



Subjects and Objects of Administrative Service Provision by Public Authorities in Ukraine

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ABSTRACT

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The most active development in the system of public services in Ukraine is characterized by the sphere of administrative services. Within the framework of the national legislative field, the definition of “administrative service provider” is determined, which is positioned as a local self-government body or executive authority, a certain official or a state registrar with legally defined powers. The purpose of the study is to analyze the concept of subjects and objects of administrative service provision by public authorities in Ukraine. The study found that the category of “state” services is implemented by public authorities, state institutions and organizations, and local self-government bodies within the powers established by law. At the same time, executive authorities and local self-government bodies, organizations and institutions are considered to be the subjects of municipal service provision within the limits of their delegated and legally enshrined powers. The author substantiates the need to clarify the generally accepted definitions of administrative service providers, in particular, in the context of specifying the forms of ownership of organizations, enterprises and institutions involved in the process under study. The author analyzes the practice of delegation of powers and responsibilities within the system of administrative service provision by public authorities. It is substantiated that the involvement of other institutions in the process of service provision allows maximizing the use of their institutional potential, which ensures the formation of cost advantages. The author proposes new approaches to determining the status of institutions and organizations as an intermediary between the subject of administrative service provision and its recipient. The author outlines the directions of improvement of the theoretical and methodological basis for the definitions of subjects and objects of administrative service provision by public authorities in Ukraine.

KEYWORDS

public administration, administrative service, public authority, public authorities, executive authorities, local government authorities, definition, object of administrative service, subject of administrative service.



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Суб'єкти та об'єкти надання адміністративних послуг органами публічної влади в Україні

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¹ Дніпропетровська обласна військова адміністрація (Україна). Провідний інспектор відділу з питань зв'язку, захисту інформації та мобілізаційної роботи управління з питань регіонального цифрового розвитку та електронного урядування Департаменту цифрової трансформації, інформаційних технологій та електронного урядування, канд. іст. наук.

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СТАТТЯ

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Найбільш активний розвиток у системі реалізації публічних послуг в Україні властивий для сфери адміністративних послуг. У рамках національного законодавчого поля детерміновано дефініцію «суб'єкт надання адміністративної послуги», що позиціонується як орган місцевого самоврядування чи орган виконавчої влади, певна посадова особа чи державний реєстратор, що володіють законодавчо визначеними повноваженнями. Метою дослідження є аналіз поняття суб'єктів та об'єктів надання адміністративних послуг органами публічної влади в Україні. У дослідженні з'ясовано, що категорія «державних» послуг реалізовується органами державної влади, державними установами та організаціями, органами місцевого самоврядування у рамках встановлених законодавчими вимогами повноважень. Разом із тим, суб'єктом надання муніципальних послуг вважаються органи виконавчої влади та органи місцевого самоврядування, організації та установи, у межах делегованих та закріплених у правовому полі повноважень. Обґрунтовано необхідність уточнення загальноприйнятих визначень суб'єктів надання адміністративних послуг, зокрема, в контексті конкретизації форм власності організацій, підприємств та установ, що беруть участь в досліджуваному процесі. Проаналізовано практику делегування повноважень та відповідальності у межах системи надання адміністративних послуг органами публічної влади. Обґрунтовано, що залучення інших установ до процесу надання послуг дозволяє максимально залучати їх інституційний потенціал, що забезпечує формування додаткових переваг. Запропоновано нові підходи до визначення статусу установ та організацій, у якості посередника між суб'єктом надання адміністративної послуги та її отримувачем. Окреслено напрямки вдосконалення теоретико-методологічного підґрунтя дефініцій суб'єктів та об'єктів надання адміністративних послуг органами публічної влади в Україні.

КЛЮЧОВІ СЛОВА

публічне управління, адміністративна послуга, публічна влада, органи публічної влади, органи виконавчої влади, органи місцевого самоврядування, дефініція, об'єкт адміністративної послуги, суб'єкт адміністративної послуги.

1. Introduction

Public administration has a systemic character, and therefore presupposes the presence of subject-object relations. In general, the subject is a carrier of substantial characteristics and properties that determine the qualitative specificity of the object.

The traditional concept positions as a subject of administrative services in public administration a power body, unit or institution, or an official who is endowed with the functionality of forming and making decisions on the implementation of influence on the object of management. As for the object of management, in this context it is considered as a society as a whole, or certain administrative-territorial formations, sectoral relationships or processes, individual organizations, a specific person – that is, a direct recipient of administrative services.

