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## MODERNIZATION OF ADMINISTRATIVE SERVICES IN UKRAINE UNDER GLOBAL CHALLENGES

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**Abstract.** *The current trends in the modernization of the administrative services system in Ukraine are analyzed in the context of global challenges. The key directions of decentralization, and regulatory and legal support in the field of public administration are outlined. Emphasis is placed on the importance of ensuring transparency, accessibility, and quality of administrative services, taking into account cybersecurity threats, martial law, and socioeconomic changes. The role of Administrative Service Centers is defined as a tool for bringing government services closer to citizens. The necessity of a comprehensive public administration reform is substantiated to enhance the efficiency and resilience of the service delivery system under new conditions.*

**Key words:** *administrative services, global challenges, modernization, government, digitalization, citizens, public administration.*

**Statement of the problem.** One of the main features of a democratic society and a rule-of-law state is the high-quality provision of administrative services by public authorities. The processes of democratization and social transformation in Ukraine highlight the priority of a public service-oriented approach in the activities of executive authorities and local self-government bodies as they exercise their powers under current legislation. The modern domestic system of administrative service provision, in terms of convenience for individuals, is marked by numerous objective and subjective shortcomings. The existing mechanism for delivering administrative services by public authorities requires significant improvement, the development and testing of new approaches, and comparison with international practices in order to modernize and determine the optimal mechanism. A number of organizational and regulatory measures have been implemented within the legislative framework to reform the system of administrative services. However, under the conditions of global challenges, the administrative service provision system requires further modernization..

**The purpose of the article.** The main purpose of this study is to examine the specific features of the modernization of administrative services in Ukraine under global challenges.

**Summary of the main results.** The current stage of reforming the sphere of

administrative services faces several pressing issues, including the ineffective operation and insufficient quality of administrative services in a number of established Administrative Service Centers. One method of optimizing public administration is decentralization. This approach implies defining and distributing responsibilities and functions in a way that most of them are transferred from the central level to the lower levels, making them the independent tasks and powers of lower-level authorities. It can also be noted that a significant portion of administrative activities is assigned to local authorities or other state-authorized entities. Such decentralization fosters democracy by expanding the influence of territorial communities, social groups, and the public on matters of public significance.

A democratic state always strives to engage the public in the exercise of public governance functions to better satisfy the diverse needs of individuals and society as a whole. The decentralization process in countries like France and Germany is ongoing — improvements and adjustments are still being made from time to time.

The traditional view of decentralization as the formation of autonomous local self-government units (communities) within a centralized state requires new approaches to analyzing its substance. One of the priority directions in reforming the administrative service sector is the decentralization of their provision. Delegating the authority to provide the most in-demand services to local levels will enhance and simplify citizens' access to such services, improve convenience for consumers, and increase service quality — a necessary prerequisite for building a service-oriented state. Additionally, legislative processes must reflect the objective trends in societal development, consider scientific and technological achievements, and be based on theoretical research of issues requiring regulatory solutions. It is important to incorporate both domestic and international experiences, results from public hearings, sociological and other studies, and involve qualified professionals from various scientific fields, especially legal scholars.

Improving service delivery is increasingly becoming a priority for local governments and executive authorities. Recently, attention to this issue has intensified. Among the improvement directions, the following stand out: ensuring maximum transparency in municipal governance, maintaining constant dialogue with the public, and using all available tools and channels to promote openness. To involve citizens and communities in the governance process, they must first be well-informed about local programs and challenges. To improve the quality of administrative services, it is essential to develop clear evaluation criteria, establish service standards, and implement a system for quality control. Additionally, it is advisable to involve service recipients in assessing service quality, which will help better identify priorities and solutions in the administrative service sector.

**Conclusions.** The modernization of administrative services in Ukraine under global challenges emerges as an extremely important and, at the same time, complex process that requires systemic changes at the legislative, institutional, and technological levels. In the current context of globalization, economic and political instability, as well as social and environmental transformations, the modernization of administrative services must be based on the principles of efficiency, accessibility, transparency, and convenience for citizens. Digital transformation has become a driving force of change, providing wide opportunities for the automation of procedures, the implementation of online services, and electronic document management. At the same time, these changes are accompanied by new threats.

The modernization of administrative services requires a comprehensive approach: improving the legal and regulatory framework, enhancing staff qualifications, introducing unified service delivery standards, encouraging active public participation in governance processes, and ensuring openness, transparency, and adequate funding. Only under these

conditions can the effective functioning of the administrative services system be ensured in the face of today's global challenges.

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