

The Concept and Characteristics of Service Centers of the Ministry of Internal Affairs of Ukraine as Providers of Administrative Services

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Abstract. The article notes that the provision of administrative services shifts the nature of state operations from a punitive-directive model to a service-oriented one; furthermore, the rights, freedoms, and legitimate interests of individuals interacting with administrative service centers or the service centers of the Ministry of Internal Affairs of Ukraine become fundamental and guiding factors for the internal organizational and managerial processes of public authorities. Methodology. The scientific research is based on both general and special methods of scientific knowledge. In particular, in the process of analyzing reference literature, provisions of individual regulatory legal acts, in particular the Constitution of Ukraine, the Law of Ukraine "On Administrative Services", orders of the Main Service Center of the Ministry of Internal Affairs of Ukraine, as well as works of domestic scientists who provide a comprehensive analysis of these provisions, structural-logical and system-functional methods were used. Structural-logical and system-functional methods were used to establish the nature of the service centers of the Ministry of Internal Affairs of Ukraine as providers of administrative services. Results. It is emphasized that the service centers of the Ministry of Internal Affairs of Ukraine - as entities providing administrative services - are territorially organized bodies within the Ministry's system. Structurally comprising the Main Service Center, regional service centers, and territorial service centers, they facilitate the implementation of state policy regarding the verification and documentation of compliance - specifically concerning vehicles owned by legal entities and individuals, as well as the professional competence of drivers - with road safety standards. Additionally, these centers serve pensioners of the Ministry of Internal Affairs system by providing a wide range of administrative services and related information, and by developing and maintaining websites, platforms, and applications that streamline and digitize the delivery of these services to the public.

Key words: concept, features, service centers of the Ministry of Internal Affairs of Ukraine, providers of administrative services, provision procedure, service-oriented philosophy, communication framework, single-window system.

INTRODUCTION

Improving the quality, efficiency, and promptness of administrative services provided to the public is a key issue in the process of European integration and the construction of a service-oriented state.

One of the fundamental principles of public administration in Ukraine is the implementation of the service-oriented state concept, which entails shifting the nature of the relationship between public authorities and individuals. The service-oriented approach in public administration primarily involves adopting methods and technologies aimed at enhancing the quality of administrative services. The state's primary goal is to serve the individual, and a defining direction of public administration is the provision of effective administrative services characterized by accessibility and quality. Improving the delivery of administrative services is currently a key aspect of reform processes in Ukraine, and establishing effective mechanisms for providing high-quality services is a priority for public administration; this is because such services are aimed primarily at upholding citizens' rights, freedoms, and legitimate interests and meeting the population's needs—factors that, in turn, shape the assessment of the effectiveness of state authorities [1, p. 161].

Indeed, it is through the provision of administrative services that the state's functioning shifts from a punitive and directive nature to a service-oriented one; furthermore, the rights, freedoms, and legitimate interests of every individual who turns to administrative service centers or Ministry of Internal Affairs service centers become fundamental and guiding factors for the internal organizational and managerial processes within public authorities. Consequently, this perspective prioritizes convenience, safety, and simplicity for each individual client.

RESEARCH METHODOLOGY

The scientific research is based on both general and special methods of scientific knowledge. In particular, in the process of analyzing reference literature, provisions of individual regulatory legal acts, in particular the Constitution of Ukraine, the Law of Ukraine "On Administrative Services", orders of the Main Service Center of the Ministry of Internal Affairs of Ukraine, as well as works of domestic scientists who provide a comprehensive analysis of these provisions, structural-logical and system-functional methods were used. Structural-logical and system-functional methods were used to establish the nature of the service centers of the Ministry of Internal Affairs of Ukraine as providers of administrative services.

Using comparative legal and generalization methods, the study analyzes specific features of the Ministry of Internal Affairs of Ukraine's service centers as providers of administrative services—specifically, the characteristic procedures for service delivery and associated administrative fees; the service-oriented ethos implemented in their operations; the distinctive communication framework of their activities; and the organization of their work based on the "single-window" principle.

The validity and reliability of the study are ensured by using a system of sources: regulatory and legal acts of various legal force, dictionaries, scientific commentaries, etc. The risks of regulatory ambiguity and unsystematic application are reduced by using categories established in legal science.

Methodological limitations of the study are associated with the informational closure of certain aspects of the activities of the Ministry of Internal Affairs of Ukraine's service centers. These factors are compensated by using data from various sources, their verification, comparison with generally accepted approaches, and critical analysis of the information presented in them.