Thus, in the context of the implementation of administrative services implemented by authorized public authorities in Ukraine, the subjects are local self-government bodies and executive authorities, as well as institutions within their management (in fact, public authorities).

At the same time, the development of the system for the implementation of public services is in an active phase, so all its elements need to be clarified and detailed as much as possible. At the same time, if there are no special issues in the case of subordination of institutions, organizations and enterprises in terms of activities for the implementation of administrative services to local self-government bodies and state authorities, then the process of delegation of powers to other institutions and organizations requires special attention.

The problem of developing new approaches to determining the status of enterprises, institutions and organizations as intermediaries between the subject of administrative service provision and its recipient is actualized. This forms the need for an in-depth analysis of the definitions of subjects and objects of administrative services provision by public authorities in Ukraine.

2. Literature Review

The discourse in the scientific field on determining the terminological basis of the phenomenon of administrative services has been actively developed against the background of the processes of decentralization in Ukraine and the implementation of administrative reform. The problems are analyzed in the publications of modern researchers V. Vlasenko [14], O. Kurko [3], T. Pautova and A. Nedelko [8], V. Tymoshchuk [13], V. Chernyshov [1] and others. Scientists offer diverse approaches to the categorical apparatus of the definition of “administrative services”, basic concepts and components. The specifics of the subjects of the system of administrative services provision by public authorities are studied in the works of Y. Onishchuk [7], Y. Pavlovych-Senet [9].

Directions for improving approaches to the legislative and legal definition of subjects and objects of administrative services in the modern field of public administration are considered in the publications of N. Sydorenko, I. Shkurat [11], V. Tereshchuk [12]. Researchers analyze the main “bottlenecks”, insisting on the need to specify the status of individual entities directly involved in the provision of public administrative services.

Among foreign scientists, whose developments are seen as valuable in the context under study, it is worth highlighting P. Esposito and S. Dicorato [2], A. Massey [4], L. Meuleman [5], D. Rosenbloom et al. [10], who consider public services as the result of management and propose to position the level of quality of administrative services as a criterion for the effectiveness of public administration in modern democratic service-oriented countries.

Given a certain ambiguity in the interpretation of the concept of the subject and object of administrative services, there is a need to expand approaches to the analysis of their essential foundations, enshrined in the regulatory and legal field, which requires in-depth analytics.

3. Problem Statement

The explanation of the theoretical and methodological basis of the concept of the subject and object of administrative services is not unambiguous today. The positions of scientists on these definitions have undergone evolutionary development since the introduction of administrative reform and now require specification and clarification, with appropriate reflection in the legislative and legal

field. The purpose of the study is to analyze the concept of subjects and objects of administrative services provision by public authorities in Ukraine.

4. Methods and Materials

Within the framework of the study, a systematic and comprehensive analysis of scientific publications and fundamental research was carried out. First of all, up-to-date primary sources from publications indexed in leading scientometric databases were processed. Priority was given to publications of the time interval 2020–2025. *“Public Administration, Administrative Service, Public Authority, Bodies of Public Power, Bodies of Executive Power, Bodies of Local Self-Government, Definition, Object of Administrative Service, Subject of Administrative Service”*.

The research methodology is compiled by general scientific methods of analysis and synthesis, generalization, systematization, formalization. These methods made it possible to determine cause-and-effect relationships, generalize scientific and theoretical data, determine the main criteria and definitions, determine the most influential factors within the phenomenon under study, formulate generalizing conclusions of the study and develop recommendations for improving approaches to determining the definitions under study in the legal field.

Limitations of the study include the lack of access to complete and up-to-date statistical data and the complexity of experimental verification of theoretical findings.

5. Results and Discussion

Administrative services are positioned as a relatively new element of the relationship between the state and the individual-citizen. This category is understood as various obligations of the authorities to carry out certain permitting and registration actions, provided that there are preceding relevant appeals from legal entities and individuals.

