

**ЕКОНОМІКА ТА УПРАВЛІННЯ НАЦІОНАЛЬНИМ ГОСПОДАРСТВОМ**

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**THE DIRECTION FOR DEVELOPMENT OF THE CONTROL OVER THE SYSTEM OF ADMINISTRATIVE SERVICES PROVISION IN UKRAINE****НАПРАВЛЕНИЕ СОВЕРШЕНСТВОВАНИЯ УПРАВЛЕНИЯ СИСТЕМОЙ ПРЕДОСТАВЛЕНИЯ АДМИНИСТРАТИВНЫХ УСЛУГ В УКРАИНЕ**

**Urgency of the research.** A rapid development of ICT and the predominance of electronic communication give an opportunity to active citizens to unite into electronic communities and to conduct electronic activities, to increase their role during the adoption of state governance decisions and, in general, to contribute to the creation of democratic country. Undoubtedly, the efficiency in the actions of citizens is conditioned by the access of citizens to reliable information through electronic communication channels and network interaction.

**Target setting.** The weak state policy of popularization of the instrumentarium of electronic democracy disorients the citizens.

Nevertheless, the instrumentarium of electronic democracy is not only limited to electronic petitions. It allows citizens not only to expand the right of choice, but also to implement own decisions and to prove their efficiency in practice.

**Actual scientific researches and issues analysis.** The problem of the scientific and theoretical justification of the main directions in development of the control over the system of administrative services provision attracts the scientific interest of such leading domestic scientists, as V. Averianov, V. Bakumenko, T. Burenko, A. Vasylieva, I. Hrytsiak, D. Dzvyunchuk, V. Dolechek, A. Karpenko, Yu. Obolenskyi, L. Prokopenko, Yu. Sharov.

**Uninvestigated parts of general matters defining.** The main problem of democracy in Ukraine is not in the fact that citizens use ICT for expression of will, but in the deliberate ignoring of public initiatives by the authorities and absence of facilitation to activity of citizens. It totally contradicts the principles of democracy.

**The research objective.** In the context of the authorities' indifference to the initiatives of the active civil sector, a further research is devoted to the finished technological product created by collaborative efforts of Ukrainian society that successfully proves its efficiency and that is of national scale importance, but nowadays, it does not have adequate support from the government - the Portal of State Services iGov.

**The statement of basic materials.** The article it has been found that the main problem of democracy in Ukraine is the deliberate ignoring of public initiatives by the authorities and absence of facilitation to activity of citizens.

**Conclusions.** The direction to improve the control over the system of administrative services provision is to concentrate efforts on the development of the Portal of State Services iGov.

**Актуальность темы исследования.** Стремительное развитие ИКТ и преобладание электронной коммуникации позволяет активным гражданам объединяться в электронные сообщества и вести электронную деятельность, повышать свою роль в принятии государственно-управленческих решений и в целом содействовать построению демократического государства. Безусловно, что оперативность в действиях граждан обуславливается доступностью граждан к достоверной информации посредством электронной коммуникации и сетевым взаимодействием.

**Постановка проблемы.** Слабая государственная политика популяризации инструментария электронной демократии вводит граждан в заблуждение.

Тем не менее, инструментарий электронной демократии не ограничивается электронными петициями. Он позволяет гражданам не только расширить право выбора, но и реализовать собственные решения и на практике доказать их действенность.

**Анализ последних исследований и публикаций.** Проблема научно-теоретического обоснования основных направлений совершенствования управления системой предоставления административных услуг привлекает научный интерес ведущих отечественных учёных В. Аверьянова, В. Бакуменко, Т. Буренко, А. Васильевой, И. Грицяка, Д. Дзвинчука, В. Долечека, А. Карпенка, Ю. Оболенского, Л. Прокопенко, Ю. Шарова.

**Выделение неисследованных частей общей проблемы.** Главная проблема демократии в Украине состоит не в том, что граждане прибегают к ИКТ в волеизъявлении, а в намеренном игнорировании властями общественных инициатив и не содействие гражданской активности, что критичным образом противоречит принципам демократии.

