Center for Political and Legal Reform*. Retrieved from <http://www.pravo.org.ua/publiczna-administratsiia/2011-07-20-17-42-30/1661-dostup-hromadian-do-administratyvnykh-posluh-iz-vykorystanniam-it-tekhnologii.html> [in Ukrainian].
19. Obolenskyi, O. Yu. & Horbatiuk V. I. (2013). Administratyvni posluhy u sferi upravlinnia derzhavnymy finansamy [Administrative services in the sphere of state finance management]. *Derzhavne upravlinnia: teoriia ta praktyka – State administration: theory and practice*, 1. Retrieved from http://nbuv.gov.ua/j-pdf/Dutp_2013_1_18.pdf. [in Ukrainian].
20. Dumky ta pohliady naselennia Ukrainy shchodo derzhavnykh elektonnykh posluh. Analitychnyi zvit. Veresen 2022 roku [Opinions and views of the population of Ukraine regarding

state electronic services. Analytical report. September 2022]. [kmu.gov.ua](https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni). Retrieved from <https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni> [in Ukrainian].

21. Sait Kabinetu ministriv Ukrainy [Site of the Cabinet of Ministers of Ukraine]. www.kmu.gov.ua. Retrieved from <http://www.kmu.gov.ua/> [in Ukrainian].

22. Gruzd, M. V. (2022). Aktyvizatsiia hromadskoi uchasti v upravlinni rozvytkom obiednanykh terytorialnykh hromad [Activation of public participation in united territorial communities development management]. *Naukovi zapysky Natsionalnoho universytetu "Ostrozka akademiia" – Scientific notes of the National University "Ostroh Academy"*, 25(53). 57-65 [in Ukrainian].

23. Sait ministerstva tsyfrovoi transformatsii Ukrainy [Site of the Ministry of Digital Transformation of Ukraine]. thedigital.gov.ua. Retrieved from <http://thedigital.gov.ua/> [in Ukrainian].

24. Ukraina: vid viiny do myru ta vidnovlennia. Analitychni otsinky. Veresen 2022 roku [Ukraine: from war to peace and recovery. Analytical evaluations. September 2022]. (n.d.). razumkov.gov.ua. Retrieved from <https://razumkov.gov.ua/> [in Ukrainian].

25. Elektronne vriaduvannia u 100 mistakh Ukrainy: rezultaty doslidzhennia [Electronic governance in 100 cities of Ukraine: research results]. oporaua.org. Retrieved from <http://oporaua.org/news/5764-elektronne-vrjaduvannja-u-100-mistah-ukrajiny-rezultaty-doslidzhennja> [in Ukrainian].

26. Informatsiia pro anketuvannia shchodo yakosti nadannia administratyvnykh posluh v tsestrakh nadannia administratyvnykh posluh [Information on the questionnaire regarding the quality of the provision of administrative services in centers for the provision of administrative services]. www.dkrp.gov.ua. Retrieved from <http://www.dkrp.gov.ua/info/2935.htm> [in Ukrainian].

27. Averianov, V. B. (2012). *Vybrani naukovi pratsi [Selected scientific works]*. Kyiv: Instytut derzhavy i prava im. V. M. Koretskoho NAN Ukrainy [in Ukrainian].

28. Rozporiadzhennia Kabinetu Ministriv Ukrainy rozporiadzhennia Kabinetu Ministriv Ukrainy "Pro skhvalennia Stratehii rozvytku informatsiinoho suspilstva v Ukraini" [Order of the Cabinet of Ministers of Ukraine «On the approval of the Information Society Development Strategy in Ukraine»]. zakon.rada.gov.ua. Retrieved from <https://zakon.rada.gov.ua/laws/show/386-2013-%D1%80#Text> [in Ukrainian].

29. Lakhlyzha, M. I. (2013). Udoskonalennia nadannia administratyvnykh posluh v Respublitsi Bolhariia: retrospektyvnyi analiz [Improvement of the provision of administrative services in the Republic of Bulgaria: retrospective analysis]. *Publichne upravlinnia: teoriia ta praktyka – Public administration: theory and practice*, 4. 58-63 [in Ukrainian].

30. Fedorov, M. Yevropeyskyi Soiuz pidtrymaie realizatsiiu kontseptsii "Derzhava u smartfoni" [The European Union will support the implementation of the concept "State in a smartphone"]. (n.d.). [president.gov.ua](https://www.president.gov.ua). Retrieved from <https://www.president.gov.ua/news/yevropejskij-soyuz-pidtrimaye-realizaciyu-koncepciyi-derzhav-56337> [in Ukrainian].