The Law of Ukraine “On Administrative Services” [6] establishes the definition of an administrative service as a result of the exercise of power by a subject of administrative services at the relevant application of a legal entity and an individual, which is aimed at acquiring, changing or terminating its rights and (or) obligations under the current legislation. At the same time, Article 5 of the same Law determines the exclusivity of establishing the main aspects of the implementation of administrative services by legislative requirements. These include, in particular, the grounds for obtaining administrative services, the subjects of the service provision and the limits of their powers in this matter, the requirements and the list of necessary documents, the aspect of payment, the deadlines for the provision of administrative services, an exhaustive list of grounds for refusal to provide administrative services.

The phenomenon of administrative service is endowed with certain features, in particular:

- 1) the administrative service is implemented only upon the prior application of a legal entity or individual;
- 2) the application of a legal entity or an individual serves as a reason for achieving a certain result in the context of changing, acquiring or terminating the duties or rights of a person;
- 3) administrative services are positioned as a result of the exercise of power by the subject of administrative services;
- 4) the process of providing administrative services is regulated by the requirements of the current legislation.

Analyzing the above features, it can be argued that the administrative service is implemented by the subject of administrative services exclusively on the initiative of a person (legal entity or individual), and the direct result of satisfying the application of the subject of application (legal entity or individual) is an administrative act, i.e. an individual decision regarding a specific person who creates, changes or terminates certain rights or obligations, or an administrative agreement. At the same time, the provision of administrative services is the powers of a state or local authority enshrined in the legislative field.

Among the types of administrative services implemented by public authorities, according to the criterion of service providers, public services and municipal services are differentiated.

Public services are positioned as a type of administrative services implemented by authorities, as well as state organizations, institutions, enterprises. At the same time, municipal services are considered

as administrative services implemented by local self-government bodies and communal organizations, institutions, enterprises [8].

According to the subject of receipt, administrative services can potentially be aimed at satisfying the declared interests of individuals, or legal entities and individual entrepreneurs, as well as services aimed at satisfying both legal entities and individuals.

According to the number of entities directly involved in the procedure for providing administrative services, composite and elementary are distinguished.

An important prerequisite for the effectiveness and high quality of the system of administrative services is the observance of the basic principles of the implementation of such services. They are understood as the fundamental principles of the activities of local and state authorities regarding the provision of administrative services to legal entities and individuals [3, p. 117–120]. Among them are the rule of law, stability, openness and transparency, equality before the law, timeliness and efficiency, information availability, guarantees of confidential data security, minimization of bureaucratic procedures and actions for obtaining administrative services, fairness and impartiality, convenience and accessibility for the subjects of appeals. It is these principles that underlie the construction of relationships between the subject of service provision and the subject of application (object of administrative service) [11, p. 25–27].

According to the provisions of the Law of Ukraine “On Administrative Services” [6], the subject of the application is a legal entity or an individual who directly applies for administrative services. At the same time, the definition of “individual” assimilates all categories of individuals, namely, citizens of Ukraine, stateless persons and foreigners. All of these categories can be positioned as subjects of applying for administrative services. At the same time, “legal entities”, depending on the specifics of their creation, are differentiated into legal entities of public law and legal entities of private law [14, p. 1–16].

It is worth noting that some types of administrative services are available only for certain groups of entities. In particular, a passport of a citizen of Ukraine can and should be obtained only by citizens of Ukraine, at the same time, a certain type of license is available only to a legal entity. It is important that the vast majority of administrative services can be received by proxy through a representative, which is enshrined in the legislative field [12, p. 388–390].

Thus, the subject of an application for the provision of administrative services can be:

- an individual (a citizen of Ukraine, a stateless person, a foreigner);
- individual entrepreneur;
- legal entity.

Subjects of administrative services are determined by Art. 1 of the Law of Ukraine “On Administrative Services”. These include:

- executive authorities;
- other government agencies;
- authorities of the Autonomous Republic of Crimea;
- local self-government bodies;
- officials of an executive authority, other state body, authority of the Autonomous Republic of Crimea, local self-government body.

It is worth noting the exhaustiveness of the list of administrative service providers. When it was formed in the legislative field, an institutional criterion was used, as opposed to a functional one. Thus, the legislation excludes the possibility of providing administrative services by other entities.

Subjects of administrative services should focus on the implementation of the principles of strategic communications. The main aspects of strategic communications in the field of public power are:

- adaptability and integrity: communications should function as a complex system, which should have flexibility, integrity, resistance to the dynamics of both society and the external environment;
- integration, which involves the assimilation of various types of communications and communication channels in order to achieve a certain goal;
- specified target audience, to which strategic communication influence is directed, for the most effective delivery of information about the functioning of government bodies, their advantages, policies, achievements;
- building trust and support: building trusting relationships between citizens and the authorities based on the principles of mutual respect, transparency and effective communication;

- educational and information strategies;
- involving citizens in active participation in social processes by creating favorable conditions for effective decision-making.