**Постановка задачи.** В контексте безразличия властей к инициативам активного гражданского сектора, дальнейшее исследование посвящено готовому технологическому продукту, произведённому коллаборативными усилиями украинского общества, успешно доказывающего свою эффективность, имеющего государственную значимость и на сегодняшний день не имеющего достойной поддержки со стороны правительства – порталу государственных услуг iGov.

**Изложение основного материала.** В статье установлено, что главная проблема демократии в Украине состоит в намеренном игнорировании властями общественных инициатив и не содействие гражданской активности, что критичным образом противоречит принципам демократии.

**Выводы.** Направлением совершенствования управления системой предоставления административных услуг является сосредоточивание усилий на развитии Портала государственных услуг iGov.

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*.Keywords: portal; service; interaction; system; control.*

*Ключевые слова: портал; услуга; взаимодействие; система; управление*

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**Urgency of the research.** Over the past couple of decades, the topical issue is an absence of trust among citizens, business and government as it is the main destroyer of democratic values on the way towards implementation of direct democracy. The degree of interaction has weakened to such a level that business and state sector interact on the basis of unspoken arrangement guided by a key principle of "non-interference" in each other's affairs. A country, where two sectors are operating independently and interact only in case of necessity to lobby own interests and the citizens are outside of the process, in spite of the fact that firstly, a so-called mechanism «government» should meet interests of the civil sector.

On the other hand, a rapid development of ICT and the predominance of electronic communication give an opportunity to active citizens to unite into electronic communities and to conduct electronic activities, to increase their role during the adoption of state – governance decisions and, in general, to contribute to the creation of democratic country. The importance of electronic communication during the distribution of up-to-date information among citizens was underlined by R. Meinardus. A researcher states that information is «a necessary condition for formation of political views and for conscious participation in the adoption of government decisions» [1]. Undoubtedly, the efficiency in the actions of citizens is conditioned by the access of citizens to reliable information through electronic communication channels and network interaction. In recent times, the term "network – activism" is being widely used to denote such phenomena [2].

**Articulation of issue.** The weak state policy of popularization of the instrumentarium of electronic democracy disorients the citizens and leads to this kind of sayings: «they describe the familiar phenomenon for everyone as slacktivism or clicktivism, when person puts his/her «plus one» under the photo of poster in social networks, instead of going out in the street with this poster. I wonder, if at the same time 5 kopecks were written off the voter's card, would the Internet petitions be so popular?» [3].

Moreover, in scientific circles alongside with positive attitude towards usage of ICT during the interaction between civil and state sectors, there is a negative attitude towards electronic communication, whose supporters use the term «slacktivism» or «clicktivism» in order to define the current activity of citizens with the help of ICT. Using such terms, they reduce the importance of electronic forms of participation [4].

Nevertheless, the instrumentarium of electronic democracy is not only limited to electronic petitions. It allows citizens not only to expand the right of choice, but also to implement own decisions and to prove their efficiency in practice.

**Analysis of the latest investigations and publications.** The problem of the scientific and theoretical justification of the main directions in development of the control over the system of administrative services provision attracts the scientific interest of such leading domestic scientists as V. Averinov, V. Bakumenko, T. Burenko, A. Vasylieva, I. Hrytsiak, D. Dzvynchuk, V. Dolechek, A. Karpenko, Y. Kozhenko, I. Koliushka, M. Lakhizhy, A. Lipintsev, O. Litvinov, I. Lopushynskyi, K. Nikolaienko, Y. Obolenskyi, L. Prokopenko, A. Radchenko, V. Soroko, E. Talapina, L. Tereshchenko, V. Tymoshchuk, K. Khaksever, A. Chemeris, Y. Sharov.

**Uninvestigated parts of general matters defining.** The main problem of democracy in Ukraine is not in the fact that citizens use ICT for expression of will, but in the deliberate ignoring of public initiatives by the authorities and absence of facilitation to activity of citizens. It totally contradicts the principles of democracy. The absence of censorious attitude from citizens towards the activities of authorities that contradict interests of society or towards inaction, as well as the fact that authorities do not assume responsibility for their actions led to the contemptuous disregard of ruling Ukrainian elite to their own people.

