

---

LIETUVOS RESPUBLIKOS SEIMO  
VALSTYBĖS VALDYMO IR SAVIVALDYBIŲ KOMITETAS  
VIEŠOJO VALDYMO KOMPETENCIJŲ TINKLAS  
LIETUVOS RESPUBLIKOS VIDAUS REIKALŲ MINISTERIJA  
MYKOLO ROMERIO UNIVERSITETO  
VIEŠOJO VALDYMO IR VERSLO FAKULTETAS  
GENEROLO JONO ŽEMAIČIO LIETUVOS KARO AKADEMIJA

TARPTAUTINĖ MOKSLINĖ - PRAKTINĖ  
10-OJI VIEŠOJO VALDYMO POKYČIŲ KONFERENCIJA:  
**TVARUS VIEŠASIS SEKTORIUS  
NEAPIBRĖŽTUMO SĄLYGOMIS**

Santraukos

2023 m. gegužės 17 d.

Vilnius



GENEROLO JONO ŽEMAIČIO  
LIETUVOS KARO AKADEMIJA

COMMITTEE ON STATE ADMINISTRATION AND LOCAL AUTHORITIES  
OF THE SEIMAS OF THE REPUBLIC OF LITHUANIA  
EXCELLENCE NETWORK OF PUBLIC GOVERNANCE  
MINISTRY OF THE INTERIOR OF THE REPUBLIC OF LITHUANIA  
FACULTY OF PUBLIC GOVERNANCE AND BUSINESS  
OF THE MYKOLAS ROMERIS UNIVERSITY  
GENERAL JONAS ŽEMAITIS MILITARY ACADEMY OF LITHUANIA

10TH INTERNATIONAL SCIENTIFIC-PRACTICAL  
CONFERENCE ON CHANGES IN PUBLIC GOVERNANCE:  
**SUSTAINABLE PUBLIC SECTOR  
IN TIMES OF UNCERTAINTY**

Abstracts

17 of May, 2023

Vilnius

## **Organizatoriai / Organisers**

Viešojo valdymo kompetencijų tinklas / *Excellence Network of Public Governance*

Lietuvos Respublikos Seimo Valstybės valdymo ir savivaldybių komitetas / *Committee on State Administration and Local Authorities of the Seimas of the Republic of Lithuania*

Lietuvos Respublikos Vidaus reikalų ministerija / *Ministry of the Interior of the Republic of Lithuania*

Mykolo Romerio universiteto Viešojo valdymo ir verslo fakultetas / *Faculty of Public Governance and Business of the Mykolas Romeris University*

Generolo Jono Žemaičio Lietuvos karo akademija / *General Jonas Žemaitis Military Academy of Lithuania*

## **Mokslinis-organizacinis komitetas / Scientific-organizing committee**

Komiteto pirmininkas / Chairman of the Committee – prof. dr. Andrius Stasiukynas, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto direktorius / Director, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University,

## **Nariai / Members**

Prof. dr. Robert Gawlowski, Torunės aukštosios bankininkystės mokyklos profesorius, Lenkija / Professor, WSB University in Torun, Poland.

Prof. dr. Larysa Komakha (Larisa Komacha), Kijevo Taraso Ševčenkos Nacionalinio universiteto Viešojo administravimo ir valstybės tarnybos studijų ir mokslo institutas, Ukraina / Professor, Taras Shevchenko National University of Kyiv, Ukraine.

Assoc prof. Viktoriya Gura (Viktorija Gura), Kijevo Taraso Ševčenkos Nacionalinio universiteto Viešojo administravimo ir valstybės tarnybos studijų ir mokslo institutas, Ukraina / Associate professor, Taras Shevchenko National University of Kyiv, Ukraine.

Prof. dr. Natalija Gavkalova (Nataliia Gavkalova), Charkovo Simono Kuzneco nacionalinis ekonomikos universitetas, Ukraina / Professor, Simon Kuznets Kharkiv National University of Economics, Ukraine.

Prof. dr. Mantas Bileišis, Generolo Jono Žemaičio Lietuvos karo akademijos prorektorius mokslui ir studijoms / Vice-Rector for Science and Studies, General Jonas Žemaitis Military Academy of Lithuania.

Prof. dr. Rasa Smaliukienė Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės profesorė / Professor, Research Group for Security Institutions Management, General Jonas Žemaitis Military Academy of Lithuania

Prof. dr. Alvydas Šakočius, Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės profesorius / Professor of the Research Group for Security Institutions Management, Head of Defense study programs, General Jonas Žemaitis Military Academy of Lithuania.

Doc. dr. Vidmantė Giedraitytė, Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės vadovė / Head, Research Group for Security Institutions Management, General Jonas Žemaitis Military Academy of Lithuania.

Doc. dr. Rolanda Kazlauskaitė Markelienė, Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės docentė / Associate professor, Research Group for Security Institutions Management, General Jonas Žemaitis Military Academy of Lithuania.

Doc. dr. Gitana Dudzevičiūtė, Generolo Jono Žemaičio Lietuvos karo akademijos Gynybos ekonomikos ir vadybos mokslo grupės vadovė / Head of Defense Economics and Management Research Group, General Jonas Žemaitis Military Academy of Lithuania.

Svajūnė Ungurytė Ragauskienė Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės jaunesnioji mokslo darbuotoja / Junior Researcher of Research Group for Security Institutions Management, General Jonas Žemaitis Military Academy of Lithuania.

Prof. dr. Ona Gražina Rakauskienė, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Verslo ir ekonomikos instituto profesorė / Professor of the Institute of Business and Economics, Faculty of Public Governance and Business of the Mykolas Romeris University.

Doc. dr. Ilona Bartusevičienė, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Verslo ir ekonomikos instituto docentė / Associate professor of the Institute of Business and Economics, Faculty of Public Governance and Business of the Mykolas Romeris University.

Prof. dr. Vainius Smalskys, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto profesorius / Professor, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University.

Prof. dr. Aleksandras Patapas, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto profesorius / Professor, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University.

Prof. dr. Arvydas Guogis, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto profesorius / Professor, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University.

Prof. dr. Dangis Gudelis, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto profesorius / Professor, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University.

Dr. Aušra Šukvietienė, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto lektorė / Lecturer, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University.

Justinas Staliūnas, Mykolo Romerio universiteto Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto lektorius / PhD student, Faculty of Public Governance and Business, Institute of Public Administration, Mykolas Romeris University.

Sigita Ščajevienė, LR Vidaus reikalų Viceministrė / Vice-Minister of the Interior of the Republic of Lithuania.

Paulius Skardžius, LR Vidaus reikalų ministerijos Viešojo administravimo ir vietos savivaldos politikos grupės patarėjas / Adviser, Public Administration and Local Government Policy Group, Ministry of the Interior of the Republic of Lithuania

Lina Milonaitė, LR Seimo Valstybės valdymo ir savivaldybių komiteto patarėjų biuro vadovė / Head, Office of the Committee on State Administration and Local Government, Office of the Seimas of the Republic of Lithuania.

Wilma Keidūnė, LR Seimo Valstybės valdymo ir savivaldybių komiteto biuro patarėja / Adviser, Office of the Committee on State Administration and Local Government, Office of the Seimas of the Republic of Lithuania.

# KONFERENCIJOS PROGRAMA / PROGRAMME

2023 m. gegužės 17 d. / 17 May 2023

---

9.30–10.00 Registracija / *Registration*

---

## III rūmų Konferencijų salė / *Conference Hall, Building 3*

[\*Transliacijos nuoroda \(lietuvių kalba\)\*](#)

[\*Webcast link \(in English\)\*](#)

---

10.00–12.15 **PLENARINĖ SESIJA / PLENARY SESSION**  
*(Lithuanian language with English translation)*

---

*Moderatoriai/ Moderators:* prof. dr. **Andrius Stasiukynas**,  
Viešojo valdymo kompetencijų tinklo koordinatorius, Mykolo  
Romerio universiteto Viešojo administravimo instituto  
direktorius / *Coordinator, Excellence Network of Public  
Governance; Director, Institute of Public Administration, Mykolas  
Romeris University*

Prof. dr. **Alvydas Šakočius**, Generolo Jono Žemaičio Lietuvos  
karo akademijos Saugumo institucijų valdymo mokslo grupės  
profesorius, Gynybos studijų krypties programų vadovas /  
*Research Group for Security Institutions Management, Head of  
Defence Study Programmes, General Jonas Žemaitis Military  
Academy of Lithuania*

---

10.00–10.10 **Sveikinimo kalbos / Welcome addresses**

---

**Ričardas Juška**, Seimo Valstybės valdymo ir savivaldybių  
komiteto pirmininkas / *Committee on State Administration and  
Local Authorities, Seimas of the Republic of Lithuania*

---

10.10–11.10 **Pranešimai / Presentations**

---

Prof. emeritus **Stein Kuhnle**, Bergeno universitetas, Norvegija /  
*University of Bergen, Norway*

Kaip sukurti tvarią gerovės valstybę neapibrėžtumo laikais? /  
*Welfare state in times of uncertainty: how to achieve  
sustainability?*

---

---

Prof. dr. **Mindaugas Butkus**, prof. **Ona Gražina Rakauskienė**,  
dr. **Lina Volodzkienė**, doc. dr. **Ilna Bartuševičienė**, Mykolo  
Romerio universitetas / *Mykolas Romeris University*

Viešojo sektoriaus atsparumo stiprinimas ir paslaugų kokybė /  
*Strengthening public sector resilience and quality of services*

---

**11.10–12.15** **Diskusija / *Discussion***

---

**Domas Griškevičius**, Seimo valstybės valdymo ir savivaldybių  
komiteto narys / *Member, Committee on State Administration and  
Local Authorities, Seimas of the Republic of Lithuania*

---

**Sigita Ščajevienė**, Vidaus reikalų viceministrė / *Vice-Minister of  
the Interior of the Republic of Lithuania*

---

**Vitalijus Gailius**, Joniškio meras, Lietuvos savivaldybių  
asociacijos atstovas / *Mayor of Joniškis, representative of the  
Association of Local Authorities in Lithuania (ALAL)*

---

Prof. dr. **Vainius Smalskys**, Mykolo Romerio universiteto  
Viešojo administravimo studijų vadovas / *Head for Public  
Administration Studies, Mykolas Romeris University*

---

Dr. **Mantas Bileišis**, Generolo Jono Žemaičio Lietuvos karo  
akademijos prorektorius mokslui ir studijoms / *Vice-Rector for  
Studies and Research, General Jonas Žemaitis Military Academy of  
Lithuania*

---

**12.15–12.45** **Pertrauka / *Break***

---

---

12.45–16.30 **KONFERENCIJOS PRANEŠIMAI IR DARBAS SEKCIJOSE /  
PRESENTATIONS AND WORK IN PANELS**

---

12.45–16.30 **SEKCIJA A.** Viešojo sektoriaus modernizavimas, tvarumo  
sprendimai ir geroji patirtis

**PANEL A.** *Public sector modernization, sustainable solutions and  
good practises (Lithuanian language with English translation)*

---

**III rūmų Konferencijų salė / Conference Hall, Building 3**

[Transliacijos nuoroda \(lietuvių kalba\)](#)

[Webcast link \(in English\)](#)

---

*Moderatoriai/ Moderators:* prof. dr. **Aleksandras Patapas**,  
Mykolo Romerio universiteto Viešojo administravimo studijų  
programų vadovas / *Head of Public Administration Study  
Programmes, Mykolas Romeris University*

---

Prof. dr. **Alvydas Šakočius**, Generolo Jono Žemaičio Lietuvos  
karo akademijos Saugumo institucijų valdymo mokslo grupės  
profesorius, Gynybos studijų krypties programų vadovas /  
*Research Group for Security Institutions Management; Head of  
Defence Study Programmes, General Jonas Žemaitis Military  
Academy of Lithuania*

---

**Pranešimai/ Presentations:**

---

Prof. dr. **Robert Gawłowski**, WSB Merito universitetas Torūnėje,  
Lenkija / *WSB Merito University in Toruń, Poland*

Ko išmoko Lenkijos vietos valdžia po Covid-19 pandemijos? /  
What does the local government in Poland learn after the  
Covid-19 pandemic?