Among the key communicative components of the functioning of administrative service providers are prompt response to the requests and needs of various social groups; interpretation of information contained in legislative acts, channels of integration of legal norms; establishing internal information flows and connections with individual social groups.

At the same time, the key task of using a strategic and communicative approach in the activities of public authorities is to achieve public recognition and trust, justification of political decisions. The active position of civil society contributes to the progress of the state in the vector of humanism, democracy, maximum provision of human rights, ensuring the involvement of citizens in social and political life, achieving civil consensus and political socialization.

The main vectors of strategic communication in the system of administrative services provision by public authorities should be highlighted:

- 1) practical support by society of the activities, decisions and policies of the authorities, which is achieved by increasing the level of citizens' confidence in the functioning of state institutions;
- 2) ensuring effective feedback from civil society in order to monitor and evaluate performance;
- 3) integration of a single concept of state communication through the creation of a stable system of influence on the formation of public opinion;
- 4) optimization of interaction with the media in order to ensure transparent information of society about the concepts of implemented policy, formation and maintenance of a positive image of public authorities.

An important and inevitable stage in improving the system for the implementation of administrative services in the public space is the development of a network of administrative service centers (ASCs), which implement their functionality on the principle of functioning of a single transparent office. The key task of this process is to provide practical support for open multi-level public administration aimed at meeting the basic needs of society.

The digital transformation of public administration has found expression in the development of Diia Centers, which are a reflection of the concept of one-stop shop for obtaining administrative services, providing informative data, and constantly improving the quality of administrative services [9, p. 32–34].

Article 12 of the Law of Ukraine “On Administrative Services” defines the concept of an ASC as a permanent and operating body or structural subdivision of a local self-government body or local state administration, within the functioning of which administrative services are provided through the administrator and his further interaction with direct subjects of administrative services.

Article 13 of the Law “On Administrative Services” defines the concept of an administrator in the center for the provision of administrative services – an official of the body that formed the ASC, which organizes the provision of administrative services through interaction with the subjects of provision.

The key functions of the administrator are:

- 1) providing the subjects of appeals with comprehensive information and consulting support regarding the procedure for providing administrative services;
- 2) receipt of documents necessary for obtaining administrative services from the subjects of appeals, with their subsequent registration and submission to the relevant subjects of administrative services;
- 3) issuance or organization of postal sending to the subjects of appeals the results of the provision of administrative services, notification of the possibility of receiving administrative services;
- 4) organizational support for the process of providing administrative services by the subjects of provision;
- 5) exercising control over compliance by administrative service providers with decision-making deadlines;
- 6) direct implementation of administrative services;
- 7) drawing up protocols, consideration of cases of administrative offenses, imposition of appropriate penalties.

Thus, the administrator of the ASC is fully responsible for organizing the provision of a specific administrative service to the subject of application. Article 13 of the Law of Ukraine “On Administrative Services” determines the status of the administrator as an official of the body that formed the ASC, which

organizes the provision of administrative services through interaction with the subjects of administrative services.

It should be noted that the modern trend – the active introduction of digital technologies both in the managerial space and in other spheres of civil society – has a significant impact on the reformatting of bureaucratic processes through their active digitalization, as well as on the growth of public expectations for maximum openness and transparency of state institutions, and contains both certain challenges and real opportunities for their improvement. All of the above plays an important role in the process of implementing anti-corruption policy in modern Ukraine.

International practical experience in the successful development of the system of administrative services provision convinces of the direct dependence of the quality level of the administrative services system on the aspects of openness and transparency of public administration processes. In most developed countries of the European environment, the model of a single office of administrative services has been implemented. The world experience in reforming the public space for the provision of administrative services confirms the feasibility of digitalization of the process and convinces of the need to improve sectoral regulatory and legal support.

For example, in Germany, two types of service centers for the provision of administrative services have been created – a call center and an administrative services center, which reflects the key idea of optimizing the access of subjects of application to services. In the course of administrative reforms in Germany, multi-channel access to variable administrative services was created on the principle of a “single window”.

