FINANCIAL RESOURCES OF THE ADMINISTRATIVE SERVICE CENTER: STRUCTURE, FORMATION AND USE

ФІНАНСОВІ РЕСУРСИ ЦЕНТРУ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ: СТРУКТУРА, ФОРМУВАННЯ І ВИКОРИСТАННЯ

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The existing system of the Administration Service Centre in Ukraine does not meet the population’s expectations and needs. The ASC funding is limited. Given this, there is a risk of improper compliance with the law, dissatisfied citizens, poor conditions for servicing the customers.

The analysis of recent researches and publications

The mentioned aspects of funding and its consequences are considered in the scientific works of many domestic and foreign scientists. I. Holosnichenko, I. Koliushko, D. Bakhirakh, O. Sushynskyi, R. Kaliuzhnyi paid their attention to the of regulatory support issue: public administration and procedural aspects – A. Selyvanov, A. Nesterov; staffing – O. Reshevets, S. Dembińska; V. Tymoshchuk, O. Kulmenko, M. Keune, M. Krajewski, U. Neergaard devoted their studies to the investigation and consideration of foreign experience.

Unsolved aspects of the problem

Despite the availability of a significant amount of researches in these notions, theoretical and applied issues of funding for the administration service centre still remain open.

The aim of the article is to study the work structure of the Administration Service Centres and to find out how the financing of the Administration Service Centres takes place, especially on the example of Podilsk.
The main part

An administrative service is the result of the power exercise by the administrative services subject at the request of a physical or a legal person, aimed at acquiring, changing or terminating the rights or obligations of such a person.

Administrative services in the current administrative reform are regarded as an important tool for public administration. Improving the process of administrative services provision is a key condition for reforming public authorities by implementing the idea of service states. By its nature, an administrative service is the issuance within the powers of governmental and local authorities at the request of individuals or legal entities permits, licenses, certificates, vouchers, as well as registration of acts, documents, rights, objects, issuance of other individual legal acts in order to ensure the legal registration of the conditions for the realization of their rights, freedoms and legitimate interests. Functions for the issuance of various permits and other documents have been developed as a state regulatory influence on economic processes simultaneously with the market relations formation [1].

The Administration Service Centres in accordance with the Law of Ukraine “On Administrative Services” began their work on 1 January, 2014. The establishment of such centres was aimed at facilitating the process of obtaining administrative services by citizens, in particular, by applying to only one institution – ASC [2].

The advantage is that a citizen applies for any administrative service to an administrator who works in an ASC. And the result of an administrative service is also received from the administrator of the ASC or by mail. Thus, corruption risks are reduced by eliminating the personal contact of the subject with the authority representative responsible for providing the service. According to the current legislation on the establishment of ASCs in Ukraine, single permit centres (SPCs) have started operating, in which business entities (legal entities and individuals – entrepreneurs) received permits, registration documents, submitted declarations, etc. In a particular way, the SPCs became the prototype of the ASCs, but served only businesses. A positive practice was taken into account even after the entry into force of the Law of Ukraine “On Administrative Services”. The SPCs were to become an integral part of the ASCs.

According to the official website of the Ministry for Development of Economy, Trade and Agriculture of Ukraine the total number of the Administration Service Centres by region as of 01.01.2020 is 434 centres and 7 departments (Table 1) [3].

Table 1. The Information on the Total Number of the Administration Service Centres, by region as of 01.01.2020

| Administrative and territorial unit | The number of the Administration Service Centres | General |
|-----------------------------------|-------------------------------------------------|---------|
|                                   | LPA                                             | LAs     |                     |
| Vinnytsia region                  | 21 and 3 territorial subdivisions               | 17 and 3 territorial subdivisions, 7 workplace offices | 38 and 6 territorial subdivisions, 7 workplace offices |
| Volyn region                      | 15                                              | 17      | 32                  |
| Dniproptevsk region               | 22                                              | 32 and 10 territorial subdivisions, 16 workplace offices, 3 mobile | 54 and 10 territorial subdivisions, 16 workplace offices, 3 mobile |
| Donetsk region*                   | 12 (5**)                                        | 19 and 3 workplace offices (13**) | 31 and 3 workplace offices (18**) |
| Zhytomyr region                   | 21                                              | 16      | 37                  |
| Transcarpathian region            | 13                                              | 9       | 22                  |
| Zaporozhye region                 | 16                                              | 21 and 5 territorial subdivisions | 37 and 5 territorial subdivisions, 1 mobile |
| Ivano-Frankivsk region            | 14                                              | 13 and 3 territorial subdivisions | 27 and 3 territorial subdivisions |
| Kyiv region                       | 24                                              | 22 and 8 workplace offices | 46 and 8 workplace offices |
| Kirovograd region                 | 21                                              | 26      | 5                   |
| Luhansk region*                   | 10 (4*)                                         | 10 (11*) and 15 workplace offices | 20 and 15 workplace offices, 2 mobile |
| Lviv region                       | 20                                              | 18 and 7 territorial subdivisions | 38 and 7 territorial subdivisions |
| Mykolaiv region                   | 19                                              | 7       | 26                  |
| Odessa region                     | 24                                              | 14 and 3 territorial subdivisions | 38 and 3 territorial subdivisions |
| Poltava region                    | 24                                              | 17 and 14 workplace offices | 41 and 14 workplace offices |
| Rivne region                      | 15                                              | 10      | 25                  |
| Sumy region                       | 16                                              | 15 and 2 territorial subdivisions and 2 workplace offices | 31 and 2 territorial subdivision and 2 workplace offices |
The structure of the centre includes an organizational combination in one office room for administrative bodies and their officials, which should ensure compliance with and functioning the organizational unity principle in the organization of the established list of administrative services.