---

**Olena Shevtsova**, Södertörn universitetas, Švedija / *Södertörn  
University, Sweden*

Suinteresuotųjų partnerystės reformų ir bendradarbiavimo  
neapibrėžtumo sąlygomis modelis / *Stakeholder Partnership  
Model for Reforms and Cooperation in Times of Uncertainty*

---



---

Prof. dr. **Svitlana Khadzhyradieva**, dr. **Marianna Todorova**, Kijevo nacionalinis Taraso Ševčenkos universitetas, Ukraina; Hamburgo universitetas, Vokietija / *Taras Shevchenko National University of Kyiv, Ukraine; Universität Hamburg, Germany*

Psichosocialinė parama valstybės tarnautojams kaip veiksminga tvarios valstybės plėtros strategija vykstančio karo sąlygomis / Psychosocial support of public servants as an effective strategy for sustainable development of the state in the context of the war

---

**Anna Suvarian**, Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina / *Simon Kuznets Kharkiv National University of Economics, Ukraine*

Piliečių informavimas per karą prieš Rusiją / Information notification of citizens in the war against Russia

---

Assoc. prof. dr. **Olena Klimenko**, Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina / *Simon Kuznets Kharkiv National University of Economics, Ukraine*

Būtinybė modernizuoti Ukrainos ekonomikos viešąjį sektorių per karą ir po jo / The Need to Modernize the Public Sector of the Ukrainian Economy in War and Post-War Times

---

Assoc. prof. dr. **Maryna Mashchenko**, assoc. prof. dr. **Oleksandr Ponomarenko**, Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina / *Simon Kuznets Kharkiv National University of Economics, Ukraine*

Viešojo ir privačiojo sektorių partnerystė kaip priemonė tvariam socialiniam ir ekonominiam vystymuisi užtikrinti / Public-private partnership as a tool for ensuring sustainable socio-economic development

---

Dr. **Pavlo Kononenko**, Kijevo nacionalinis Taraso Ševčenkos universitetas, Ukraina / *Taras Shevchenko National University of Kyiv, Ukraine*

Referendumas kaip ypatinga tautos valdžios įgyvendinimo forma valstybėje demokratijos pagrindu / Referendum as a special form of implementation of people's government in the state on the basis of democracy

---

---

Assoc. prof. dr. **Andrii Lytvynenko**, Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina / *Simon Kuznets Kharkiv National University of Economics, Ukraine*

Institucinių pokyčių problemos ekonomikos valstybinio reguliavimo koncepcijoje / *Problems of institutional changes in the concept of state regulation of the economy*

---

**Alona Rudenko**, Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina / *Simon Kuznets Kharkiv National University of Economics, Ukraine*

Informavimo ir komunikacijos parama Jungtinių teritorinių bendruomenių valdymui krizių sąlygomis / *Information and communication support for United Territorial Communities management in crisis conditions*

---

Prof. dr. **Nataliia Gavkalova**, assoc. prof. dr. **Yulia Lola**, Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina/ *Simon Kuznets Kharkiv National University of Economics, Ukraine*

Ukrainos valdžios decentralizavimas ir karo iššūkiai / *Decentralization of power and challenges of war in Ukraine*

---

## Diskusija / Discussion

---

12.45–15.30 **SEKCIJA B.** Tvarus viešasis sektorius: iššūkiai ir sprendimai (*Lietuvių kalba*)

---

## III rūmų 218 B salė

### [Transliacijos nuoroda](#)

---

*Moderatoriai:* dr. **Aušra Šukvietienė**, Mykolo Romerio universiteto Viešojo administravimo instituto lektorė

**Svajūnė Ungurytė-Ragauskienė**, Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės jaunesnioji mokslo darbuotoja

---

## Pranešimai/ Presentations:

---

Dr. **Mantas Bileišis**, **Svajūnė Ungurytė-Ragauskienė**, Generolo Jono Žemaičio Lietuvos karo akademija.

Administraciniai gebėjimai: senas receptas spręsti pamirštiems iššūkiams / *Administrative capacities: an old recipe for solving forgotten challenges*

---

---

Dr. **Remigijus Civinskas**, Vytauto Didžiojo Universitetas

Viešųjų paslaugų teikimo modelių kaita Lietuvos savivaldybėse: krizių poveikiai / [Change of public service provision models in Lithuanian municipalities: effects of crises](#)

---

Doc. dr. **Tomas Vedlūga**, doc. dr. **Vidmantė Giedraitytė**,  
prof. dr. **Rasa Smaliukienė**, Generolo Jono Žemaičio Lietuvos  
karo akademija.

Piliečių dalyvavimo įtaka saugumo jausmui ir požiūriui į ateitį  
Rusijos agresijos kontekste: Baltijos šalių atvejis / [The impact of citizen participation on the sense of security and attitude towards the future in the context of Russian aggression: the case of the Baltic States](#)

---

Dr. **Jaunius Jatautas**, prof. dr. **Andrius Stasiukynas**,  
prof. dr. **Vainius Smalskys**, Mykolo Romerio universitetas.

Siekiant tvaraus interesų grupių dalyvavimo darant poveikį  
atsinaujinančios energetikos reguliavimui / [Towards sustainable stakeholder engagement in influencing renewable energy regulation](#)

---

Doc. dr. **Gintaras Labutis**, Generolo Jono Žemaičio Lietuvos  
karo akademija.

Organizacinio atsparumo Lietuvos viešajame sektoriuje  
vertinimas ir stiprinimas / [Assessing and strengthening organizational resilience in the public sector of Lithuania](#)

---

**Justinas Staliūnas**, prof. dr. **Andrius Stasiukynas**, Mykolo  
Romerio universitetas.

Organizacinio atsparumo modeliavimas tvaraus viešojo  
sektoriaus link / [Modeling organizational resilience towards a sustainable public sector](#)

---

Prof. dr. **Algirdas Astrauskas**, Mykolo Romerio universitetas,  
**Kristina Čelkė**, Vilniaus Socialinių mokslų kolegija

Lietuvos savivaldybių merų statusas ir kvalifikacijos tobulinimas:  
patyrusių merų nuomonė / [Legal status and refresher courses of the mayors of the Lithuanian municipalities: opinion of the experienced mayors](#)

---

**Diskusija**

---

## Konferencija vyks Seimo III rūmuose:

Plenarinė sesija – Konferencijų salėje,

A sekcija – Konferencijų salėje,

B sekcija – 218 B salėje.

Nesant galimybės dalyvauti gyvai, kviečiame stebėti tiesioginę transliaciją Seimo „Youtube“ paskyroje „Atviras Seimas“.

*Klausimus galėsite užduoti per programėlę [Sli.do](#)*

### Transliacijos nuorodos:

**Plenarinė sesija.** Tvarus viešasis sektorius neapibrėžtumo sąlygomis

*Transliacijos [nuoroda](#)*

**Sekcija A.** Viešojo sektoriaus modernizavimas, tvarumo sprendimai ir geroji patirtis

*Transliacijos [nuoroda](#)*

**Sekcija B.** Tvarus viešasis sektorius: iššūkiai ir sprendimai

*Transliacijos [nuoroda](#)*

***The Conference will be held online.***

*The broadcast will be available on the Seimas Youtube account*

*Atviras Seimas (Open Seimas).*

*Questions may be submitted via [Sli.do](#)*

### ***Webcast links (in English)***

**Plenary session:** *Sustainable Public Sector in Times of Uncertainty Webcast link ([in English](#)).*

**Panel A:** *Public sector modernization, sustainable solutions and good practises Webcast link ([in English](#)).*

# THE WELFARE STATE IN TIMES OF UNCERTAINTY: HOW TO ACHIEVE SUSTAINABILITY?

**Stein Kuhnle**

University of Bergen, Norway

E-mail: Stein.Kuhnle@uib.no

The presentation will reflect on the three elements of the title: the welfare state, times of uncertainty, and achieving sustainability. The welfare state comes in different forms and sizes, and the type or 'model' of welfare state can be related to sustainability. Sustainability is also a question of political and normative commitment to what kind of socially active state is desired. Why should a state be socially active? What were the historical reasons for developing welfare states, and what are more recent motivations for developing and maintaining welfare states? We live in times of uncertainty, but is this exceptional? The welfare state has for decades been regarded as being in crisis. But recent international developments have clearly escalated political unease which affects ideas and opinions about the future of the welfare state. Challenges abound. How to understand sustainability? Challenges to the welfare state can be subsumed under three dimensions of sustainability: economic, political and moral. Examples of possible political responses to challenges with the aim of achieving sustainability will be addressed. Finally, it will be argued that in a globalized world reinforced international cooperation, coordination and regulation may be necessary to achieve sustainability of (national) welfare states.

Keywords: *the welfare state, uncertainty, sustainability, challenges.*

# STRENGTHENING PUBLIC SECTOR RESILIENCE AND QUALITY OF SERVICES

**Mindaugas Butkus<sup>1</sup>, Ona Gražina Rakauskienė<sup>2</sup>,  
Lina Volodzkienė<sup>3</sup>, Ilona Bartuševičienė<sup>4</sup>**

<sup>1, 2, 3, 4</sup>Mykolas Romeris University, Lithuania

E-mails: <sup>1</sup>mindaugas.butkus@mruni.eu, <sup>2</sup>ona.rakaus@mruni.eu,

<sup>3</sup>lina.volodzkiene@gmail.com, <sup>4</sup>ilona.bartuseviciene@mruni.eu

Despite recent challenges such as the Covid-19 pandemic, the energy crisis, and geopolitical instability, consumer expectations for the provision of public services are increasing. Public sector organizations responsible for providing public services are encouraged to constantly look for innovative ways to ensure business continuity following the highest quality standards, even in emergencies. The OECD report (OECD, 2021) highlights that organizations with a higher level of resilience, i.e., the ability to react quickly to crisis environments, have more effectively managed the Covid-19 pandemic crisis due to the improved ability to adapt to a changed environment, i.e., by transforming normal operations into crisis regimes. Undoubtedly, to function effectively in the face of a crisis, constant attention to the development of resilience and the identification of areas that promote the growth of resilience becomes crucial.

With this research, we sought to find out why some public sector organizations can respond more effectively to unusual situations and whether an organization's resilience can be associated with a higher quality of public services. The perspective of the organization's resilience was assessed in three areas, i.e.:

1. The ability to prepare for change (pre-crisis stage).
2. The ability to adapt (what happens in times of crisis).
3. The ability to learn from the experience and to integrate new knowledge into the organization's further performance (what happens in the aftermath of the crisis).

The study was carried out in several stages. First, an expert survey was carried out, which allowed us to validate the research instrument and identify the importance of resilience areas. Second, 401 organizations were

interviewed, whose managers were asked to self-assess the level of resilience according to the submitted survey questionnaire. Third, we interviewed 3,609 residents who used the public services provided by these organizations. According to a standardized questionnaire, consumers gave their views on the quality of the services provided to them.

Empirical findings revealed that the ability to learn positively and significantly affects service quality. Meanwhile, the ability to adapt indirectly affects service quality through the ability to learn areas. These results suggest that the ability to learn is both an accelerator of service quality and a moderator of the effect that other stages of organizational resilience have on service quality.

These results are particularly relevant when assessing the resilience perspective in public sector organizations, as they confirm the theoretical insights about the importance of developing all of the resilience areas equally, i.e., focusing both on the organization's ability to prepare for unforeseen changes, on its ability to act and make timely decisions in the aftermath of a crisis, and on the ability to use the lessons learned in the organization's follow-up. Finally, this study presents a prototype for early-stage organization resilience self-assessment to determine public organizations' resilience levels.

*Keywords: resilience, public services, experiential training adaptability, service quality.*

# WHAT DOES THE LOCAL GOVERNMENT IN POLAND LEARN AFTER THE COVID-19 PANDEMIC?

**Robert Gawłowski**

WSB Merito University in Toruń, Poland  
E-mail: Robert.gawlowski@wsb.bydgoszcz.pl

The COVID-19 pandemic caused a sudden change not only in societal behaviour but also in terms of forms and scale of how public administration was running. The aim of my presentation is to examine what and how the local government in Poland learn during and after the Covid-19 pandemic. In order to do that the following research strategy has been implemented:

(1) semi-structured questionnaires have been sent to all national associations of local government in Poland;

(2) qualitative interviews with the CEOs of local governments have been conducted.

In conclusion, it is said that local governments in Poland build new elements of crisis management procedures and create a new level of resilience in the context of upcoming crises.

*Keywords: local government in Poland; Covid-19 pandemic; resilience; crisis management*



## STAKEHOLDER PARTNERSHIP MODEL FOR REFORMS AND COOPERATION IN TIMES OF UNCERTAINTY

**Olena Shevtsova**

Södertörn University, Sweden  
E-mail: olena.shevtsova@sh.se

Russia's full-scale invasion and war against Ukraine immersed the whole world into a new paradigm of times of uncertainty. New ways to interact for development are needed to cope with the main challenges – lack of resources, unpredictability, time limits, lack of long-term planning feasibility etc.

Stakeholder partnership model is called to offer a mechanism for implementation of reforms and transnational cooperation in times of uncertainty ensuring time-, cost- and resource-efficiency. It is developed based on autoethnographic case study method and came into theory from empirical background in Ukraine.