31. Uhoda pro asotsiatsiiu mizh Ukrainoiu, z odniiei storony, ta Yevropeiskym Soiuzom, Yevropeiskym spivtovarystvom z atomnoi enerhii i yikhnimy derzhavamy-chlenamy, z inshoi storony [Association Agreement between Ukraine, on the one hand, and the European Union, the European Atomic Energy Community and their member states, on the other hand]. [zakon.council.gov.ua](https://zakon.rada.gov.ua). Retrieved from https://zakon.rada.gov.ua/laws/show/984_011/ed20140321#Text [in Ukrainian].

32. Sait "The United Nations E-Government Development Database" / UN E-Government Survey 2022. [Website of the "The United Nations E-Government Development Database" / UN E-Government Survey 2022]. publicadministration.un.org. Retrieved from <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2022> [in English].

33. White Paper on Services of General Interest. *eur-lex.europa.eu*. Retrieved from <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:l23013b> [in English].
34. Regulation (EU) № 910/2014 of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market and repealing Directive 1999/93/EC. *eur-lex.europa.eu*. Retrieved from <http://eur-lex.europa.eu/legalcontent/EN/TXT/PDF/?uri=CELEX:32014R0910&from=EN> [in English].
35. UN Research: Electronic Government 2020. *publicadministration.un.org*. Retrieved from <https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20-%20.pdf> [in English].
36. Закон України "Про адміністративні послуги" [Law of Ukraine "On administrative services"]. (n.d.). *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/5203-17#Text/> [in Ukrainian].
37. Tomkova, Y. & Konashevych, O. (2016). Аналітичні записки з ефективного е-урядування [Analytical notes on effective e-government]. *Zakonodavchi aspekty elektronnoi demokratii v Ukraini – Legislative aspects of electronic democracy in Ukraine*, 1. 7-12 [in Ukrainian].
38. Ofitsiine internet-predstavnytstvo Prezydenta Ukrainy [Official online representation of the President of Ukraine]. *president.gov.ua*. Retrieved from <https://www.president.gov.ua/> [in Ukrainian].
39. Rozporiadzhennia Kabinetu Ministriv Ukrainy «Pro skhvalennia Kontseptsiiia rozvytku elektronnoho uriaduvannia» [Order of the Cabinet of Ministers of Ukraine «On the approval of the concept of the development of electronic governance»]. *zakon.rada.gov.ua*. Retrieved from <https://zakon.rada.gov.ua/laws/show/649-2017-%D1%80#n14> [in Ukrainian].
40. Pashov, R. I. & Kokhan, D. O. (2021). Vprovadzhennia u praktyku funktsionuvannia tsentriv nadannia administrativnykh posluh v Ukraini [Introduction into the practice of functioning of administrative service centers in Ukraine]. *Derzhavne upravlinnia : udoskonalennia ta rozvytok – State administration: improvement and development*, 11. [Elektronnyi resurs]. – Retrieved from: <http://www.dy.nayka.com.ua/?op=1&z=2378> [in Ukrainian].

Література:

1. Сороко В. М. Діяльність публічної адміністрації з надання послуг українському суспільству : монографія / за наук. ред. Ю. А. Привалова. – Київ: НАДУ, 2007. – 180 с.
2. Томкова Й. Е-Демократія в Україні: Погляди громадян і ключових зацікавлених сторін / Й. Томкова, М. Богуслав. – Київ: Фонд Східна Європа, 2016. – 76 с.
3. Дзвінчук Д. І. Мета, цілі і критерії інтелектуалізації підготовки корпусу державних службовців і працівників органів місцевого самоврядування / Д. І. Дзвінчук, В. В. Петренко // Вивчення та впровадження в Україні іноземного досвіду удосконалення діяльності органів влади : матеріали VI-ї Всеукраїнської науково-практичної конференції за міжнародною участю (22 листопада 2011 року). – Полтава : ПолтНТУ, 2011. – С. 167 – 169.
4. Жарая С. Б. Концепція адміністративних послуг та міжнародна практика управління якістю надання послуг / С. Б. Жарая // Науковий вісник Академії муніципального управління. Серія : Управління. – 2013. – Вип. 2. – С. 28 – 35. – Режим доступу: http://nbuv.gov.ua/j-pdf/Nvamu_upravl_2013_2_5.pdf
5. Жочан Г. Стан розвитку діджиталізації в Україні / Г. Жочан // Економічний аналіз. – 2020. – Том 30. – №1. – Частина 2. – С. 44 – 52.
6. Маматова Т. В., Кравцов О. В. Забезпечення якості публічних послуг в умовах цифрової трансформації. [Електронний ресурс]. – Режим доступу: DOI <https://doi.org/10.30525/978-9934-26-082-7-10>
7. Томкова Й. Аналітичні записки з ефективного е-урядування / Й. Томкова, О. Конашевич // Законодавчі аспекти електронної демократії в Україні. – 2016. – №1. – С. 8 – 10.