Reception. In big cities, it is necessary to introduce advisors’ positions on the ASCs functioning, i.e. jobs of employees who will provide advice on general issues of the ASCs schedule, the order of admission, and so on. It is advisable to place such an information department (reception) at the entrance to the ASCs premises in front of the sub-entities (part of the office), which receives documents from customers. Therefore, the reception staff (1-2 people) should provide general information to the newcomers to the institution, while their professional advice will be provided by the staff receiving the documents. In the case of small sizes of an ASC (for example, in towns or territorial points of the ASC), employees who carry out professional reception can provide all consulting and information services at the same time. That is, the creation of a separate reception is impractical. The sub-entity (workplaces) of receiving documents from consumers. This sub-entity provides customer service directly by receiving from them the documents necessary to resolve the case (Fig. 1).

### Table 1

| Region                  | Subdivisions | Workplace Offices | Total Workplaces |
|-------------------------|--------------|-------------------|------------------|
| Ternopil region         | 13 and 16    | 30 and 16         |
| Kharkiv region          | 13 and 10    | 40 and 10         |
| Kherson region          | 11 and 16    | 30 and 16         |
| Khmelnytsky region      | 19, 1        | 36, 1             |
| Cherkasy region         | 14           | 34 and 6          |
| Chernivtsi region       | 14           | 22 and 2          |
| Chernihiv region        | 16 and 44    | 30 and 44         |
| Kyiv                    | 10 and 4     | 11 and 3          |
| Total                   | 434 and 7    | 791 and 51        |

Source: Compiled by authors on materials [3]

The financial resources of an organization are the funds that are available to organizations and are intended for the certain financial obligations fulfillment.

Financial support is a variety of financial resources funds that are created and used to produce and sell products, works, services in various industries, as well as to finance other activities of organizations.

Financing and material support of the ASCs is carried out at the expense of the state budget and the local budget.

In 2012 the Law of Ukraine “On Administrative Services” was adopted, which regulates that executive authorities and other state bodies purchase forms for results registration of providing administrative services (except for their own forms of these bodies) from state-owned enterprises within the central government. The executive body that implements state policy in the field of organization and control over the production of forms...
of securities, documents of strict reporting. Procurement of goods, works and services for the administrative services provision is carried out in accordance with the Law of Ukraine “On Public Procurement” [2].

Maintenance or any other support on a paid basis of the object of intellectual property rights used for the administrative services provision is carried out at prices set in accordance with Article 191 of the Commercial Code of Ukraine.

The norms of the law "On Administrative Services" give the right to bodies of city councils and district state administrations to include these expenses in their budget requests. Usually the sources of resources for the ASC creation are the State Budget (State Fund for Regional Development – SFRD), local budgets; grants, targeted assistance from international foundations and foreign organizations, individuals’ charitable contributions; funds of business entities with which the executive committee has signed an agreement on the provision of related service.

In 2017, at the expense of SFRD, subventions from the State Budget to local budgets for the formation of united territorial communities infrastructure, the regional budget through international technical assistance and other extrabudgetary sources, projects to upgrade 24 ASCs of the region.

The opening of the renewed ASC in Podilsk was carried out at the expense of the SFRD (50.3%), the local budget (7.2%) (Table 2) [4, 5].