Stakeholder partnership's philosophy is aimed at value co-creation with legitimization of the outputs. The value is co-created via 'multi-level engagement' of actors from different levels of governance in the mechanism bringing 'win-win approach' to all the stakeholders involved in the process defined by variables – power, urgency, and legitimacy in respect to the initiative. The mechanism foresees three phases – initiation, implementation, and validation. Initiation is the most important phase of the reform initiative cycle. Transformation anchors (for example, EU or UN) perform the inspiring role for the public agency that comes to the fore with the initiative and initiates the partnership. The public agency's preparatory work includes analyzing transformation anchors, defining initiatives, finding tools and models, selecting potential international actor partner, drawing matrix of reform initiatives, and initiating negotiations with international actor. The initiation inside the public administration increases the reform initiative success opportunities due to political responsibility. At the same time the shared authorship of the stakeholders engaged in such a partnership increases reform initiative viability.

All stakeholders – definitive, dominant, dependent, dormant,

discretionary, dangerous, demanding – get engaged at the process of initiation and have their roles distributed, though they may be operable at different phases of reform initiative cycle. Times of uncertainty challenge long-term objectives achievement due to swiftly changing environment. A possible way forward is finding ways to achieve long-term objectives using short-term mechanisms. This would mean pursuing reform via reform initiatives in stakeholder partnerships that will form a system. Such approach will secure the reform system because the failure of one initiative will not collapse the whole system.

The theory sees the reform implementation at national level as the national level manifestation of transnational reform initiatives, thus enabling the use of stakeholder partnership to pursue national and transnational reforms and policies simultaneously. Quick wins in stakeholder partnership model are explained by the transnational nature of reform initiatives and taking the developed tools, models, and platforms as a backbone for work combined with ‘adding country ownership’ to the pattern approach. Finally, it sees a synergy between academia and practitioners as a prerequisite for better progress.

*Keywords: stakeholder partnership, reform initiative, transnational reforms, transnational cooperation, transformation anchors, times of uncertainty.*

**PSYCHOSOCIAL SUPPORT OF PUBLIC SERVANTS AS AN  
EFFECTIVE STRATEGY FOR SUSTAINABLE DEVELOPMENT  
OF THE STATE IN THE CONTEXT OF THE WAR**

**Khadzhyradieva Svitlana**

Taras Shevchenko National University of Kyiv, Ukraine;  
Universität Hamburg, Germany  
E-mail: [sententia.hsk@gmail.com](mailto:sententia.hsk@gmail.com)  
<https://orcid.org/0000-0002-2256-2579>

**Todorova Marianna**

Universität Hamburg, Germany  
E-mail: [todorovamarianna22@gmail.com](mailto:todorovamarianna22@gmail.com)  
<https://orcid.org/0009-0007-7002-6504>

In the modern realities of our country the most important issue of public service today is the preservation of further stability of the state. The war exhausts the population and civil servants as well. We lose thousands of qualified personnel, who are forced to move to other regions and countries. So, according to the results of the survey conducted on September 2022, it was found that 70.5% of public servants were internally displaced persons and 10.9% went abroad. This caused a deficit of personnel.

The public service today sets special requirements for servants, who should be, first of all, open to change; professionals; able to work conscientiously in the conditions of modern challenges; ready to serve on behalf of the state providing support to citizens, etc. But those extreme conditions in which they operate do not allow them to fully work and serve the Motherland. Public servants as usual people have an internal psychological resource that is not always enough for quality functioning. This often leads to intrapersonal conflicts, stress, troubles in the job, in family life, and interpersonal relationships.

Note that according to the results of our survey of public servants (September 2022), only 30.8% of public servants are satisfied with their mental state, while 60.3% are not satisfied. Only 12.8% of them turn to a psychologist, and 14.7% want to turn to them, but postpone it for

various reasons. In general, 68.6% of respondents do not seek help from a psychologist at all. It should be noted that currently, the sample consists of 76.3% women and 23.1% men.

In our opinion, the expert community should understand that more and more people feel consequences for their mental health with each day of the war. Even for those who steadfastly survived the first days of the war mental exhaustion awaits. Because getting used to being constantly in a war environment also has a negative impact on mental health. Being in the epicentre of events, people are exposed to mental trauma when became a witness violence. Those who were forced to leave the country or to displace to a safer region are under the influence of events taking place in their native place. Thus, according to the index of psychological exhaustion, public servants most often complained of sad mood, mistrust of people, anxiety for their lives, helplessness, a sense of hostility and danger from the environment. Some of the interviewees associate themselves as a weak person who cannot be relied on, and some even expressed a feeling of being “dead inside”.

Therefore, it is now important to retain professionals for then subsequently not waste time and resources seeking new, qualified personnel. So it is important to revise HR strategies of public authorities, to focus on the advantages and strengths of functional. We see one of the ways to overcome this problem in the introduction of psychosocial support programs for public servants, which would include:

- 1) conducting appropriate trainings, seminars, and other events of psychosocial support;
- 2) introduction of the position of the psychologist to the staff schedule of public administration organizations;
- 3) organization of psychosocial services in public administration organizations that will provide access to public servants not only to psychological services and social too: help with babies, domestic problems solving, socialization in the new environment, etc.

We see the further perspective of the research in the analysis of the experience of the European studies and the best practices of psychosocial support of public servants.

Keywords: *psychosocial support, public servants, HR strategies.*

## INFORMATION NOTIFICATION OF CITIZENS IN THE WAR AGAINST RUSSIA

**Anna Suvarian**

Simon Kuznets Kharkiv National University of Economics, Ukraine

E-mail: grigorenkoa2109@gmail.com

In February 2022, Russia started a full-scale war in my native country - Ukraine. It was from this moment that the life of all Ukrainians turned into “before” and “after”. Many Ukrainians were forced to leave their homes, change their region of residence or move to another country altogether. However, absolutely everyone constantly follows the latest news, because it is important to know about the situation in each region.

It is important to always remember information security. It is necessary to use only verified sources of information, not to spread gossip. It is important to understand that behind every fake news there is also a well-thought-out information war against Ukraine. That is why, at the very beginning of the war, all branches of state power rallied and began actively running channels with news in messengers, as well as on official pages.

Currently, absolutely every citizen can view daily topical appeals from our president - Volodymyr Zelenskyi, who every day tells new news on the front, about the help of our partners. There were also significantly more official sources of state bodies in general, as well as local authorities [1].

All local authorities, especially in times of war, should always be in touch with their communities to actively notify the people of all dangers and important news, this should all happen instantly, because sometimes there is no time at all for any reaction and quick notification is necessary, for example, about the attack of drones on the city, or about hits, victims, assistance to the victims.

Government representatives: the president, his deputies, mayors and their secretaries, department heads, are the first people in the country trusted by all citizens. Therefore, it is very important to provide correct and reliable information. War is a very stressful time for all of us, and every piece of bad news is felt very acutely, so it is also important to express your thoughts correctly so that everyone who reads them can clearly understand

what needs to be done or what the consequences are.

Personally, I currently trust only the channels where the local government tells about all the events in my city and country. Because compared to ordinary posts written by people, the local authorities are more specific about all points and more clearly describe each situation, which is very important.

Also, when there was no light, and it was a period of severe winter, each local authority always published schedules of blackouts, which was very important, because light was only 4-8 hours a day. Also, each local government formed “points of invincibility”, where everyone could come to charge their phone, eat or just warm up. If the government didn’t talk about it, most people wouldn’t even know that such places exist. Therefore, this is another proof of why it is important for civil servants to talk to their citizens.

Therefore, in the war with Russia, it is important for Ukrainians to read and believe only verified sources of information published by state officials. Information should be provided concisely, but correctly and correctly written, with precise consequences and caveats. It is important for everyone to verify any information they receive and not spread false gossip. Because it is important to remember that lies are the rule of Russia, and this is also their way of war, unfortunately.

Keywords: *Russia, Ukrainians, information, government.*

### **References:**

1. Державна служба в умовах війни. URL: <https://nads.gov.ua/news/derzhavna-sluzhba-v-umovah-vijni-dobirka-korisnoyi-informaciyi>

# THE NEED TO MODERNIZE THE PUBLIC SECTOR OF THE UKRAINIAN ECONOMY IN WAR AND POST-WAR TIMES

**Olena Klimenko**

Simon Kuznets Kharkiv National University of Economics, Ukraine

E-mail: swill@i.ua

The main problem of sustainable development of the state sector of Ukraine's economy is a deep comprehensive crisis caused by Russia's large-scale invasion of Ukraine. The war brought great grief and great losses to Ukraine in all spheres of life. In the economy, losses are expressed by the following realities:

- decrease in the production of goods and services, in particular those types of products that are Ukraine's export potential;

- the country's transport system was disrupted, including the blocking of ports through which the main export deliveries take place;

- the country's energy system is disrupted;

- all enterprises in the occupied and de-occupied territories were disrupted;

- the general market infrastructure of the country was destroyed;

- there is an outflow of labor force abroad;

- internal migrations occur, which reduces the economic activity of the population of Ukraine;

- and more.

All these modern realities require an early solution.

It is clear that the main goal of the state is to win the war and liberate all its territories. But in order to resist the aggressor and the effective development of Ukraine after the war, it is necessary to stabilize the economy and change the strategy of economic policy. From the point of view of the main economic strategy, Ukraine prioritizes the development of private initiatives and entrepreneurship.

The war significantly changed the role of the public sector in the economy. The public sector received an additional burden due to the war.

First, it concerns the loss of housing. During the war, about three million Ukrainians lost their homes. For example, only in the city of Kharkiv, 3,352

apartment buildings and 1,809 private houses were destroyed. In general, there are about 7 million internally displaced persons in the country. The loss of homes by Ukrainians requires active and quick solutions from the state. Therefore, the first goal of the state in solving this problem is to compensate the cost of housing rent to those who lost it and to provide targeted certificates for the purchase of housing.

Secondly, this is a destruction of educational institutions. Many buildings of educational institutions were destroyed in the front-line territories. For example, 280 schools, kindergartens and universities were destroyed in the city of Kharkiv alone. Even two years ago, Ukraine did not have the goal of restoring such a large number of educational institutions, building bomb shelters for children, schoolchildren and students.

Thirdly, it is the protection of the population of the entire country against missile attacks. This requires not only bomb shelters, but also ground shelters. For example, in the city of Kharkiv, more than 300 “points of invincibility” have been built, which have everything necessary to help against shelling by enemy weapons.

Fourthly, it is the reconstruction of hospitals and other health facilities. For example, 77 health care facilities were destroyed in the city of Kharkiv. It is difficult to even enumerate all additional burdens on the public sector of the state. Thus, we can talk about increasing the effective management of the production of public goods, adjusting the strategic plan.

Therefore, in the conditions of Russian aggression, the public sector receives an additional burden. So, ensuring the effective satisfaction of public needs should be partially translated into social entrepreneurship, self-organized population groups and public works.

*Keywords: public sector of the economy, crisis, realities of war, public goods, economy of Ukraine*



# **PUBLIC-PRIVATE PARTNERSHIP AS A TOOL FOR ENSURING SUSTAINABLE SOCIO-ECONOMIC DEVELOPMENT**

**Maryna Mashchenko<sup>1</sup>, Oleksandr Ponomarenko<sup>2</sup>**

<sup>1,2</sup>Simon Kuznets Kharkiv National University of Economics, Ukraine  
E-mail: <sup>1</sup>mmashchenko@ukr.net

Public-private partnership (PPP) is a form of cooperation between public authorities and the private sector with the aim of implementing projects that ensure economic development and improvement of socio-economic indicators of regions. In particular, thanks to the PPP, it is possible to develop the infrastructure of the regions, provide access to quality medical and educational services, solve environmental problems and develop the tourism potential of the regions.

However, for the successful implementation of PPP projects, it is necessary to take into account the interests of all groups, ensure transparency and openness of processes, as well as carry out effective monitoring and control over the implementation of projects.

One of the main goals of PPP is to attract investments for the implementation of projects and programs that the state cannot provide on its own. The private sector, in return, can provide the financial and technical resources necessary to successfully implement projects.

Innovative development is one of the key areas in which PPPs can be particularly effective. Attracting private investments can stimulate the development of new technologies, products, and services, which can contribute to the country's innovative development. PPP can provide financial and technical support for the creation of innovative companies, research centers, and other innovative projects.

In general, PPP can become an effective tool for innovative development, if effective mechanisms of cooperation between the state and the private sector are provided, as well as if mechanisms for monitoring and evaluating project results are used. It is also important to ensure transparency and openness in the process of partner selection and resource allocation.

In order for the PPP to be successful, it is necessary to provide the following components:

Clear definition of roles and responsibilities. The state and the private sector must have clear roles and responsibilities for project implementation.

Transparency and openness. All processes of partner selection and resource allocation must be transparent and open.

Effective mechanisms for monitoring and evaluating project results. In order to evaluate the effectiveness of the project and make adjustments, if necessary, it is necessary to provide mechanisms for monitoring and evaluating the results.

Creating a favorable environment for innovative development. In order for the PPP to be successful, it is necessary to create a favorable environment for the development of innovative sectors such as information technology, biotechnology, and others.