In author's opinion, the electronic democracy does not mean «Like» under the poster or «plus one» vote in the Internet virtual environment, firstly, it means a responsibility for such «Like», as well as for any performed action.

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**Research objective.** In the context of the authorities' indifference to the initiatives of the active civil sector, a further research is devoted to the finished technological product created by collaborative efforts of Ukrainian society that successfully proves its efficiency and that is of national – scale importance, but nowadays, it does not have adequate support from the government - the Portal of State Services iGov.

**Statement of basic materials.** In order to provide well-founded justification of abovementioned advantages, we offer to perform a qualitative analysis of Unified State Portal of Administrative Services (hereinafter – USPAS) and Portal of State Services iGov (hereinafter –iGov portal).

In 2012, the Law of Ukraine «About administrative services» introduced the term «Unified State Portal of Administrative Services» and defined it as a unified automated access point to the subjects of provision of administrative services. The Law also determined that the Portal should provide:

- access of citizens to the information about administrative services and subjects of provision of administrative services;
- accessibility to the forms of applications and other documents that are necessary to obtain administrative services in electronic form;
- provision of application by citizens with the help of ICT;
- provision of information for citizens about the state of their application;
- receipt of administrative service through ICT;
- implementation of banking transactions by citizens during the receipt of chargeable services in electronic form.

The international practice of introduction of electronic tools for state services provision allows declaring that the absence of direct communication with state officials significantly reduces the corruption risks. In addition to the fact that the Portal acts as a platform for electronic interaction between citizens and subjects of provision, it gives an opportunity to reduce significantly all possible resources, namely:

- time: during the electronic interaction, there is a substantial time saving for both – subjects of appeal and subjects of provision;
- physical: in case of integration of Portal with informational systems of different departments or introduction of the unified system of electronic document flow, a «multi-volume paper chase» will disappear completely;
- personnel: during the electronic interaction, there is an optimization of activity of subjects of provision aimed at the implementation of direct admission of the subjects of appeal.

Therefore, the Portal is a powerful tool for interaction between the subjects of appeal and the subjects of provision, with the widest spectrum of opportunities and advantages. The Portal also makes it possible to neutralize the signs of social stratification that cannot be said about the development of service centers of various departments created within the framework of the managerial concept and aimed at charging of additional fees for comfortable conditions, where citizens receive services. Thus, they stratify citizens pursuant to their financial state: if you have enough resources - you get state services quickly and in comfortable conditions, if you do not have enough resources - welcome to the queue and the "cabinet system".

Without waiting for order of affairs transaction, requirements to the functional capabilities, terms and stages of introduction of the Portal of Administrative Services that should be defined by a Cabinet of Ministers of Ukraine, a group of active citizens decided to create a Portal of State Services iGov in June, 2015. The citizens' initiative to help government to fight against corruption and to facilitate the process of administrative services receipt for citizens and business through electronic way was supported by E-Government Agency, Ministry of Economy and Administration of the President of Ukraine.

However, the further process of integration to iGov Portal of various information systems and electronic resources of the subjects of provision on the territory of Ukraine has not become of systematic nature, as there is no legislative maintenance, and it is based exclusively on contractual relations between the iGov Team and government authorities through signing of memorandum. Definitely, a fundamental support on the part of government would significantly facilitate the electronization of control over the system, the actual process of state services provision, including administrative services, as

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well as development of iGov Portal. The main provisions of the document should be of compulsory nature and they should be aimed at beating the opposition on the part of government authorities that are often not interested in the electronization of state and governance activity they do not contribute to the democratic activity. As a rule, it happens due to the low level of motivation of the subjects of provision, personal disinterest, aspiration to work pursuant to the old well-established schemes or the availability of their own information system, which was created by a department and that has been developing by it independently.

If the initiative is supported, a subject of provision, under which jurisdiction there is a service, contributes to electronization and its integration to iGov Portal. A subject of provision conducts the relevant activities, within the framework of which he provides all necessary information about the specific state service, namely (application forms, a list of necessary accompanying documents, technological and information cards, work schedules, contact details, etc.). After all conciliation and authorization procedures, all necessary information is being sent for processing to the business analyst, who is directly involved into development and integration of state service to iGov Portal. The next step is to test the obtained product by the same iGov IT - specialists and mutual approval of the access date to the state service in electronic form for all citizens.