RESULTS

Ukraine's integration into the global community and its course toward European integration entail the implementation of legislative and procedural changes within the public administration system to align national legislation with international standards. The provision of administrative services to citizens is no exception. In recent years, the theory of administrative services in Ukraine has undergone significant reform and development. Meanwhile, the primary areas of activity encompassed by the category of "public services" in foreign countries include: 1) creating highly convenient and accessible conditions for service users to obtain services; 2) identifying the optimal service provider—manifested through the creation of "executive agencies," the adoption of private-sector methods within public institutions, etc.; 3) integrating information technologies into the service delivery process; and 4) safeguarding the rights, freedoms, and legitimate interests of service users, regardless of their citizenship, social status, nationality, or religious beliefs [2, p. 176].

Thus, the successful provision of administrative services requires appropriate organizational frameworks, coherent management tools, and the adoption of client-oriented approaches in day-to-day operations; this necessitates shifting the public sector toward operational standards that have proven successful in the business world. These standards must encompass both client relations and internal corporate culture, as it is impossible to achieve a service-oriented external focus without a parallel transformation of internal personnel management processes toward a service-oriented model. This is a complex process requiring a shift in the very concept of public administration—a move away from the Soviet-style command-and-control approaches that were entrenched in Ukraine for decades and still persist within the internal organizational processes of certain bodies, units, and services.

The Law of Ukraine "On Administrative Services" defines an administrative service as "the result of the exercise of authority by an administrative service provider, upon the application of an individual or legal entity, aimed at the acquisition, alteration, or termination of rights and/or the fulfillment of obligations of such person in accordance with the law" [3].

The modern market for administrative services is characterized by trends of growth and rapid diversification. Given the variety of services capable of meeting the individual and collective needs of persons, society, and the state, the necessity for their legal regulation is beyond doubt. This is evidenced by the intensive development of legislation regarding services in recent years, which establishes the types of services as well as the entities involved in their provision, support, and receipt [4, p. 244].

The provision of administrative services plays a pivotal role in the system of mechanisms ensuring the exercise of the rights, freedoms, and legitimate interests of private individuals in the public sphere. To obtain these services, private individuals must apply to the entities that provide them [5, p. 188]. It should be noted that the service

centers of the Ministry of Internal Affairs (MIA) of Ukraine provide administrative services in both offline and online formats; they offer online appointment scheduling via their official website and allow citizens to virtually locate the nearest service center. Additionally, citizens can access step-by-step guides for obtaining a driver's license, lists of test questions and answers for the theoretical exam, maps of practical exam routes, and information on available services—ranging from pension services for retirees of the internal affairs system and driver's license issuance to vehicle registration, re-registration, and deregistration, license plate production, and verification of vehicle design compliance with road safety standards.

As providers of administrative services, the MIA service centers are territorially organized bodies within the Ministry of Internal Affairs system. Structurally, they comprise the Main MIA Service Center, regional MIA service centers, and territorial MIA service centers. They implement state policy regarding the verification and documentation of compliance—specifically concerning vehicles owned by legal entities and individuals, as well as the professional competence of drivers—with road safety requirements. Furthermore, they serve retirees of the Ministry of Internal Affairs system by providing a wide range of administrative services and related information, and by developing and maintaining websites, platforms, and applications that streamline and digitize the delivery of these services to the public.

DISCUSSION

Regarding the specific characteristics of the Ministry of Internal Affairs (MIA) service centers in Ukraine as providers of administrative services, it is essential to highlight the clearly established procedure for service delivery and the associated administrative fees. This procedure unfolds in three phases: the initial request for services (which includes registering an account on the public authority's web portal to access electronic services), the processing of applications for administrative (or electronic) services, and the final decision to either grant or deny the requested service [6, p. 49]. In the operations of MIA service centers, this procedure may also optionally include online appointment scheduling, allowing citizens to plan not only the date but also the specific time of their visit to the center.

Thus, this standardized service delivery procedure and the system of administrative fees enable MIA service centers to establish a uniform customer service protocol, ensure organized and scheduled citizen visits, and secure fair compensation commensurate with the services provided. These resources are necessary to encourage responsible citizen engagement with the service delivery process and to support the continued development of the service centers' operations. The implementation of digital technologies for appointment scheduling and payment processing helps alleviate the workload of on-site administrators and reduces queues and crowding within the centers—measures that are critically important given the conditions of martial law and frequent air raid alerts across the regions. Another fundamental feature of the service centers of the Ministry of Internal Affairs of Ukraine, as providers of administrative services, is the "service-oriented" philosophy implemented in their operations. This approach prioritizes the needs, comfort, and safety of

each individual client and aims to create an open, barrier-free environment for everyone. This philosophy also ensures equality among all clients in exercising their legally guaranteed rights regarding vehicle-related matters and prevents any abuse or corruption—objectives achieved through accessible reporting channels, details of which are provided in informational materials both online and within the service centers themselves.

We concur with O. V. Dzharfarova and S. O. Shatrava that "the new service-oriented philosophy of the Ministry of Internal Affairs service centers and law enforcement agencies aims to safeguard the rights and freedoms of individuals and citizens, as well as the interests of legal entities, while delivering high-quality public services related to road safety" [7, p. 21].