The system of “service supermarkets” in the Netherlands is fully reflected in the municipality of The Hague. In the office of this municipality there is the first level of the system of the “supermarket of administrative services” – the central “service complex”. The second level of the system is represented by industry offices in different locations of the city. The peculiarities of the organization of their work provide comfort for subjects of applying for administrative services, significantly save time, reduce contacts with managers, and prevent the risks of corruption.

Canada’s experience is characterized by individual conceptuality. “Access Centers” and telephone centers are actively developed, which provide various administrative and information and consulting services and are located in the buildings of state institutions. At the same time, adaptive schemes for the provision of administrative services, innovative forms of electronic interaction are being implemented [15, p. 10–15].

The practice of Poland is positioned useful in the context of the development of public governance in Ukraine, where a feature of the system of providing administrative services is the ability of public authorities to act as a subject of application for administrative services. At the same time, public authorities act as a person of private law or as a recipient of administrative services.

Also, in Poland, there is a specialized information center for the provision of administrative services to greatly simplify access to information. The concept of the provision of administrative services in Poland is based on the principle of delegation of authority for the provision of services, i.e. local self-government bodies or state authorities, having organizational and managerial powers, are not obliged to provide administrative services independently.

An alternative is the conclusion of contractual relations with certain service institutions, enterprises, organizations. This practice is seen as especially significant in the context of the prospective development of the system of administrative services provision by public authorities in Ukraine.

It would also be expedient to reveal the content of the following tangential concepts:

- “public authorities” – a link (element) of the state mechanism that participates in the performance of state functions and is endowed with powers;
- “bodies of state power” – an element of the state apparatus that is endowed with power to perform the functions of the state and achieve its goals;
- “executive authorities” – a component of the state apparatus, which, on the basis of laws, carries out state administration and implementation of laws, as well as the current operational regulation of public affairs;
- “state bodies” – elements of the state apparatus endowed with powers, which perform the functions of the state and are created on legal grounds to perform specific tasks;
- “local self-government bodies” – elected and other bodies that represent territorial communities and resolve issues of local importance within the framework of the law, have their own powers, material and financial basis and act independently;

– “officials” of executive authorities and local self-government bodies – persons who work in executive authorities and local self-government bodies, have organizational, administrative or consultative-advisory functions (city, village and township heads, secretaries of councils, heads of executive bodies and specialists, for example, registrars).

Despite the trend of expanding the variability of administrative services, the general optimization of their quality, and the implementation of online methods of providing administrative services, there are currently a number of problematic issues that require urgent attention. Among the factors that hinder the effective development of ASCs and affect the quality of administrative services, it is worth highlighting:

- low level of communication competence between territorial divisions of management bodies and subjects of administrative services;
- imperfection of the regulatory framework;
- inadequate level of funding and resource provision;
- inequality of opportunities for obtaining online services in the regional context.

The outlined problems indicate the need to unify the requirements for the provision of administrative services in an online format, which will ensure equal access opportunities for all consumers. The way to solve the problem is seen in ensuring well-established cooperation between the authorities and society, which requires the involvement and active use of the potential of modern digital technologies. The process of implementing digital service must be carried out through both traditional and digital channels.

Further development of the system for the implementation of administrative services is closely related to the expansion of the audience of subjects of the provision of such services. In Ukraine, there are already certain regulatory prerequisites for the formation and effective development of the services market. Thus, the provisions of the Strategy for Reforming the System of Social Services Provision refer to: “creating equal conditions for entities providing social services in the market of such services”.

Noting the limited definition of subjectivity in the system of implementation of administrative services by public authorities, the possibility of integrating the services market is seen as paradoxical. However, taking into account that the entity that provides social services can belong to both the public and non-public sectors, the problem of legal correctness of defining the subject of administrative service provision without specifying the permissible institutions in this role arises. The dualistic nature of the issue complicates the process of law enforcement in the system of administrative services, which requires the revision of the terminological apparatus within the framework of the strategy for the provision of administrative services, noting the achievements of modern theoretical and methodological developments in the field of public services.

An important role today belongs to e-government, which allows automating numerous administrative processes, makes information about the activities of public bodies accessible, increases the level of transparency and accountability, and increases the level of interaction between the authorities and citizens. Typical goals include the creation of a single information space, optimization of financial management, digitalization of document flow, individualized digital solutions for the automation of both administration functionality and other management processes.