In accordance with the principle of Minimum Viable Product [5], iGov IT – specialists represent the product with minimum set of functions and, after the launch, alongside with development of their activity, they increase capabilities of the finished product.

For example, in order to launch a service of provision of criminal prosecution reference, regarding the absence (presence) of criminal record or restrictions provided by the criminal procedure legislation of Ukraine, and which the minister of the Ministry of Internal Affairs recognizes as one of the sources of corruption, as about 800 thousand citizens of Ukraine need it every year [6], there was presented the inaugural project, which firstly gave an opportunity to apply for a reference in electronic form, thus, iGov reduced the number of visits to the Ministry of Internal Affairs from two to one. The next step was to develop the possibility to get the considered state service by using the «Ukrposhta» delivery service. Obviously, with a possibility to obtain a reference in electronic form, there appeared a problem of acceptance by subjects the provision of a criminal prosecution reference, regarding the absence (presence) of criminal record in electronic form, directly for which this reference is necessary. The iGov Team was also involved in the coordination of this issue, and, as a result - nowadays, citizens can order and receive a service from one subject of provision and send this state service to the subject of provision who requested it, without leaving the house.

However, we cannot say that this process is absolutely perfect, as a subject of appeal should provide information about himself from one subject of provision in order to give it to another subject of provision. If we omit the subject of appeal from this chain, we will obtain a standard process of inter-departmental interaction that requires only the possibility to perform electronic document flow or possibility to access to the electronic departmental registers. Thus, the service of provision of criminal prosecution reference, regarding the absence (presence) of criminal record for citizens should not be obligatory electronized, it is necessary to strengthen the optimization and automation processes of inter-departmental interaction and electronic document flow. But such actions are contrary to the domestic legislation, in order to change the situation, it is necessary to make some certain amendments that are now being performed by iGov team too.

In addition to the legislative contradiction, a privatization policy of state services by departments is a significant barrier on the way towards the implementation of the offered variant to optimize inter-departmental interaction and to simplify the process of administrative services provision. In September 2017 this service was electronized by department that contradicts the centralization policy of state services provision through single access point. Thus, the issue of process electronization of state services provision, particularly, administrative is not only the matter of interoperability, but it is an integrated impact on the system of state governance and system of government authorities.

The activity of iGov team expands slowly but steadily and the results are rather substantial. Dated July, 2017, iGov portal has 257 services that are available for order in different regions of country and about 300 services are being in progress [7].

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Three and a half years after the adoption of basic Law that regulates the area of administrative services provision and one and half year later of functioning of the Portal of State Services iGov, or, more precisely, in March 2016, the Unified State Portal of Administrative Services began its development. Nowadays, the Unified State Portal of Administrative Services is one of three variants of administrative services provision.

Actually, both portals are designed in order to simplify the interaction between subjects of appeal and subjects of provision. But, in accordance with legislation, the main purpose of USPAS creation is «to make the process of provision simple and comprehensible for all citizens of Ukraine». The creators of iGov consider the main purpose of portal operation to be a fight against corruption on the territory of Ukraine that the author supposes more relevant among the existing sources of problematic issues that need to be primarily eliminated and settled.

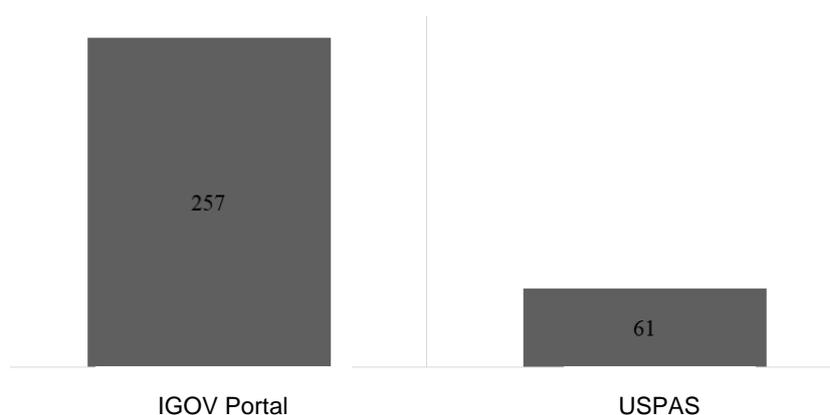
Despite the fact that USPAS is named «Unified», it is designed only for administrative services, regardless of the matter that the considerable part of state services should be also integrated to USPAS, taking into account the international practice of Unified State Portals operation. Nevertheless, pursuant to the Law of Ukraine «About administrative services», they are not considered to be administrative, so nowadays there is no any information about them in USPAS.