Furthermore, to ensure these services are fully accessible to diverse categories of citizens, the Ministry of Internal Affairs service centers are implementing a wide range of barrier-free initiatives. For instance, administrators utilize the "Barrier-Free Dictionary and Handbook," and the website provides specific guidance for persons with disabilities on obtaining a driver's license, retrofitting a vehicle, re-registering a vehicle, and more. This is particularly important given the priority placed on supporting veterans during martial law and creating an environment that fosters their well-being, mobility, and continuous personal development. Among the distinctive features of the service centers of the Ministry of Internal Affairs of Ukraine as providers of administrative services, one must highlight the characteristic communication-based nature of their operations; this directly influences how these centers are portrayed in domestic media and on social networks, shapes public awareness regarding them, and determines the level of trust in the services provided.

I. V. Antypenko, V. S. Honcharenko, and K. B. Reshavets link the pivotal role of communication frameworks and information technologies in the delivery of administrative services to the specific nature of the "network society." These scholars maintain that administrative services in a network society are taking on new significance due to the proliferation of digital technologies and the global spread of the Internet. The network society is characterized by high levels of Internet connectivity, the use of electronic platforms, and the capacity for rapid communication—factors that fundamentally alter the modes of interaction between government institutions and citizens. The specific characteristics of administrative service delivery in a network society distinguish this sector qualitatively and positively from traditional models (e.g., accessibility and speed of service; process digitalization; user convenience; feedback mechanisms; increased transparency and accountability; a variety of Internet systems and online platforms, etc.) [8, pp. 21–22]. Researchers identify a number of issues associated with the process of delivering administrative services (digital inequality; information overload and complexity of use; cybersecurity and data protection; interoperability of government systems; technical infrastructure; the human factor and user support; legal regulation and ethical issues, etc.) [8, pp. 21–22].

Given this, the communication framework underpinning the operations of the Ministry of Internal Affairs (MIA) of Ukraine's service centers—a distinct feature of these entities as providers of administrative services—is shaped by a combination of specific announcements and comprehensive information campaigns by the Ministry, media appearances by service center heads, the official websites of the Main Service Center and regional centers, and their official social media pages. This communication framework enables the public to obtain advance information regarding administrative services, as well as the key operational areas and priorities of the MIA service centers.

Another specific aspect of the MIA service centers' role as administrative service providers worth examining is the organization of their operations based on the "single-window" principle.

It is also worth noting that, as part of implementing this concept, the MIA of Ukraine developed a dedicated "Single Window for Citizens" section on its official website; this section constitutes a "suite of services for individuals that enables them to order electronic services online and access information processed within the Ministry of Internal Affairs of Ukraine's unified information system" [9].

In this context, the "single-window" concept allows MIA service centers to consolidate a wide range of administrative services, information resources, and databases within a single facility. This facilitates a self-contained operational cycle for delivering administrative services, eliminating the need to direct citizens to other enterprises, institutions, or organizations to obtain certificates, extracts, or other information.

CONCLUSIONS

Thus, through the provision of administrative services, the functioning of the state shifts from a punitive-directive nature to a service-oriented one; consequently, the rights, freedoms, and legitimate interests of every individual interacting with administrative service centers or the service centers of the Ministry of Internal Affairs of Ukraine assume fundamental and guiding significance for the internal organizational and managerial processes within public authorities.

A key feature of the Ministry of Internal Affairs service centers as providers of administrative services is the clearly established procedure for service delivery and the system of administrative fees; these mechanisms enable the implementation of a unified customer service standard, ensure the orderly scheduling of citizen visits, and facilitate the collection of fair and proportionate compensation—resources essential for encouraging responsible citizen engagement in the service process and supporting the continued development of these centers.

It has been determined that a fundamental characteristic of the Ministry of Internal Affairs service centers is the "ideology of service" embedded in their operations; this approach prioritizes the specific needs, comfort, and safety of each individual client, while fostering an open, barrier-free environment accessible to everyone. This ideology also entails ensuring equality for all clients in

exercising their statutory rights regarding vehicle-related procedures and preventing any abuse or corruption; this is achieved through accessible reporting channels, details of which are provided in informational materials available both online and within the service centers themselves.

A key feature of the Ministry of Internal Affairs (MIA) service centers—as providers of administrative services—is the distinctive communication framework underpinning their operations; this directly influences how they are portrayed in domestic media and on social networks, shapes public awareness, and

determines the level of trust in the services provided.

Another specific aspect examined is the organization of their operations based on the "single-window" principle. This approach consolidates a wide range of administrative services, information resources, and databases within a single facility, enabling a self-contained service cycle—thereby eliminating the need to direct citizens to other enterprises, institutions, or organizations to obtain certificates, extracts, or other information.

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