Development of an effective strategy. In order for a PPP to be successful, it is necessary to develop an effective strategy that involves defining the project's purpose, risks, and opportunities, and developing an action plan.

Public-private partnerships can be an effective tool for the development of innovative projects and the development of the country as a whole. However, in order for it to be successful, it is necessary to stick to certain principles and ensure effective cooperation between the state and the private sector.

Keywords: *public-private partnership, socio-economic development, private sector.*

# REFERENDUM AS A SPECIAL FORM OF IMPLEMENTATION OF PEOPLE'S GOVERNMENT IN THE STATE ON THE BASIS OF DEMOCRACY

**Pavlo Kononenko**

Taras Shevchenko National University of Kyiv, Ukraine

E-mail: terikon10@gmail.com

ORCID ID: 0000-0002-8195-8469

The article emphasizes that democracy as a social phenomenon has gone through a complex and long path of centuries-long development. It has been found that the questions submitted to the referendum (formula or subject of the referendum) can be formulated in different ways. It was found that the subject of the referendum is an issue submitted to the referendum or a set of proposed options for several issues. It was concluded that a referendum is an important form of direct democracy, which consists in the voting of voters (a certain group of voters defined by law), through which decisions are made on any issues of a state or self-governing nature, with the exception of those that, according to the law, cannot be submitted to a referendum. These decisions are mandatory for implementation by bodies, organizations and citizens, for whom they are of an imperative nature.

*Keywords: democracy, organization of society, referendum, people's rule, development*

Democracy as a social phenomenon has gone through a difficult and long path of centuries-long development. Historically, democracy has many types, forms, features of manifestation. This is how public, tribal, antique, bourgeois, post-industrial and other forms are distinguished [4].

Democracy (Greek demokratij - people's rule, from demos - people and kratij - power) is a form of organization of society, its state-political system, which is based on the recognition of the people as the source of power, the consistent implementation of the principle of equality and freedom of people, their real participation in the management of affairs state and

society. Democracy requires that power belongs entirely to the people.

In turn, direct democracy is a method of direct expression of the will of the people or its separate part (in some cases, a territorial community), which has an imperative and legitimate character, with the aim of solving issues of public interest. The main forms of direct democracy are: elections, referenda, people's initiatives, meetings, rallies, marches, demonstrations, citizens' appeals (petitions), advisory surveys of citizens, identification of public opinion, public discussions, etc [2; 3].

A referendum is a vote of the population of the entire state (national referendum) or a certain part of its population (local referendum) with the aim of solving the most important issues of state and social life. Referendums and elections have a common method of implementation - voting, but differ in their subject matter. Elections are held to determine the person who, from the point of view of the majority of voters, is the most worthy to hold an elected office. The task of the referendum is to resolve important issues not related to the granting of legal force to the mandates of some persons. This can be approval, change or repeal of laws, solving problems of territorial organization within the state, etc.

In scientific literature and in legislative practice, the term «plebiscite» is sometimes used alongside the term «referendum».

Depending on certain characteristics, referenda are divided into certain types:

- 1) according to the legal force of the decision made at the referendum.
  - a) imperative
  - b) consultative [5],

Imperative and consultative referendums differ in the legal consequences of their results. The decision adopted by the mandatory referendum has a higher, universally binding, specific and final meaning and does not require any approval. Imperative, for example, was the referendum on December 1, 1991, during which it was determined whether or not Ukraine would be an independent state [8].

The consultation is conducted with the aim of identifying the voters' position on the issue, the decision of which is left to the body of state power or the body of local self-government. The results of the consultative referendum have no legal force. Its purpose is to establish the opinion of voters on a certain issue. This opinion can be taken into account, but is not mandatory when solving the relevant problem by state bodies. In a number

of countries, the consultative referendum is carried out under the name of «national discussion».

2. According to the subject (formula) of the referendum, it is divided into a) constitutional b) legislative c) international legal d) administrative.

A constitutional referendum is called as a result of which the constitution is changed, adopted or rejected. If these issues are resolved in relation to ordinary law, then the referendum is called a legislative referendum, in the case of a decision on issues of an international legal nature, an international legal one is held, and a corresponding one is held on administrative issues [7].

3. Depending on the method of conducting the referendum, it is divided into:

a) Mandatory – it is conducted on an issue that, according to the law, can be decided only by referendum.

In accordance with Art. 73 of the Constitution of Ukraine, an all-Ukrainian referendum is mandatory when resolving issues related to changes in the territory of Ukraine. In other countries, the subject of a mandatory referendum is, for example, the approval of the statutes of autonomous territories (Spain), the approval of the Constitution and its amendments, the resolution of contradictions between the Houses of Parliament (Switzerland), etc.

If the referendum is defined as one of the possible, but not mandatory, ways to resolve certain issues, then it is called optional, it is held on an issue that, according to the law, can be resolved both through a referendum and in another way. This may concern, for example, the approval of laws, international agreements, etc [5].

According to the timing of the referendum, they are divided into:

a) pre-parliamentary – held before the adoption of the law by the parliament in order to find out the opinion of voters on this issue; b) post-parliamentary – conducted after the adoption of the law by the parliament for the purpose of its approval; c) extra-parliamentary – the law is adopted in a referendum bypassing the parliament.

According to the initiator of the referendum, they are divided into:

a) on the initiative of a state authority or local self-government; b) petition referendum, which is held at the request of citizens.

According to the nature of the decision made at the referendum, they are divided into: a) approving (ratifying) – through a referendum, voters approve the decision of the parliament or local self-government body; b)

canceling – voters are invited to cancel an act of the parliament (local self-government body) that has already entered into force [5].

Referendums are divided into:

a) nationwide – is held on the entire territory of the state; b) local – is conducted in the relevant administrative-territorial unit.

Regardless of the fact that the referendum is considered as a form of expressing the will of the people, the world state legal practice shows the legal and political inexpediency of solving certain issues by means of a referendum. Based on this, the Constitutions of a number of states prohibit a certain range of issues from being submitted to a referendum. In most cases, this refers to laws and decisions related to financial and budgetary issues, the granting of citizenship, amnesties, pardons, and some other issues [7].

This approach is explained by a number of reasons. If we imagine, for example, a situation in which the draft budget is rejected by a referendum, then a new referendum is necessary to consider a new draft of it. And this can be repeated several times. In addition, the holding of the referendum requires the expenditure of substantial funds, and the organization requires considerable time. So, in the end, the state may be left without an approved budget. The Constitution of Ukraine (Article 74) establishes that referendums on tax, budget and amnesty bills are not allowed in our country [8].

The All-Ukrainian referendum can be called by the Verkhovna Rada or the President of Ukraine, who can do so only within the limits of the powers defined by the Constitution. Thus, the Verkhovna Rada of Ukraine is authorized to appoint an all-Ukrainian referendum to resolve issues of changing the territory of the state. The President of Ukraine has the right to appoint him with regard to draft laws on amendments to Chapters I, III, XIII of the Constitution of Ukraine, as well as to announce a referendum on popular initiative [8].

The initiative to hold a referendum is recognized as popular, which means it is mandatory to be implemented, if the corresponding demand comes from at least three million citizens of Ukraine who have the right to vote. In order for this initiative to reflect the aspirations of the people of Ukraine, the Constitution establishes that signatures under the demand for a referendum must be collected in at least two-thirds of the regions and at least one hundred thousand signatures in each of them. This procedure gives certain groups of voters and various public associations the opportunity to try to implement their political ideas in cases of opposition from state

structures by giving these ideas national support through a referendum [2; 4].

Specific issues related to the organization and holding of the referendum are regulated by the Law of Ukraine dated November 6, 2011 “On the All-Ukrainian Referendum”.

The subject of a referendum is a question submitted to a referendum or a set of proposed options for several questions. The issue of changing the territory of Ukraine (Article 73 of the Constitution of Ukraine) and making changes to Chapters I, III, XIII of the Constitution (Article 156 of the Constitution of Ukraine) is subject to a mandatory all-Ukrainian referendum, i.e. they cannot be decided by any state authority [8].

The subject of the all-Ukrainian referendum on December 1, 1991 was the issue of approving the Act of Proclamation of Independence of Ukraine dated August 24, 1991 p., and from the point of view of international law, it can definitely be classified as a mandatory referendum, since the issue of self-determination of the Ukrainian people was submitted to it. The subject of the all-Ukrainian referendum on April 16, 2000 were the following questions:

1. Do you support the proposals to add Art. 90 of the Constitution of Ukraine with a new third part of the following content: “The President of Ukraine may also prematurely terminate the powers of the Verkhovna Rada of Ukraine if the Verkhovna Rada of Ukraine failed to form a permanent parliamentary majority within one month or if it did not approve within three months the prepared and submitted in the prescribed manner by the Cabinet of Ministers of Ukraine of the State Budget of Ukraine”, which would establish additional grounds for the dissolution of the Verkhovna Rada of Ukraine by the President of Ukraine, and the corresponding addition to paragraph 8 of part one of Article 106 of the Constitution of Ukraine with the words: “and in other cases provided for by the Constitution of Ukraine?” [5; 8]

2. Do you agree with the need to limit the parliamentary immunity of People’s Deputies of Ukraine and to remove the third part of Article 80 of the Constitution of Ukraine in this connection: “People’s Deputies of Ukraine may not be prosecuted, detained or arrested without the consent of the Verkhovna Rada of Ukraine?”

3. Do you agree with the reduction of the total number of People’s Deputies of Ukraine from 450 to 300 and the related replacement of the

words “four hundred and fifty” with the word “three hundred” in the first part of Article 76 of the Constitution of Ukraine, as well as with the introduction of relevant changes to the election legislation?

4. Do you support the need for the formation of a bicameral parliament in Ukraine, one of which would represent the interests of Ukraine’s regions and promote their implementation, and the introduction of appropriate changes to the Constitution of Ukraine and election legislation? [10]

According to the Constitution, the mentioned issues do not belong to those that can be resolved only by holding an all-Ukrainian referendum, therefore, the referendum of April 16, 2000 can be classified as optional.

A local referendum in accordance with the Law of Ukraine “On Local Self-Government in Ukraine” is a form of resolution by the territorial community of issues of local importance through direct expression of will.

The subject of a local referendum can be any issue assigned by the Constitution of Ukraine and the laws of Ukraine to the provision of local self-government. Local referendums cannot be submitted to issues assigned by law to state authorities [5].

The organization of a referendum and voting in it are similar to elections, except that the voter does not vote for a candidate or a list of candidates, but for a proposal that contains a draft decision on a certain issue.

In particular, the Central Election Commission, which:

1) ensures, within the limits defined by the laws of Ukraine, the implementation and protection of the constitutional right of Ukrainian citizens to participate in the all-Ukrainian referendum;

2) organizes the preparation and holding of the all-Ukrainian referendum;

3) register initiative groups for the all-Ukrainian referendum, establish the form of signature sheets for collecting signatures for the holding of the all-Ukrainian referendum on the people’s initiative;

4) supervises the implementation of the legislation on the all-Ukrainian referendum throughout the territory of Ukraine in accordance with the procedure provided for by law and ensures its uniform application;

5) applies, if necessary, to the Constitutional Court of Ukraine regarding the interpretation of the Law of Ukraine “On All-Ukrainian and Local Referendums”, other laws of Ukraine or their separate provisions on the issues of holding an all-Ukrainian referendum, makes proposals in accordance with the established procedure to improve the laws on the issues



of holding an all-Ukrainian referendum;

6) directs the activities of commissions on the All-Ukrainian referendum;

7) distributes funds to commissions from the All-Ukrainian Referendum, controls provision of premises, transport, and communications to the Commissions from the All-Ukrainian Referendum, considers other issues of material and technical support for the All-Ukrainian Referendum;

8) establishes the forms of lists of citizens who have the right to participate in the All-Ukrainian referendum, minutes of meetings of commissions on the All-Ukrainian referendum, other documents on the holding of the All-Ukrainian referendum, samples of ballot boxes and seals of the commissions on the All-Ukrainian referendum, the procedure for storing documents on the holding of the All-Ukrainian referendum;

9) listens to the reports of commissions on the All-Ukrainian referendum, as well as heads of ministries, other central and local bodies of executive power, local self-government bodies on issues related to the preparation and holding of the All-Ukrainian referendum;

10) ensures accreditation of official observers from other states and international organizations at all-Ukrainian referendums in accordance with the regulation on the status of observers approved by the Commission, issues them relevant certificates;

11) sums up the results of the all-Ukrainian referendum in Ukraine as a whole, publishes a message about its results in the press;

12) examines statements and complaints about the decisions, actions or inaction of commissions on the All-Ukrainian referendum and makes decisions on these issues, etc [2].

Questions submitted to the referendum (formula or subject of the referendum) may be formulated in different ways. In the literature, two types of formulas are distinguished: the first is a question addressed to the voter, to which he must answer unequivocally - "yes" or "no"; the second involves offering the voter two or more answer options, one of which he can choose or reject all of them (popular choice).