The holder of USPAS introduced two stages of the portal creation:

- development of the informative and consultative component «provision of comprehensive information»: register of administrative services, standard patterns of documents foreseen and approved by Law, which are necessary in order to obtain service, information that contains contact details of the subjects of provision of specific service;
- development of the informative and technological component: consequential transformation of services into electronic form, the expansion of methods for identification and identity verification of the subjects of appeal and implementation of transactional services that provide remote payment systems for the offered services.

Nowadays, USPAS has all necessary consultative information about any existing administrative services and, in fact, it is an electronic information desk that contains all comprehensive information. We can state that the first stage of the formation of the Unified State Portal was passed without any particular difficulties.

According to the Law, the USPAS holder is a Ministry of Economic Development and Trade of Ukraine (hereinafter – MEDT), so firstly, there were electronized and integrated 15 MEDT services. The beginning of 2018 witnessed that 61 services are being provided through USPAS, including 32 services that are being provided through integrated informational systems of government authorities, is shown in Pic. 1.



**Pic. 1. The ratio of number of electronized services provided through iGov portal and USPAS**

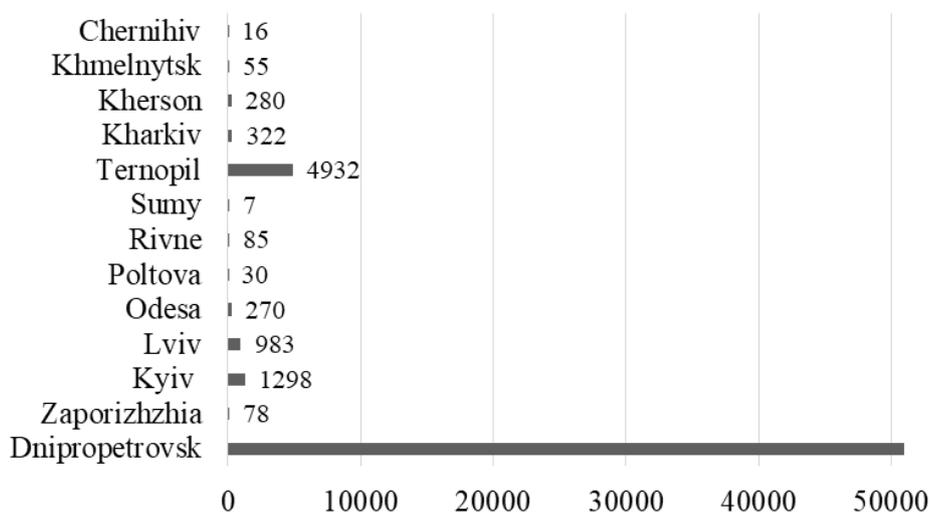
*Source: developed by author*

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Both on the USPAS and on iGov portal, there are electronic services of three types, namely:

- fully electronized service – the process of ordering and obtaining a service excludes direct contact between a subject of appeal and subject of provision;
- reduction of the number of visits to the subjects of provision that foresees the submission of documents with the help of ICT, however, in order to obtain the results, a personal presence of the subject of appeal is required; regarding this type of services, iGov portal is still a little bit ahead of USPAS as it performs an inaugural project for receipt of results with the help of ICT;
- electronic queue for those services that exclude a possibility to submit documents with the help of ICT, for example, the service of obtaining an identity document foresees a personal submission of documents and physical presence of the subject of appeal.

We should separately mention the leading region in terms of the number of services provided through iGov portal (on the example of passport provision to a citizen of Ukraine for leaving abroad), which is Dnipropetrovsk region, is shown in Pic. 2.