8. Тернущак М. Удосконалення сервісної діяльності публічної адміністрації в контексті діджиталізації / М. Тернущак // Юридичний вісник. – 2020. – №1. – С. 93 – 100.
9. Чемерис А. О. Адміністративні послуги місцевих органів державної виконавчої влади : монографія / А. О. Чемерис, М. Д. Лесечко, А. В. Ліпенцев та ін. // Львів : ЛРІДУ НАДУ, 2004. – 152 с.
10. Сороко В. М. Надання публічних послуг органами державної влади та оцінка їх якості : [навч. посіб.] / В. М. Сороко. – К. : НАДУ, 2008. – 104 с.
11. Інструментарій з управління знаннями: методики зберігання та поширення досвіду; Швейцарсько-український проєкт "Підтримка децентралізації в Україні –DESPRO". – Київ: ТОВ Софія – А, 2013. – 144 с.
12. Карпенко О. В. Управлінські послуги в Україні: механізми надання органами влади / О.В. Карпенко. – Київ: АМУ, 2014. – 408 с.
13. Гончарук Н. Організаційно-правові аспекти надання адміністративних послуг в Україні / Н. Гончарук, Л. Прокопенко // Публічне управління. – 2011. – № 1(5). – С. 26 – 32.
14. Європейська кваліфікаційна люстрація [Електронний ресурс] – Режим доступу : <http://www.europeanchoice.info/#!ukrainefree/cdpt>
15. Е-урядування та е-демократія – пріоритети міжнародної ініціативи «Партнерство «Відкритий Уряд» / Державне агентство з питань науки, інновацій та інформатизації України [Електронний ресурс] – Режим доступу : <http://dknii.gov.ua/?q=node/2020>
16. Буренко Т. О. Формування системи надання адміністративних послуг органами державної влади в Україні : дис. канд. держ. упр. : 25.00.01 /Т. О. Буренко. – НАДУ при Президентові України. – Київ, 2011. – 228 с.
17. Конотопцев О. Використання інформаційно-комунікаційних технологій в процесі надання адміністративних послуг [Електронний ресурс]. – Режим доступу : <http://fmd.kh.ua/news/vikoristannya-informatsijnokomunikatsijnih-tehnologij-v-protsesi-nadannya-administrativnih-poslug.html>.
18. Літвінов О. Доступ громадян до адміністративних послуг із використанням ІТ-технологій // Центр політико-правових реформ. – [Електронний ресурс]. – Режим доступу : <http://www.pravo.org.ua/publicna-administratsiia/2011-07-20-17-42-30/1661-dostup-hromadian-do-administrativnykh-poslug-iz-vykorystanniam-it-tehnolohii.html>
19. Оболенський О. Ю. Адміністративні послуги у сфері управління державними фінансами / О. Ю. Оболенський, В. І. Горбатюк // Державне управління: теорія та практика. – 2013. – № 1. – Режим доступу: http://nbuv.gov.ua/j-pdf/Dutp_2013_1_18.pdf.
20. Думки та погляди населення України щодо державних електронних послуг. Аналітичний звіт. Вересень 2022 року. Київ // Національна рада з відновлення України від війни. – Режим доступу: <https://www.kmu.gov.ua/diyalnist/nacionalna-rada-z-vidnovlennya-ukrayini-vid-naslidkiv-vijni>
21. Сайт Кабінету міністрів України [Електронний ресурс]. – Режим доступу: <http://www.kmu.gov.ua/>
22. Грузд М. В. Активізація громадської участі в управлінні розвитком об'єднаних територіальних громад / М. В. Грузд // Наукові записки Національного університету «Острозька академія». Серія «Економіка»: науковий журнал. Острог : Вид-во НаУОА. – 2022. – № 25(53). С. 57 – 65.
23. Сайт міністерства цифрової трансформації України [Електронний ресурс]. – Режим доступу: <http://thedigital.gov.ua/>
24. Україна: від війни до миру та відновлення. Аналітичні оцінки. Вересень 2022 року. [Електронний ресурс] – Режим доступу <https://razumkov.gov.ua/>
25. Електронне врядування у 100 містах України: результати дослідження / ОПОРА. [Електронний ресурс]. – Режим доступу : <http://oporaua.org/news/5764-elektronne-vrjaduvannja-u-100-mistah-ukrajiny-rezultaty-doslidzhennja>
26. Інформація про анкетування щодо якості надання адміністративних послуг в центрах надання адміністративних послуг [Електронний ресурс] / Державна служба України