Therefore, a referendum is an important form of direct democracy, which consists in the voting of voters (a certain group of voters defined by law), through which decisions are made on any issues of a state or self-governing nature, with the exception of those that, according to the law, cannot be submitted to referendum. These decisions are mandatory for

implementation by bodies, organizations and citizens, for whom they are of an imperative nature. The subject of a referendum is a question submitted to a referendum or a set of proposed options for several questions. The issue of changing the territory of Ukraine and making changes to Chapters I, III, XIII of the Constitution is referred to the subject of a mandatory all-Ukrainian referendum, that is, they cannot be decided by any state authority. Questions submitted to the referendum can be formulated in different ways. In the literature, two types of formulas are distinguished: the first is a question addressed to the voter, to which he must answer unequivocally - "yes" or "no"; the second involves offering the voter two or more answer options, etc.

## References

1. Venislavskyi F. V. Constitutional Law of Ukraine in Schemes and Tables [Text]: ed. manual for law students. universities and colleges / F. V. Venislavskyi; National law University named after Yaroslav the Wise. Kharkiv: Pravo, 2014. 374 p.
2. Declaration of the Rights of Nationalities of Ukraine: Adopted by the Verkhovna Rada of Ukraine on November 1, 1991 // VVRU. 1991. No. 53. Art. 799.
3. Constitutional law of Ukraine: manual. for exam preparation / Yu. G. Barabash, L. K. Bayrachna, I. I. Dakhova, etc. ; in general ed. Yu. G. Barabasha. 2nd ed., revised. and added. Kh.: Pravo, 2015. 328 p.
4. Constitutional law of Ukraine [Text]: education. manual for preparation to the exam for credit.-module. education system: education manual for university students / V. O. Bonyak [and others]; Dnipropetrovsk state University of Internal Affairs affairs D.: DDUVS, 2013. 295 p.
5. Constitutional law of Ukraine [Text]: education. manual for university students / [R. F. Hryniuk and others. ; in general ed. Doctor of Law Sciences, Prof. R. F. Hryniuk] ; Donetsk national University, Faculty of Economics and Law. Donetsk: DonNU, 2014. 281 p.
6. Constitutional law of Ukraine [Text]: textbook / [Almashi M. M. et al.; under general ed. Yu. M. Bysaga and D. M. Belova] ; Govt. higher education closing «Uzhhorod National University», Jurid. f-t, Kaf. constitution law and comparison. jurisprudence - 7th ed., revised. and added. Uzhhorod: Helvetica, 2013. 359 p.

7. Constitutional law: yesterday, today, tomorrow: a guide to help students of the «Legal Studies» specialty / comp. M. A. Borodenko, O. V. Vatamanyuk. Chernivtsi: [BDFEU], 2015. 55 p.
8. Constitution of Ukraine dated 28.06.1996 No. 254k/96-BP, last edition dated 20.04.2010 based on v026u710-10.
9. On the Central Election Commission: Law of Ukraine dated June 30, 2004.
10. Yurinets Yu.L. Constitutional law of Ukraine [Text]: academic. manual / Yu. L. Yurynets; National aviation Univ. Uzhgorod: Breza, 2014.

## **PROBLEMS OF INSTITUTIONAL CHANGES IN THE CONCEPT OF STATE REGULATION OF THE ECONOMY**

**Andrii Lytvynenko**

Simon Kuznets Kharkiv National University of Economics, Ukraine,  
E-mail: in4.andrey@gmail.com

The scientific literature discusses the importance of the methodology of institutionalism in the study of economic regulation for sustainable economic development. It is believed that the state plays an important role in creating and maintaining the institutional environment that determines the quality of institutional arrangements. We have a constructive expansion of the concept of “institutions” at the expense of organizations and institutions engaged in regulatory activities. The same institutes determine the historical process of economic objects and the most effective means of regulating the economy. An effective tool for combining economic efficiency and social justice in society is social partnership. Actions of the government to ensure the functioning of government institutions should be based on the ideology of “serving the people” and the interests of citizens, which is achieved through the mechanism of social partnership. In almost every country, reforms face problems caused by insufficient attention to the role of the state in the creation and operation of institutions.

The current state of affairs determines the need for deep changes in the entire economic system for sustainable economic development based on the methodology of institutionalism as the most effective for research and implementation of regulatory policy. World experience shows that in order to solve these problems, it is necessary to examine institutions, rules and principles from the point of view of historical development in order to find the necessary methods and tools for effective management of economic regulation.

The implementation of the above is possible, for example, in the following ways:

- by examining the historical development of antitrust laws in different countries, policymakers can gain insight into the most effective ways of regulating competition in different industries, in particular, examine the

reasons why certain industries are subject to more or less strict antitrust regulation, and use this information to develop specific policies that meets the specific needs of various sectors;

- by analyzing the evolution of central banking institutions and their role in managing the economy over time, policymakers can gain a better understanding of the most effective ways to regulate monetary policy, in particular, identify the reasons why certain central banks have been more successful than others in maintaining price stability, and use this information to develop a more effective monetary policy;

- by studying the historical development of international trade agreements and their impact on different industries, policymakers can gain insights into the most effective ways to promote economic growth and competitiveness, in particular, examine the reasons why certain countries have been able to benefit more from trade liberalization than others, and use this information to develop a more effective trade policy that meets the specific needs of different sectors;

- by examining the historical development of labor laws and their impact on workers and businesses over time, policymakers can gain insights into the most effective ways to regulate labor markets, including examining the reasons why certain labor laws have been more successful than others in promoting job creation and protection of workers' rights, and use this information to develop more effective labor policies that meet the specific needs of different sectors.

Keywords: *institutionalism, sustainable economic development, regulatory policy.*

## **INFORMATION AND COMMUNICATION SUPPORT FOR UNITED TERRITORIAL COMMUNITIES MANAGEMENT IN CRISIS CONDITIONS**

**Alona Rudenko**

Simon Kuznets Kharkiv National University of Economics, Ukraine

E-mail: alena1989rudenko@gmail.com

The prosperity and well-being of any united territorial community depends primarily on how successfully it can organize and coordinate the activities of its members to achieve their common goals. Successful implementation of these goals is almost impossible without the involvement of external resources. For the development of any united territorial society, it is necessary to attract investments, which requires, on the one hand, the creation of an attractive, favorable investment climate in both the united territorial community and the region as a whole, and, on the other hand, the development of specific programs and projects that will attract such investment resources. Both tasks can be solved by using the techniques of territorial marketing of the united territorial community. Forming a positive image of the society and building the right information and communication support to attract stakeholders to development are becoming especially relevant during economic, humanitarian, and geopolitical crises.

The Object of the research: management of a united territorial community.

The Subject of the research: information and communication support of a united territorial community management.

The management of a united territorial community is rather complex and multifaceted process. It is also complicated by crises of a different nature: economic, which can be assumed due to the cyclical nature of development and a fairly detailed study at the present stage, humanitarian - the COVID19 pandemic has posed new challenges for leaders due to the magnitude of such a threat, and geopolitical crisis – a full-scale military aggression by Russia in Ukraine.

Local self-governments guarantee, in accordance with the current legislation, the managerial independence of the united territorial society,

implementing it in law-making and law-enforcement public activities, which are aimed at sustainable development of the territory and comfortable living and working conditions of its citizens. After all, as the researchers note “crisis phenomena acquire a deep manifestation precisely at the level of territorial communities” [1, p. 67]. The independence and functioning of local self-governments depend on the levers of self-sufficiency and self-government, which to a certain extent becomes a problem in most communities that cannot have a full-fledged tax base, deductions of funds and sufficient local budget.

These trends affect the functional crisis formation and unbalanced budget, low efficiency and development of socio-economic crisis in the region.

Experts note that “a significant slowdown in the growth of household incomes and the actual final consumption of households <...>, this trend, combined with the sharply negative consequences of socio-political and military events <...> will significantly increase and affect not only the aspect of well-being, but also on other indicators of human development” [2, p. 16]. After all, human development as one of the main indicators is a key factor in the well-being of society and its sustainable development and the level of progress in various fields of activity at the national, regional and local levels. Assessing the degree of development in individual regions, experts divide them into 4 groups:

- 1) progress;
- 2) development without signs of regression;
- 3) development with regression in one of the aspects;
- 4) development with regression in two aspects.

In our opinion the above-mentioned determines the prior activities of public institutions of power and determines the urgent social need to increase social efficiency of their organizational work.

For this reason, the most appropriate for the implementation of the program of sustainable development of the community and the prevention of crisis phenomena, it is the local authorities - local governments and the state executive power of the region which are in need of such spheres of economic activity as: social partnership with business entities, a program to support local business and community development strategies. After all, it is a vigorous activity that should contribute to the improvement of

management of compulsory medical insurance, which will significantly and systematically weaken the negative impact of crisis phenomena on the regional and local economy. The indicated trends will be implemented on the basis of openness, transparency, responsibility, professionalism, consideration of common interests and communicative actions of public institutions and citizens, which can be defined as marketing of the united territorial society. The latter is understood as the influence on the opinions and behavior of consumers, that is, the creation, support or change in their attitude to the attractiveness, prestige of the territory as a whole, living conditions and business activity on the territory; the attractiveness of natural, financial, labor, organizational and other resources concentrated on the territory, as well as the opportunities for the reproduction of such resources.

To achieve these goals, a territory marketing does the following:

- 1) forms and improves the image of the territory of the united territorial community, its prestige, business and social competitiveness;
- 2) promotes the expansion of the participation of the territory of the united territorial society and its subjects in the implementation of international, regional and local programs;
- 3) attracts state and other external to the territory of the united territorial community orders;
- 4) stimulates the use of the resources of the territory of the united territorial society (including outside ones).

Thus, based on the principles of marketing of the territories of the united territorial community, its main goal is to influence (create, support or change) the thoughts, intentions and behavior of the subjects - "consumers of the territory" by forming and supporting its attractiveness and prestige, living conditions and business activity on it, the attractiveness of resources concentrated on the territory, as well as the possibilities for the implementation and reproduction of such resources [3; p. 77].

According to the tasks being solved, it can be said that information and communication support plays a key role in shaping the communication system between different subjects of the united territorial community.

Information and communication support consists of a set of measures to provide information about the advantages of the territory to the stakeholders.

The main task here is to form a positive image of the territory of the united territorial community on the basis of the historically established



positive aspects of the territory or on the basis of the attractive features of the territory currently being created.

The content of the information message involves the solution of three main issues:

1. Informing about the territory of the united territorial community and its territorial product and, on this basis, creating the necessary awareness of the living conditions and activities in the territory.

2. Persuasion of persons making decisions on the acquisition of a territorial product, in the preference of the proposed product, that is, the activation of certain emotional incentives for consumers to purchase.

3. Reminding buyers of the territorial product, maintaining awareness of the UTC territories and maintaining positive emotions among those who have already preferred this territory, for example, by visiting it as tourists or hosting a certain enterprise.

To date, regional and local authorities in order to address socially significant problems of individual territories have already achieved the following results:

- 1) associations of co-owners of apartment buildings (hereinafter referred to as AJOAHs), energy efficiency measures are being taken in the housing stock through the reconstruction of roofs and life support networks, landscaping of adjacent territories, garbage disposal, maintenance, timely payments for services, etc.;

- 2) development of an asset network on the territory of rural communities , which should concentrate, organize and present public initiatives to solve social problems;

- 3) creation of public institutions focused on establishing a crisis problem, studying it and searching for a solution strategy;

- 4) joint preparation of infrastructure projects through collective agreements and issues discussed;

- 5) creation of private utility enterprises for the provision of services for water supply, removal of household waste, improvement, repairs, etc. [3, p. 99].

These results became possible thanks to the activation of information and communication support, which are the key factors in attracting stakeholders and successful development of united territorial communities.

The study of the complex of such support should be the subject of further research.

## References

1. Крикун В. Б. Особливості здійснення антикризового управління економікою на рівні місцевого самоврядування. Право і безпека. 2010. No 3(35), С. 66–69. file:///C:/Users/%D0%A3%D1%87%D0%B5%D0%BD%D1%8C/Downloads/Pib\_2010\_3\_16.pdf.
2. Людський розвиток в Україні. Модернізація соціальної політики: регіональний аспект :колективна монографія /за ред. Е.М. Лібанової ; Ін-т демографії та соціальних досліджень ім. М.В. Птухи НАН України. Київ, 2015.356 с. [https://www.idss.org.ua/monografii/2016\\_Lud\\_rozv\\_monogr.pdf](https://www.idss.org.ua/monografii/2016_Lud_rozv_monogr.pdf).
3. Куйбіда В. С. Територіальне планування в Україні: європейські засади та національний досвід [Текст] / В. С. Куйбіда, Ю. М. Білоконь. – К. : Логос, 2009. – 108 с. – ISBN 978–966–171–138–8.
4. Безена І. М. Нові стратегії розвитку територіальної громади як фактор демократизації місцевої влади в Україні. Вчені записки Таврійського національного університету імені В.І.Вернадського. Серія: Державне управління. Том 31(70). 2020. No 1 С. 97–101. URL:[http://www.pubadm.vernadskyjournals.in.ua/journals/2020/1\\_2020/18.pdf](http://www.pubadm.vernadskyjournals.in.ua/journals/2020/1_2020/18.pdf).