The introduction of innovations in the process of providing administrative services requires the outlining of practical strategies and tools. In particular, the material basis for upgrading the public administration system is determined by a set of resources that provide an opportunity to perform managerial functions and solve tasks assigned by law.

The upgrade of the public administration system is positioned as an important component of democratic transformation and development of society. Its successful implementation depends on an effective combination of regulatory, material and financial frameworks. All these elements, in synergistic interaction, form the basis for the sustainable development of municipalities and the support of their socio-economic progress.

It is advisable to note the main components of the material basis for the transformation of the public administration system:

1. Financial resources, i.e. own budget, which is formed from taxes, fees and other local revenues. Financial autonomy allows local authorities to resolve issues related to their innovative development in the context of publicity.

2. Economic opportunities, because in the context of decentralization, regions can actively develop their own economy, attract investments, and implement projects aimed at intensifying the effectiveness of public administration at the local level.

3. Qualified personnel in the field of public administration are an important part of the material basis, because professional and competent employees contribute to the effective performance of the tasks of self-government bodies.

4. Grants, subsidies, assistance from the state or international organizations that are provided for the implementation of specific projects and programs.

The public administration system, which is based on the provision of the necessary resources, is one of the most influential factors of effective regional development, which stimulates the effective independence of regions, has a positive effect on business development, allows for the effective development of infrastructure, and provides solutions to improvement problems. In addition to the conclusions of the above-mentioned scientists, the current study demonstrates that innovative digital solutions have a positive impact on the formation of the public administration system, even in limited conditions of socio-economic crisis.

A unified methodology of public administration in the development of territorial communities, which is currently absent, should include means of increasing the degree of public trust in the authorities and the level of efficiency of interaction between citizens and authorities; tools for improving the volume and quality of administrative services provided; introduction of e-government; financing of projects and program activities for regional development; integration of targeted educational programs, consulting and counseling.

Constant commitments of stakeholders in various sectors contribute to the formation of successful management models, avoiding unnecessary bureaucracy. Local management decisions require adaptability, not unified algorithms. At the same time, inclusiveness promotes cooperation between the state, business and the community, which intensifies the processes of forming effective management decisions.

Ensuring sustainable urban development requires an effective partnership between government, the public and business. European practice shows that such interaction optimizes the cost of infrastructure projects and resource management, as well as improves the investment climate and the balance of the socio-economic environment. Public-private partnerships within the framework of sustainable urban development ensure that the adopted development models complement specific regional needs, which is the basis for the formation of an inclusive urban environment. In addition, this interaction has an impact on ensuring environmental sustainability and protection by promoting the integration of energy efficiency initiatives, green practices and mitigating the effects of environmental degradation.

It is obvious that the new approach requires a revision of established approaches to the classification of subjects and objects of administrative services provision by public authorities. There is an urgent need to transfer modern management approaches, which are generally recognized in the international community, and adapt the relevant regulatory framework.

6. Conclusions

The analysis of the legislative and legal framework makes it possible to make sure that there is no single concept on the interpretation of the definitions of the subject and object of the provision of administrative services by public authorities. At the same time, the problem of the category of institutions that can be positioned in these roles becomes debatable. Normative provisions in the social sphere determine the subject of social service provision to a certain institution that satisfies the "criteria of activity", regardless of the form of ownership and management. At the same time, the subject of the provision of administrative services, in accordance with the provisions of the Law of Ukraine "On Administrative Services", is the specified institutions – the executive authority, another state body, the authority of the Autonomous Republic of Crimea, the local self-government body, their officials, the state registrar, the subject of state registration, authorized in accordance with the law to provide administrative services.

Despite significant differences in the context of identifying the category of the service provider, both areas – the implementation of social services and the implementation of administrative services –

are integrated into the general system of public services. Obviously, this actualizes the need to develop a single concretized approach in the context under study.

The priority is the need to identify and specify the status of institutions that have the authority to implement administrative services. They must be positioned as an intermediary between the direct recipient of the service and the subject of its provision. ASCs currently perform the functionality of an intermediary, and therefore the regulation of relationships formed when engaging such an intermediary is characterized by developed regulatory support. Further research and improvement are required to regulate subject-object relations in the process of providing services, as well as the normative regulation of the procedure for delegating powers for the provision of public services to institutions in the non-public sphere.

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