In our opinion, unfortunately, this funding is not enough because, based expert estimates, the current state of administrative services is characterized by many shortcomings, including: long queues; lack of clear explanations about the required documents and the need to visit institutions several times; availability of unreasonable types of administrative services; an administrative body’s responsibilities transfer for the collection of certificates, visas, approvals, etc. to individuals; reasonably high fees for certain types of services; limited days and hours for citizens’ reception; the problem of access to necessary information for obtaining administrative services; unreasonably long deadlines for certain services provision; contradictory legal regulation and improper regulation of procedural issues [4, 5].

 Burning issues of the ASCs’ also remain:
— the premises improper arrangement in the number of ASCs (small area of the premises, location in the inconvenient part of the city for residents, lack of ramps for disabled people);
— insufficient number of the ASCs in Podilsk to ensure proper availability of administrative services;
— improper quality of technological cards in the number of ASCs;
— impossibility of receiving related services (laminating, photocopying, documents production, photography, saling the stationery) in the premises of the ASC in Podilsk;
— low level of introducing the electronic services in the ASC;
— lack of a machine for archival weaving of documents, which would reduce specialists’ additional work;
— lack of monitoring and specialists’ evaluation;
— low level of specialists’ funding.

| Location      | The financing | Inter alia | SRFD | Local budgets | EU | USAID |
|---------------|---------------|-----------|------|---------------|----|-------|
|               | Total         |           |      |               |    |       |
| Podilsk       | 25/100        | 5.3       | 5/30 | -             | 4.5/20.6 |
| Balta         | 5.4/100       | 3.1/30.4  | 2/5.2 | -             | 0.2/10.3 |
| Artsiz        | 6.3/100       | 4.8/65    | 0.2/1.5 | -             | - |
| Ishmael       | 8.8/100       | -         | 7.3/97 | 0.4/13.5 | 5.1/7.4 |
| Chernomorsk   | 4.8/100       | 4.2/95    | 1.2/10 | 1.6/15.6 | - |
| Pvidenne      | 5.6/100       | 2.7/90    | 2.4/10 | 1.3/9.8 | 3.2/5.5 |

Source: Compiled by authors on materials [4, 5]

It should be noted that it would be expedient to provide training for the ASC administrators in territorial subdivisions of the Ministry of Justice of Ukraine, the State Migration Service of Ukraine, the State Service of Ukraine for Geodesy, Cartography and Cadastre, in order to improve their skills to provide administrative services and update the information and technology cards of administrative services provided by the ASC. The quality of administrative services can be changed through visitors’ regular surveys.

In our opinion, in order to solve the presented problems, we need to create the necessary working conditions for the ASC staff, as well as convenient conditions for the population to visit the Administration Service Centre
and get their results. Thus, overcoming the abovementioned problems will contribute to the proper functioning of Podilsk Administration Services Centre, which cannot be provided without the financial resources involvement [6-8].

Conclusions

Due to a detailed analysis of regulations and activities of the Administration Service Centre employees, it can be noted that this mechanism needs attention for further improvement. To date, both ASC employees and ASC consumers are not satisfied with the quality. There are also the following problems: low level of electronic service implementation; limited schedule of “reception hours” in various bodies; lack of a machine for archival weaving of documents, which would reduce the specialists’ additional work; insufficient equipment of reception rooms. The cause of these problems is insufficient funding.

In our opinion, in order to improve the funding of the Administration Service Centre in Podilsk, it is necessary to join the U-LEAD with Europe programme, which will be able to modernize the Administration Service Centre. This programme includes the following areas of support:

— institutional support of the ASC: institutional functioning establishment of the ASC, staff training, informing and involving residents;
— material support: provision of furniture, office equipment, software, development of a new design / zoning of the ASC;
— special types of assistance, including setting up an electronic queue management system and a mobile ASC [9, 10].

Abstract

This article addresses such problems as the structure of the Administration Service Centres in Ukraine, describes the financial support and financial resources of the Administration Service Centres, identifies problems of the Administration Service Centres, identifies factors that contribute to improving the administrative services quality in Podilsk. Administrative services provision is an integral part of society without exception in all countries.

Services provided by public and local authorities, enterprises, institutions, organizations under their management constitute the sphere of public services. Depending on the entity providing the public service, there is a distinction between state and municipal services.

Thanks to a detailed analysis of the regulatory legal acts and the employees’ activities of the Administration Service Centre, it can be noted that this mechanism requires attention for further improvement. To date, both ASC employees and ASC consumers are not satisfied with the quality. There are also the following problems: low level of electronic service implementation; limited schedule of “reception hours” in various bodies; lack of a machine for archival weaving of documents, which would reduce the specialists’ additional work; insufficient equipment of reception rooms. The cause of these problems is insufficient funding.

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