## DECENTRALIZATION OF POWER AND CHALLENGES OF WAR IN UKRAINE

Nataliia Gavkalova<sup>1</sup>, Yulia Lola<sup>2</sup>

<sup>1,2</sup>Simon Kuznets Kharkiv National University of Economics, Ukraine  
E-mails: <sup>1</sup>ngavl@ukr.net, <sup>2</sup>yuliia.lola@hneu.nete

The war in Ukraine caused massive internal and external migration of the population of the border regions. According to data from the UN Refugee Agency, 1,392,000 forcibly displaced persons were resettled in 2014. By January 31, 2023, as a result of the full-scale Russian invasion of Ukraine, 3,621,000 forcibly displaced persons had already been registered in 967 territorial communities, according to the International Organization for Migration.

Since the reform of the decentralization of power took place in Ukraine, a number of important decisions had to be made by the local host communities regarding the reception, accommodation and provision of all necessary things for the first wave of IDPs.

One of the first challenges faced by local self-government bodies was the accommodation of people. They were often accommodated in dormitories of local educational institutions, sanatoriums, children's camps, and educational institutions, which were equipped with the necessary conveniences for temporary accommodation.

Quick decisions of the first days in individual territorial communities stopped the search for a solution to the problem at the systemic level: providing people with housing for a long period of time. Currently, in order to further provide forcibly displaced persons with housing, an availability of vacant property (uncompleted high-rise buildings, abandoned houses, seized real estate) is being conducted in some host communities.

The problem of employment of persons who moved to other regions of the country has also arisen. Against the background of the decline of the country's economy, the internal migration increased the supply of labor resources in the labor market of certain regions. In addition, due to the different structure of the economy, the visiting specialists are often not required in this area. These people need some special training or retraining.

In addition, employers perceive these people as a mobile category of the population and do not want to hire them.

Also, there was a challenge related to the registration of labor relations of displaced people who also remained employed at the enterprises in the places from which they had left. In Ukraine, the institution of suspension of the employment contract, which is defined as the temporary termination by the employer of providing the employee with a job and the temporary termination of the employee's performance of the work under the signed employment contract was introduced. Suspension of the employment contract does not entail the termination of the employment relationship.

The process of mutual adaptation of IDPs and local residents, establishment of communications, exchange of experience, and overcoming of existing stereotypes became a challenge for the host territorial communities, related to the internal migration processes. For the integration of forcibly displaced people into the local community and their involvement in active participation in its development, the councils of forcibly displaced persons are created as a consultative and advisory body of the city council.

Therefore, we are looking for tools for building connections, forming a mechanism for consolidating the efforts of volunteer initiatives and local self-governments. This process must be systematic, therefore there are initiatives in Ukraine to adopt programs for the perception of volunteering development in territorial communities for 2023-2027. The program must include a plan of specific measures for the development of volunteering, attracting both the external and internal resources.

Today, strengthening the partnership and cooperation of public sector, local self-governments, and business is vital for the unity of society in Ukraine.

*Keywords: Ukraine, challenges, integration, adaptation, territorial communities, cooperation.*

## VIEŠOJO SEKTORIAUS ATSPARUMO STIPRINIMAS IR PASLAUGŲ KOKYBĖ

**Mindaugas Butkus<sup>1</sup>, Ona Gražina Rakauskienė<sup>2</sup>,  
Lina Volodzkienė<sup>3</sup>, Ilona Bartuševičienė<sup>4</sup>**

<sup>1, 2, 3, 4</sup>Mykolo Romerio Universitetas, Lietuva

El. p.: <sup>1</sup>mindaugas.butkus@mruni.eu, <sup>2</sup>ona.rakaus@mruni.eu,  
<sup>3</sup>lina.volodzkiene@gmail.com, <sup>4</sup>ilona.bartuseviciene@mruni.eu

Nepaisant pastaruoju metu patiriamų sunkumų, tokių kaip Covid-19 pandemija, energetinė krizė ar geopolitinis nestabilumas, vartotojų lūkesčiai dėl viešųjų paslaugų tiekimo auga. Viešojo sektoriaus organizacijos, atsakingos už viešųjų paslaugų tiekimą gyventojams, skatinamos nuolat ieškoti inovatyvių būdų, kad užtikrintų veiklos tęstinumą laikantis aukščiausių kokybės standartų net ir ekstremalių situacijų metu. EBPO ataskaitoje (OECD, 2021) akcentuojama, kad organizacijos, pasižymėjusios aukštesniu atsparumo lygiu, t.y. gebėjimu greitai reaguoti į krizinę aplinką, efektyviau suvaldė Covid-19 pandemijos krizę dėl išlavinto gebėjimo adaptyviai prisitaikyti prie pasikeitusios aplinkos, t.y. transformuojant įprastą veiklą į krizės režimą. Neabejotinai, tam, kad gebėtų efektyviai funkcionuoti krizės akivaizdoje, esminiu momentu tampa nuolatinis dėmesys atsparumo vystymui bei sričių, skatinančių atsparumo augimą identifikavimui.

Šiuo tyrimu siekėme išsiaiškinti, kodėl vienos viešojo sektoriaus organizacijos geba efektyviau reaguoti į neįprastas situacijas ir, ar organizacijos atsparumas gali būti sietinas su aukštesne viešųjų paslaugų kokybe. Tikslui pasiekti organizacijos atsparumo perspektyva vertinta trijų sričių apimtyje, t.y. (a) gebėjimas pasiręsti pokyčiams (kas vyksta iki krizės); (b) gebėjimas adaptuotis (kas vyksta krizės metu); (c) gebėjimas mokytis iš sukrėtimų metų įgytų patirčių ir jas integruoti į tolesnę organizacijos veiklą (kas vyksta krizei pasibaigus).

Tyrimas vykdytas keliais etapais. Visų pirma atlikta ekspertinė apklausa, leidusi validuoti tyrimo instrumentą bei identifikuoti atsparumo sričių svarbą. Antru etapu apklausta 401 organizacijų, kurių vadovų prašyta įsivertinti atsparumo lygį pagal pateiktą tyrimo klausimyną bei apklausti 3609

gyventojų, kurie naudojosi būtent šių organizacijų teikiamomis viešosiomis paslaugomis. Pagal standartizuotą klausimyną, vartotojai pateikė savo nuomonę apie jiems suteiktų paslaugų kokybę.

Tyrimo rezultatai atskleidė, kad pasirengimas pokyčiams ir gebėjimas adaptuotis yra susiję tarpusavyje ir daro teigiamą įtaką organizacijos gebėjimui mokytis iš sukrėtimų, tačiau tiesioginio ryšio tarp pasirengimo pokyčiams, gebėjimo adaptuotis ir paslaugų kokybės nenustatyta. Visgi, rezultatai atskleidė, kad organizacijų gebėjimo mokytis sritis išryškėjo kaip svarbus akceleratorius siekiant viešųjų paslaugų kokybės. Tyrimo duomenys parodė, kad organizacijos pasirengimas pokyčiams ir gebėjimas prisitaikyti yra susiję tarpusavyje ir daro įtaką organizacijos gebėjimui mokytis iš sukrėtimų, kas savo ruožtu teigiamai veikia viešųjų paslaugų kokybės lygį.

Šie rezultatai yra itin reikšmingi vertinant atsparumo perspektyvą viešojo sektoriaus organizacijose, nes patvirtina teorinius teiginius apie tolygią organizacijų atsparumą sudarančių sričių vystymo svarbą, sutelkiant dėmesį tiek į organizacijos gebėjimą pasirengti nenumatytiems pokyčiams, tiek į jos gebėjimą veikti bei priimti savalaikius sprendimus įvykus krizei, tiek ir gebėjimo įgytą patirtį panaudoti tolesnėje organizacijos veikloje. Galiausiai, šis tyrimas pristato ankstyvos stadijos organizacijų atsparumo įsivertinimo prototipą, skirtą nustatyti viešųjų organizacijų atsparumo lygį.

Projektas bendrai finansuotas iš Europos socialinio fondo lėšų projekto Nr. 13.1.1-LMT-K-718-05-0032 pagal dotacijos sutartį su Lietuvos mokslo taryba (LMTLT).

Reikšminiai žodžiai: *atsparumas, viešosios paslaugos, patirtinis mokymas, adaptyvumas, paslaugų kokybė*

## ADMINISTRACINIAI GEBĖJIMAI: SENAS RECEPTAS SPRĘSTI PAMIRŠTIEMS IŠŠŪKIAMS

Mantas Bileišis<sup>1</sup>, Svajūnė Ungurytė–Ragauskienė<sup>2</sup>

<sup>1,2</sup>Generolo Jono Žemaičio Lietuvos karo akademija, Lietuva  
El. p.: <sup>1</sup>mantas.bileisis@lka.lt, <sup>2</sup>svajune.unguryte@lka.lt

Lietuva – maža valstybė, didelės agresyvios kaimynės pašonėje. Tikėdamiesi šiai grėsmei atsisipirti, turime gebėti sutelkti visus valstybės pajėgumus. Siekdami atrasti būdą, kaip to pasiekti, dažnai kalbame apie visuotinės gynybos požiūrį. Tačiau visuotinė gynyba veiks tinkamai tik tada, jeigu taip veiks visa valstybė, ir apie aplinkosaugą, kriminogeninę situaciją, infrastruktūrą, socialines paslaugas ir kt. taip pat galėsime kalbėti „visuotinum“ terminais.

Kad istorijos pabaiga jau baigėsi, paskelbė pats F. Fukuyama (1989). Naujų technologijų diegimas, ilgalaikė valstybių politika, klimato kaita – lėtai veikiantys veiksniai, tačiau jų bendras poveikis per trisdešimt metų nuo Šaltojo karo pabaigos viešojo valdymo kontekstą pakeitė neatpažįstamai. Nors tai akivaizdu, tačiau dažnai dar jaučiame turį tai pabrėžti. Nors vadinamoji pasaulinė saugumo architektūra tapo mažiau stabili, tai nereiškia, jog reikia rūpintis tik tos tvarkos stabilumo atkūrimu. Tikėtina, jog tarptautiniam nestabilumui įveikti gali neatsirasti tarpvalstybinių ir pasaulinių sprendimų, ir pačios valstybės turi prisiminti, kaip kurti veiksmingas ir atsparias saugumo bei gynybos sistemas tam, kad tarptautinis nestabilumas nekurtų jo ir nacionaliniu lygmeniu.

Vakarų valstybių pamatinės institucijos, demokratija ir teisės viršenybė leido suklestėti tokioms valstybėms ir visuomenėms, kurios gebėjo įveikti visus joms mestus iššūkius XX amžiuje. 1945 m. Lietuva nepateko į laisvų demokratinių valstybių stovyklą, tačiau dabar viskas pasikeitė. Todėl prielaidos sukurti atsparumą išorės grėsmėms šiuo metu yra kur kas didesnės nei bet kada anksčiau Lietuvos istorijoje.

Lietuvos valstybę tris dešimtmečius kūrėme neskubėdami ir nebijodami egzistencinių grėsmių bei neturėdami gebėjimų, kuriuos buvo išsiugdžiusios Šaltojo karo demokratijos. Dabar, šioms grėsmėms grįžus, turime prisiminti, kaip išmokti kurti valdymo institucijas, kurios yra ne tik

atsparios (turi rezervų ir yra organizuojamos pagal hierarchijos principą), bet kartu gali veikti greitai. Laimei, stojant į Europos Sąjungą (ES) viena sąvoka – administraciniai gebėjimai – buvo dažnai girdima. Tiesa, ES šis aspektas buvo aktualus tik dėl to, kad būtų užtikrinamas tinkamas keturių laisvių veikimas. Nors veikimas krizės sąlygomis nebuvo vienas iš reikalavimų, tačiau leido suprasti dalį svarbių valdymo principų neramiais laikais, kuriuos Lietuvos viešasis sektorius jau išbandė per 2009 m. finansų krizę, 2020–2021 m. COVID krizę ir per kai kurias kitas mažesnes nelaimes. Geri administraciniai gebėjimai yra senas receptas pamirštiems iššūkiams spręsti – nestabili aplinka reiškia, kad grėsmių yra daug ir įvairių, ir jokia valstybė negali suplanuoti ar sukurti atskirų pajėgumų kiekvienai grėsmei. Gebėjimas greitai susitelkti ir nukreipti pastangas grėsmei ar krizei įveikti yra slaptoji demokratijų galia tada, kai jos turi pakankamų administracinių gebėjimų tai daryti.