**Pic. 2. The leading region in terms of the number of services provided through iGov portal**

Source: developed by author

This gap is due to the fact that the development of iGov portal took place in Dnipro. In this region, there is the greatest support of the portal by the government authorities, which justifies the largest number of integrated services. In this region, the subjects of provision use the system of electronic document flow iDoc that is integrated into the portal iGov. This state of things significantly facilitates the electronic document flow and electronic interaction.

The process of receipt of any electronized state service on both portals consists of three main stages, which are following:

1. identification of the subject of appeal and filling in an application for getting of any service;
2. processing of application: a subject of provision considers it and takes a decision, where to send it further;
3. achievement of the result (reference, extract, license, etc.).

In order to conduct any transactions on the Unified State Portal of Administrative Services, it is necessary to pass authorization through either one way or the other: certificate of Electronic Digital Signature or through Bank ID – NBU system. In its turn, iGov portal provides more variants and the possibility of easier access through: Bank-ID, EDS certificate or ID – card. This is due to the confidence in the quality of the data protection system used by the iGov portal, which cannot be said about USPAS that has to adhere to the restriction, as there is no any Law in Ukraine that would strictly regulate the process of verification of citizens in the Internet.

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The important quality indicator is a possibility to leave estimation on the portal based on the results of the process of administrative services provision. Thus, on the portal iGov, pursuant to the results of the services provision process, everyone can see the average estimation from subjects of appeal. For example, the service to obtain a place in electronic queue in order to receive the passport of the citizen of Ukraine through portal iGov has the average estimation of 4,45 in Dnipropetrovsk region, in Lviv region the indicator is 4,7, in Ternopil region it is 4,5 and etc. [8].

The subjects of appeal have also an opportunity to leave a feedback about the process of service provision. If there is a negative feedback, there is an analysis of appeal processing in order to neutralize the reasons of negative feedback. Moreover, the subjects of appeal can read and understand the statistics of the provided services, to find out the average time needed to receive a certain service.

We cannot say the same about the Unified State Portal of Administrative Services, where there is no opportunity to receive opinion from the subjects of appeal about the quality of the provision process. It can be regarded as indifference and disinterest of the subjects of provision to have information from the subjects of appeal about the quality of own activity.

The international trends of portals functioning certify about the necessity to publish all possible data about the portal's activity, as it gives opportunity to citizens to make certain conclusions about the productive activity of authorities. USPAS has a closed model that is in contrast with the principles of open data. There can be only one justification of such situation, as this function is still in the developmental stage.

There is another problem, which is without attention on the part of USPAS, regarding the strategy of bringing in citizens to express their will and their involvement for participation during the adoption of state governance decisions.

Exactly the converse situation is with iGov portal that strictly follows three-level model of citizens' participation in the governance processes (information sharing→ consultation services→ involvement). The iGov team actively informs citizens about the changes that occur on the portal, using the page in Facebook social network, as well as separate pages that are available almost in all regions of the country. After that, the representatives of iGov team conduct an analysis of comments and complaints, there are active dialogues, after which it becomes possible to reveal systemic problems, and for their elimination they develop comprehensive solutions. In order to popularize the portal, they also use publicly available methods of information sharing: mass media, information stands and etc.

Within this framework, the considerable advantage of the iGov portal is that about 7,000 active citizens [9] are initially involved in its formation and development and they help the portal in following subjects:

- coordination of active citizens in a particular region;
- making calls to citizens who have used the state service in order to receive a feedback from them;
- checking the quality of the services provision pursuant to the checklist;
- training officials to use iGov;
- media support in local mass media;
- event management (press conferences, presentations and etc.);
- implementation of official requests to the government authorities;
- support of subjects of appeal;
- IT-development and business – analysis of the services before their start up.

The third level of «involvement» is expressed through the usage by iGov portal IT-specialists of open source software that gives more flexibility and allows being engaged into portal development in specific areas. The authorized developers can go to the GitHub web service in order to familiarize themselves with the architecture of the portal, suggest changes and thereby to help in its improvement. The fact that the portal is always in the process of constant improvement by society leads to its high quality. It does not mean that open source software allows any user to put amendments, as the portal is simultaneously hosted on five servers and before the changes come into force, they should be checked and adopted by all servers.