з питань регуляторної політики та розвитку підприємництва. – Режим доступу : <http://www.dkrp.gov.ua/info/2935.htm>

27. Авер'янов В. Б. Вибрані наукові праці / В. Б. Авер'янов. – Київ: Інститут держави і права ім. В. М. Корецького НАН України, 2012. – 448 с.

28. Про схвалення Стратегії розвитку інформаційного суспільства в Україні: розпорядження Кабінету Міністрів України від 15.07.2013 р. № 386-р. – [Електронний ресурс]. – Режим доступу : <https://zakon.rada.gov.ua/laws/show/386-2013-%D1%80#Text>

29. Лахижа М. І. Удосконалення надання адміністративних послуг в Республіці Болгарія: ретроспективний аналіз / М. І. Лахижа // Публічне управління: теорія та практика: зб. наук. пр. Асоціації докторів наук з державного управління. – Х. : ДокНаукДержУпр, 2013. – Вип. 4. – С. 58 – 63.

30. Федоров М. Європейський Союз підтримає реалізацію концепції "Держава у смартфоні" – [Електронний ресурс]. – Режим доступу : <https://www.president.gov.ua/news/evropejskij-soyuz-pidtrimaye-realizaciyu-konserciyi-derzhav-56337>

31. Угода про асоціацію між Україною, з однієї сторони, та Європейським Союзом, Європейським співтовариством з атомної енергії і їхніми державами-членами, з іншої сторони від 21.03.2014 р. – [Електронний ресурс]. – Режим доступу : https://zakon.rada.gov.ua/laws/show/984_011/ed20140321#Text.

32. Сайт "The United Nations E-Government Development Database" / UN E-Government Survey 2022. [Електронний ресурс]. – Режим доступу: <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2022>

33. White Paper on Services of General Interest [COM (2004) 374 final – Not yet published in the Official Journal]. – [Електронний ресурс]. – Режим доступу : <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=uriserv:l23013b>.

34. Regulation (EU) № 910/2014 of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market and repealing Directive 1999/93/EC. – [Електронний ресурс]. – Режим доступу : <http://eur-lex.europa.eu/legalcontent/EN/TXT/PDF/?uri=CELEX:32014R0910&from=EN>.

35. Дослідження ООН : Електронний уряд 2020. [Електронний ресурс]. – Режим доступу: <https://publicadministration.un.org/egovkb/Portals/egovkb/Documents/un/2020-Survey/2020%20UN%20E-Government%20Survey%20-%20.pdf>.

36. Про адміністративні послуги: Закон України № 203-VI від 6.09.2012 р – [Електронний ресурс]. – Режим доступу : <https://zakon.rada.gov.ua/laws/show/5203-17#Text>

37. Томкова Й. Аналітичні записки з ефективного е-урядування / Й. Томкова, О. Конашевич // Законодавчі аспекти електронної демократії в Україні. – 2016. – №1. – 8 с.

38. Офіційне інтернет-представництво Президента України. [Електронний ресурс]. – Режим доступу : <https://www.president.gov.ua/>

39. Про схвалення Концепція розвитку електронного урядування: розпорядження Кабінету Міністрів України від 20.09.2017 р. № 649-р – [Електронний ресурс]. – Режим доступу : <https://zakon.rada.gov.ua/laws/show/649-2017-%D1%80#n14>

40. Пашов Р. І., Кохан Д. О. Впровадження у практику функціонування центрів надання адміністративних послуг в Україні / Р. І. Пашов, Д. О. Кохан // Державне управління : удосконалення та розвиток. – 2021. – №11. [Електронний ресурс]. – Режим доступу : <http://www.dy.nayka.com.ua/?op=1&z=2378>