Šiuo pranešimu siekiama paaiškinti, kas yra geri administraciniai gebėjimai ir kodėl visaapimančio valdymo požiūris (angl. *whole-of-government approach*) yra specifinis tų gebėjimų konsolidavimo ir nukreipimo būdas, kai kylantys iššūkiai reikalauja ypatingo lankstumo, o valdžia turi veikti ribojama išteklių. Visaapimantis valdymas reikalauja nuolatinio pastangų koordinavimo ir integravimo kuriant veiksmų strategijas, planuojant biudžetus, informuojant visuomenę, organizuojant pratybas.

Reikšminiai žodžiai: *visaapimantis valdymas, visuotinė gynyba, administraciniai gebėjimai.*

### Šaltiniai

Fukuyama, F. (1989). The End of History?. *The National Interest* (16): 3–18.



# VIEŠŪJŲ PASLAUGŲ TEIKIMO MODELIŲ KAITA LIETUVOS SAVIVALDYBĖSE: KRIZIŲ POVEIKIAI

**Remigijus Civinskas**

Vytauto Didžiojo universitetas, Lietuva

El. p. civinskas.remigijus@gmail.com

Pranešime bus nagrinėjamas municipalinių paslaugų teikimo būdų pasirinkimas ir jį nulemiantys veiksniai. Vakarų mokslininkų tyrimai atskleidžia tai, kad daugelis savivaldybių pereina nuo „pirkimų“ / paslaugų privatizavimo prie teikimo per kontroliuojamas įstaigas – įmones (vadina- mas „namų“ arba remunicipalizacijos modelis) arba paslaugos teikiamos kelioms savivaldybėms bendradarbiaujant. Tai lemia kompleksiniai veiksniai: centro valdžios reformos, teisinių režimų kaita, reguliuotojų veikimas, idėjų poveikiai valdantiesiems politiniams-administraciniais elitams bei įtampos, kylančios dėl aplinkos (ekonominės, socialinės-demografinės) ir kitų kontekstinių veiksnių. Paslaugų modelių kaitos tendencija yra akivaizdi ir Lietuvoje, o tai liudija viešųjų paslaugų pirkimų apimtis ir didelių sandorių sudarymo dinamika. Kita vertus, paslaugų modelio kaitos kryptis yra varijuojanti, o dinamika nepastovi, savivaldybės keičia paslaugų „pirkimą“ į „gamybą“ per kontroliuojamas įstaigas arba renkasi atvirkštinius scenarijus.

Šio straipsnio tikslas – išplėsti ankstesnius tyrimus, kuriais aiškinamasi paslaugų teikimo būdų kaita. Straipsnyje nagrinėjami kompleksinių veiksninių poveikiai paslaugų teikimo būdų kaitai, daugiausia dėmesio skiriant krizių veiksniams. Tyrimas yra pagrįstas kokybiniais tyrimais ir statistiniais duomenimis (viešųjų pirkimų ir vidaus sandorių statistikos dinamika, Konkurencijos tarybos sprendimais, ginčų teismuose praktika ir t. t.). Tyrimai bus atlikti su savivaldybių atstovais, ekspertais ir centro valdžios prižiūrinčių institucijų atstovais. Straipsniu siekiama prisidėti prie akademinės diskusijos apie paslaugų teikimo būdų pokyčius ir šiuos pasirinkimus lemiančius veiksnius.

Reikšminiai žodžiai: *viešosios paslaugos, paslaugų teikimo modelis, pokyčiai.*

## PILIEČIŲ DALYVAVIMO ĮTAKA SAUGUMO JAUSMUI IR POŽIŪRIUI Į ATEITĮ RUSIJOS AGRESIJOS KONTEKSTE: BALTIJOS ŠALIŲ ATVEJIS

**Tomas Vedluga<sup>1</sup>, Vidmantė Giedraitytė<sup>2</sup>, Rasa Smaliukienė<sup>3</sup>**

<sup>1,2,3</sup>Generolo Jono Žemaičio Lietuvos karo akademija, Lietuva

El. p.: <sup>1</sup>tomas.vedluga@lka.lt, <sup>2</sup>vidmante.giedraityte@lka.lt,

<sup>3</sup>rasa.smaliukiene@lka.lt

Piliečių dalyvavimas įvardijamas kaip viena iš esminių šiuolaikinio viešojo valdymo priemonių kuriant tvarias valstybes ir visuomenes. Rusijos ir Ukrainos karo kontekste piliečių dalyvavimas įvairiomis pilietinio dalyvavimo formomis yra vienas svarbiausių tvarumo veiksnių, t. y. neatskiriama tvaraus valdymo ir darnaus vystymosi dalis.

Analizėje apžvelgiamas Baltijos šalių piliečių dalyvavimas ir jo poveikis visuomenės tvarumui: piliečio saugumo jausmui ir piliečio požiūriui į ateitį Rusijos agresijos kontekste. Tikslas buvo išsiaiškinti, kaip piliečių dalyvavimas, sprendimų priėmimas ir fizinės pagalbos teikimas valstybės institucijoms Rusijos agresijos metu veikia valstybės tvarumą geografiškai artimose šalyse ir laiko atžvilgiu. Svarbus aspektas tai, kad tyrimai atlikti skirtingu laiku, vyraujant skirtingoms nuotaikoms prieš Rusijos agresiją ir po Rusijos agresijos Ukrainos atžvilgiu. Atlikti du tyrimai. Pirmas tyrimas atliktas 2021 m. lapkričio mėn. likus 4 mėnesiams iki Rusijos agresijos prieš Ukrainą pradžios. Buvo atlikta atsitiktinė 3 175 piliečių apklausa trijose Baltijos šalyse: Estijoje (1 002), Latvijoje (1 017) ir Lietuvoje (1 006). Antras tyrimas atliktas 2022 m. rugsėjo mėn. praėjus 6 mėnesiams nuo Rusijos agresijos prieš Ukrainą. Buvo atlikta atsitiktinė 2 026 piliečių apklausa dviejose Baltijos šalyse: Estijoje (1 002) ir Lietuvoje (1 024). Kadangi pirmo tyrimo metu gauti Lietuvos ir Latvijos rezultatai buvo sąlyginai panašūs, tai antro tyrimo metu dėl laiko ir lėšų taupymo tirtas tik Lietuvos ir Estijos valstybių tvarumas.

Atsižvelgiant į tai, kad trys Baltijos šalys yra panašios savo socialiniais-demografiniais, ekonominiais ir politiniais modeliais, buvo išanalizuota ne tik kiekviena šalis atskirai, bet ir viso Baltijos regiono tvarumo situacija. Baltijos šalys išgyvena tokias pačias krizes kaip ir kitos šalys, pasaulinę pandemiją 2020 m., Rusijos agresiją Ukrainos atžvilgiu 2022 m. Pastarasis

įvykis Baltijos šalis liečia išskirtinai jautriau nei kitas šalis, todėl tyrime nagrinėjamas valstybių tvarumas, kaip piliečių saugumo jausmas ir požiūris į ateitį kinta laiko atžvilgiu trijose Baltijos šalyse. Nustatyta, kad koreliacija tarp piliečių dalyvavimo, saugumo jausmo ir požiūrio į ateitį įvairiose šalyse skiriasi, nepaisant to paties krizės pobūdžio ir aptariamų šalių geografinio artumo. Yra išimčių, kurios susijusios su piliečių saugumo jausmu, o kai kuriais aspektais matomi nemaži pokyčiai, vykę prieš Rusijos agresiją ir po Rusijos agresijos.

Išvados rodo, kad nepaisant vyraujančių paradigmu apie teigiamą piliečių dalyvavimą ir įtaką valstybės tvarumui, visuomenės tvarumas Rusijos agresijos kontekste nebūtinai yra tiesioginis ir (ar) teigiamas. Piliečių dalyvavimas ir visuomenės nuotaikų ryšys, taip pat ir valstybės tvarumas įvairiose šalyse skiriasi, tačiau tai nėra reikšmingas skirtumas, nepaisant to, sociodemografinės gyventojų savybės turi reikšmingesnės įtakos piliečių nuotaikoms ir valstybės tvarumui, nors visi piliečiai susidūrė su ta pačia krize. Ateityje reiktų didesnę dėmesį skirti ne tik skirtumams tarp šalių, bet ir skirtumams tarp skirtingų gyventojų grupių įvairiose šalyse.

*Reikšminiai žodžiai: tvari valstybė, visuomenės pasitikėjimas valdžia, piliečių dalyvavimas, Rusijos agresija.*

# SIEKIMAS TVARAUS INTERESŲ GRUPIŲ DALYVAVIMO DARANT POVEIKĮ ATSINAUJINANČIOS ENERGETIKOS REGULIAVIMUI

**Jaunius Jatautas**

VšĮ Energetikos agentūra, Lietuva  
El. p. j.jatautas@gmail.com

<sup>1</sup>Andrius Stasiukynas, <sup>2</sup>Vainius Smalskys

<sup>1,2</sup>Mykolo Romerio universitetas, Lietuva  
El. p.: <sup>1</sup>stasiukynas@mruni.eu, <sup>2</sup>vainius@mruni.eu

Interesų grupės veikia kaip poveikio agentės, kai priimami sprendimai dėl energetikos sektoriaus vystymo, jų vaidmuo yra ryškus atsinaujinančios energetikos srityje. Europos Sąjungos žaliojo kurso nuostatos, Lietuvos strateginiai dokumentai (pažangos strategija „Lietuva 2030“, kuriama „Lietuva 2050“ ir pan.) dar labiau sustiprina interesų grupių vaidmenį ir daro poveikį naudojamų kanalų ir metodų raiškai, todėl interesų suderinamumo ir tvaraus interesų grupių dalyvavimo klausimas tampa ypač aktualus.

Išmatuoti interesų grupių poveikį viešojo valdymo instituciniam reguliavimui sudėtinga, nes šios grupės gali veikti skirtingais kanalais, taip pat yra ir neoficialių poveikio darymo atvejų, kuriuos sunkiau identifikuoti. Interesų grupės gali turėti poveikį viešojo valdymo rezultatams ne tik tiesiogiai ar netiesiogiai sąveikaudamos su institucijomis, bet ir darydamos įtaką sprendimus priimančių asmenų atrankai, pavyzdžiui, įsitraukdamos į rinkimų kampanijas.

Atlikta mokslinės literatūros ir teisėkūros proceso 10 metų analizė ir pusiau struktūruoti ekspertų interviu leido išskirti pagrindinius interesų grupių segmentus, dažniausiai naudojamus poveikiui kanalų ir metodų, bei suformuluoti siūlymus dėl tvaraus interesų grupių dalyvavimo darant poveikį Lietuvos atsinaujinančios energetikos reguliavimui.

Reikšminiai žodžiai: *interesų grupės, atsinaujinanti energetika, tvarus vystymas, interesų grupių poveikis reguliavimui.*

# ORGANIZACINIO ATSPARUMO VERTINIMAS IR STIPRINIMAS LIETUVOS VIEŠAJAME SEKTORIUJE

**Gintaras Labutis**

Generolo Jono Žemaičio Lietuvos karo akademija, Lietuva  
El. p. gintaras.labutis@lka.lt

Tvarus viešojo sektoriaus vystymasis, teikiamų paslaugų kokybės gerinimas ir organizacinio veiksmingumo didinimas yra neatsiejamas nuo organizacinių pajėgumų, skirtų geresniam grėsmių, rizikų ir su jomis susijusių organizacinių krizių valdymui. Reikia pastebėti, kad vykstant pokyčiams visuomenėse ir ekonomikose, vystantis technologijoms ir kintant aplinkai bei klimatui didėja krizinių įvykių skaičius ir jų mastas. Dažnai tradicinių rizikų valdymo procesu nepakanka vertinant rizikas ir jų galimą poveikį viešosioms ir verslo organizacijoms, todėl didėja organizacijų pažeidžiamumas.

Verta pastebėti, kad valstybių lygmeniu yra kuriamos, diegiamos ir nuolatos tobulinamos ekstremaliųjų situacijų, krizių ar nepalankių valstybei įvykių atpažinimo, pasirengimo ir reagavimo sistemos, tačiau organizacijų veiklos tęstinumo, krizių valdymo ir organizacinio atsparumo užtikrinimo pastangos dažniausiai yra siejamos su žemais organizaciniais prioritetais, izoliuotu veikimu, todėl organizacijų gebėjimas reaguoti į dinamiškas krizes yra ribotas.