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A proprietary USPAS software that is being developing by joint – stock company «Infoplus», does not allow portal to have this kind of advantages, as an access to architecture of the portal is completely closed.

The abovementioned data underlines that iGov portal is a model of control over the system of administrative services provision that corresponds to the spirit of modernity and to the set of ICT advantages.

The introduction of blockchain technology may become a promising trend for iGov portal development.

There are different approaches for definition of the term «blockchain»:

- data storage method [10];
- digital register of transactions, agreements, contracts [11];
- a card-register, where data about any transactions is recorded and encrypted in a special way [12];
- public database of all transactions that have ever been performed in the system [13].

However, all of them reflect a single principle of this technology operation that means a creation of chain from the completed blocks of transaction pursuant to the certain rules, designed for determination of exchange relationships.

A blockchain technology allows saving almost everything that requires a separate independent record and, if it is necessary - a check-up. It is possible to store data about existing credits, property rights, traffic violations, loans previously granted, marriages, and etc.

The main distinguishing feature and undeniable advantage is that the data registers based on blockchain technology are not stored in one place, they are distributed among several thousand computers all over the world. It will allow IT-specialists to work on a non-centralized basis. But the preceding stage of introduction and moving to blockchain technology is still the centralization of the existing diversified information and technological infrastructure of the system of administrative services provision.

The second thing that should be considered as the advantage of technology is the provision of smooth and reasonable formation of chains on the basis of smart contracts. For example, the business sector reflects it in the following way: it is possible to reserve the amount on the buyer's account and when the system of automated goods tracking system reports the delivery, this money is being written off to the seller's account. The transaction is being performed without paying interest to the bank, and the automated process excludes any failures and delays. At the same time, the participants immediately receive the information with the help of register, without losing time on credit checks. It can be related to the system of administrative services provision in the following manner: during the process of administrative service provision, when it is possible, there is a simultaneous performance of procedures, which compose the process of the service provision. It means that the following procedure does not wait for a positive output from the previous procedure in order to input and start next one, they start at the same time. The inputs for launching of all procedures are represented by initial necessary information for the provision of the service and on the basis of the assumption that the previous procedure is completed and has a positive result. At the final stage, if there are no any collisions and contradictions, we can observe the combination of all the results and the process is considered to be completed. If one of the procedures is not performed, the process of provision is not completed that indicates the absence of result of administrative service provision.

The blockchain technology also allows controlling the whole logistics chain of the process from the manufacturer to the final consumer, thus eliminating the possibility of corruption.

But this technology has also some restrictions, for example, nowadays, its transactional capabilities are limited to nine transactions per second, whereas, for example, banking information processing technologies are under thousand of transactions per second. Nowadays, while blockchain technology is in the process of development, such unessential restriction does not cover the advantages, but in the nearest future it should be improved.

The indisputable fact is the advantage of the iGov portal over the USPAS in the area of economic efficiency. In order to neutralize the appeared significant gap between the portals development, USPAS will need to invest a lot of financial resources and to involve many IT-specialists. As we know, the category of IT-specialists is the highest-paid in any sphere, and it may cause excessively large

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expenditures of the state budget, and as a consequence, a temporary interruption in development. Besides, the services provided by joint – stock company «Infoplus» are overcharged, because:

- the enterprise is interested in making a profit, but not in the final result;
- it is the sole owner of the rights to develop this portal.

**Conclusion.** So, taking into account the abovementioned, the obvious direction to improve the control over the system of administrative services provision is to concentrate efforts on the development of the Portal of State Services iGov, due to the fact that iGov portal is an outstanding example of:

- self-organization of citizens, who want to see changes in their country;
- demonstration of democracy principles;
- efficient application of the instrumentarium of electronic democracy;
- created process of electronic control over the system of administrative services provision in the optimal way;
- skilled usage of ICT;
- interaction of citizens with government and business;
- involvement of citizens into state – governance processes and processes of adoption of state – governance decisions.

If we are talking about the further functioning of USPAS, it is good in the framework of information resource. It can be developed through expansion of database that will contain information about all provided state services on the territory of Ukraine.

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