Kita vertus, organizacijų atsparumas laikytinas esminiu viešojo sektoriaus organizacijų pajėgumu, užtikrinančiu veiksmingą atsaką į įvairius trikdžius, incidentus ir krizes, galinčias turėti didelę įtaką viešųjų paslaugų teikimui. Pastarųjų metų patirtys, susijusios su pandemija, stichinėmis ir žmonių veiksmų sukeltomis nelaimėmis, kibernetiniais trikdžiais ir kitais įvykiais, kelia papildomų grėsmių valdžios institucijų veiklai ir visuomenės gerovei, o aktyvios hibridinės operacijos ir didėjantis jų poveikis visuomenės skatina permąstyti šalių ir organizacijų atsparumo koncepcijas bei šiuo metu taikomus organizacinio atsparumo vertinimo ir valdymo modelius.

Taip pat labai svarbu pripažinti, kad organizacijos atsparumas nėra vien tik reagavimas į krizes ir išorinius ar vidinius trikdžius. Tai taip pat apima naujovių kūrimą ir nuolatinio tobulėjimo kultūros vystymą, kuris leidžia vyriausybinėms įstaigoms numatyti ir spręsti kylančius iššūkius ar įgyvendinti papildomas veiklos galimybes. Teikdamos pirmenybę tokiems

veiksniams, kaip įvairių lygmenų planavimas, lankstumas ir gebėjimas pritaikyti, komunikavimas ir bendradarbiavimas, veiksmingas vadovavimas ir lyderystė, viešojo sektoriaus organizacijos gali sukurti ir stiprinti ne tik atsparumo didinimo vadybines sistemas, bet ir organizacinio atsparumo kultūrą, stiprinančią gebėjimus teikti kokybiškas paslaugas ir remti piliečių gerovės siekius.

Siekiant išlaikyti ir toliau plėtoti organizacijų atsparumą, svarbu įvertinti viešųjų institucijų atsparumo būklę ir pasiektus atsparumo lygmenis bei naudoti juos veiklai gerinti ir atsparumui didinti, sutelkiant papildomą dėmesį į dalijimosi gerąja patirtimi aspektus, kurie Lietuvoje dar nėra plačiai paplitę. Šiam atotrūkiui sumažinti 2023 m. buvo įgyvendintas projektas ir atliktas žvalgomasis tyrimas, skirtas biudžetinių įstaigų ir organizacijų atsparumui vertinti ir galimoms atsparumo didinimo kryptims nustatyti. Pagrindinės šio tyrimo išvados ir gerinimo gairės yra pristatomos šioje konferencijoje.

Reikšminiai žodžiai: *grėsmių valdymas, rizikų valdymas, organizacinis atsparumas, incidentų valdymas, krizių valdymas, veiklos tęstinumo valdymas, organizaciniai atsparumo pajėgumai.*

## ORGANIZACINIO ATSPARUMO MODELIAVIMAS TVARAUS VIEŠOJO SEKTORIAUS LINK

Justinas Staliūnas<sup>1</sup>, Andrius Stasiukynas<sup>2</sup>

Mykolo Romerio universitetas, Lietuva

El. p.: <sup>1</sup>jstaliunas@mruni.eu, <sup>2</sup>stasiukynas@mruni.eu

Pasaulinis tvarumo vystymo susitarimas, siekiant tolygaus augimo bei gyvenimo kokybės gerėjimo žmogaus (mikro-), organizacijos (mezo-) ir valstybės (makro-) lygmenyse, nedarant neigiamo poveikio ateičiai, yra viena aktualiausių tiek mokslinių tyrimų, tiek politinių darbotvarkių dalių. Norint sėkmingai subalansuoti tvarumo idėjų vystymą visais lygmenimis, tenka valdyti kompleksiską, įvairiu greičiu kintančią sistemą, kuri dėl išorės veiksmų poveikio rizikuoja prarasti pusiausvyrą bei veikimo sinergiją, patiria veiklos rezultatyvumo nuostolių. Vis dažniau pasitaikantys pusiausvyros praradimai mezo- ir makrolygmenyse, apkrautas valstybių ir organizacijų tvarumo vystymo darbotvarkes papildė naujų sprendimų ieškojimu, kaip ir kokias taikyti priemones, siekiant kuo greičiau sugrįžti į veiklos pusiausvyros sąlygas, patiriant kuo mažiau žalos. Taip iki tol politinėse darbotvarkėse retai keltas šalių ekonomikos, verslo ir viešojo sektoriaus organizacijų atsparumo (angl. *resilience*) klausimas tapo ypač aktualus. Vieni didžiausių sunkumų organizacijai laikytis tvaraus vystymosi principų kyla susiduriant su išorinės aplinkos poveikiu, kurį galima iš dalies valdyti pasitelkiant organizacinio tvirtumo (*robustness*) elementus. Kita vertus, jeigu susiduriame su išoriniu poveikiu, kylančiu iš nevaldomo neapibrėžtumo situacijų, organizacija iki galo nesuvaldys situacijos ir patirs poveikį, po kurio turės kuo greičiau grįžti į veiklos pusiausvyros sąlygas (angl. *bounce back*), minimizuodama neigiamus padarinius. Šiuo atveju svarbus organizacinis atsparumas (angl. *resilience*), sukuriantis galimybę valdyti organizacijos reakciją į patirtą išorinį poveikį. Tačiau, siekiant išpildyti ilgalaikio tvarumo vystymo tikslus, organizacijai neužtenka tik sėkmingai atlaikyti ar suvaldyti išorės poveikio procesus, reikalingas ir mokymosi, tobulėjimo elementas (angl. *bounce forward*), kuris prisideda prie ilgalaikio tvarumo vystymo krypties.

Pagrindinis organizacinio atsparumo modeliavimo iššūkis kyla ne tiek iš sisteminio, kiek iš kompleksiško, chaotiško organizacijos valdymo požiūrio, kurio stokoja šiuo metu siūlomos organizacinio atsparumo modelia-

vimo idėjos. Daugeliu atvejų yra išskiriamos organizacijos sistemos dalys akcentuojant, jog sėkmingas atskiros organizacinės dalies veikimas, kartais pasiruošimas veikti, yra raktas į bendrą organizacinio atsparumo vystymą. Dažnai dėl išsamiai neįvertinamo organizacijos sistemos požiūrio ir vidinės bei išorinės aplinkos dinamiško kompleksiskumo tiek akademinėje, tiek ir praktinėje diskusijoje taikomos atsparumo modeliavimo idėjos yra pernelyg vienpusiškos, taip pat stokojama vadybos teorijų pagrindo išgryninimo. Pranešime pateikiama vyraujančių organizacinio atsparumo modeliavimo idėjų analizė remiantis vadybos teorijomis, atsižvelgiant į organizacijos kompleksiskumo bei aplinkos dinamiškumo elementus. Remiantis susistemintomis teorinėmis išvalgomis, siūloma organizacinio atsparumo modeliavimo idėjų diskusija akcentuojant organizacinio atsparumo valdymo modeliavimo kuriamą pridėtinę vertę tvarumui vystyti.

Reikšminiai žodžiai: *organizacinio atsparumo modeliavimas, organizacinio tvarumo vystymas, viešasis valdymas.*



# LIETUVOS SAVIVALDYBIŲ MERŲ STATUSAS IR KVALIFIKACIJOS TOBULINIMAS: PATYRUSIŲ MERŲ NUOMONĖ

**Algirdas Astrauskas**

Mykolo Romerio universitetas, Lietuva

El. p. algirdas.astrauskas@lrs.lt

**Kristina Čelkė**

SMK Aukštoji mokykla, Lietuva

El. p. kristina.celke@gmail.com

Artėjančių eilinių savivaldybių tarybų ir merų rinkimų (numatytų 2023 m. kovo 5 d.) ir kelis mėnesius besitęsiančių masinės informacijos priemonėse diskusijų apie „naujas“ savivaldybių merų galias ir iššūkius jas įgyvendinant, nuo 2023 m. balandžio mėn. pasikeitus savivaldos modeliu, kontekste, 2023 m. vasario mėnesį buvo atliktas mokslinis kiekybinis tyrimas (anketinės apklausos forma), kurio tikslas – atskleisti Lietuvos savivaldybių merų teisinio statuso reglamentavimo ir jų kompetencijų ugdymo ypatumus ir tobulinimo galimybes. Atliekant mokslinį kiekybinį tyrimą buvo susitelkta į ypatingą tikslinę grupę – Lietuvos savivaldybių merus, kurie iki 2023 m. šias pareigas buvo ėję ne mažiau kaip keturias kadencijas, t. y. 20 ir daugiau metų (toliau jie vadinami patyrę Lietuvos savivaldybių merai). Tokią respondentų grupę sudarė 10 Lietuvos patyrusių savivaldybių merų, iš kurių 8 sutiko atsakyti į 20 anketos klausimų.

Klausimų grupę, sąlyginai pavadintą „Savivaldybės mero teisinis statusas ir veikla“, sudarė 11 klausimų. 5 anketos klausimais siekta sužinoti patyrusių savivaldybių merų nuomonę, kokius teoriškai galimus vaidmenis savivaldybės struktūroje turėtų atlikti tiesiogiai renkamas savivaldybės meras, kokie reikalavimai turėtų būti keliami tokiam merui, kas turėtų pavaduoti savivaldybės merą / laikinai eiti tiesiogiai renkamo savivaldybės mero pareigas ir kokios garantijos galėtų geriausiai motyvuoti asmenį užimti ir eiti šias atsakingas pareigas. Siekiant išsiaiškinti, kokiems vaidmenims patys Lietuvos patyrę savivaldybių merai skyrė daugiausia dėmesio, kai 2019–2023 m. ėjo savivaldybės mero (savivaldybės tarybos nario, savivaldybės tarybos ir visos savivaldybės vadovo) pareigas, kokius vaidmenis atliekant jiems patiems tuo laikotarpiu pavyko pasiekti geriausių rezultatų ir kokios kliūtys labiausiai

trukdė jiems šiuos vaidmenis atlikti, respondentų buvo paprašyta atsakyti į 4 anketos klausimus. Lietuvos patyrusių savivaldybių merų taip pat klausyta, kokiems vaidmenims daugiausia dėmesio turėtų skirti tiesiogiai išrinktas meras (savivaldybės vykdomoji institucija, savivaldybės vadovas ir subjektas, organizuojantis savivaldybės tarybos posėdžius ir legalizuojantis jų priimtus sprendimus) 2023–2027 m. metais, pasikeitus savivaldos modeliui, su kokiais didžiausiais iššūkiais toks savivaldybės meras gali susidurti ir nuo kokių trijų svarbiausių darbų jis turėtų pradėti savo veiklą, jeigu būtų išrinktas.

Klausimų grupę, sąlyginai pavadintą „Savivaldybės mero kompetencija ir jos tobulinimas“, sudarė 9 klausimai. 4 klausimais teirautasi, kokius gebėjimus turėjo turėti 2019–2023 m. tiesiogiai išrinktas savivaldybės meras (savivaldybės tarybos narys, savivaldybės tarybos ir visos savivaldybės vadovas), kaip dažnai (kiek kartų per metus), kokiomis formomis ir kokius gebėjimus šiuo laikotarpiu tobulino patys Lietuvos patyrę savivaldybių merai. Kiti klausimai buvo orientuoti į ateitį ir respondentų klausta, kokius gebėjimus turėtų turėti 2023–2027 m. tiesiogiai išrinktas meras (savivaldybės vykdomoji institucija, savivaldybės vadovas ir subjektas, organizuojantis savivaldybės tarybos posėdžius ir legalizuojantis jų priimtus sprendimus), kiek kartų per metus ir kokiomis formomis jis turėtų mokytis (kelti savo kompetenciją), ar tiesiogiai išrinktiems merams ir savivaldybių tarybų nariams tikslinga organizuoti įvairius mokymus.

Išanalizavus atsakymus į abiejų grupių klausimus, paaiškėjo įdomių dalykų. Svarbiausia žinia yra ta, kad Lietuvos patyrę savivaldybių merai tiesiogiai renkamą merą pripažįsta kaip vadovą, savivaldybėje atliekantį tris vaidmenis, t. y. savo veiklą orientuojantį šiomis kryptimis: pirmiausia į savivaldybės vykdomajai institucijai būdingų funkcijų vykdymą, antra, į pareigų, susijusių su atstovavimu savivaldybei už jos ribų, vykdymą ir trečia, į savivaldybės tarybos vadovui būdingų funkcijų, turint balso teisę savivaldybės tarybai priimant sprendimus, vykdymą. Tokiai tiesiogiai renkamo savivaldybės mero vaidmenų kombinacijai iki galo realizuoti, deja, nebuvo / nėra sudarytos sąlygos nei 2019–2023 m. (esant savivaldos modeliui „Savivaldybės taryba – administratorius“ (su tiesiogiai renkamu savivaldybės meru – savivaldybės tarybos ir savivaldybės vadovu)), nei 2023–2027 m. (esant modeliui „Savivaldybės taryba – tiesiogiai renkamas meras“ (su savivaldybės meru – savivaldybės vykdomąja institucija ir savivaldybės vadovu)).

Lietuvos patyrusių savivaldybių merų nuomone, 2023–2027 m. tiesiogiai išrinktas meras (savivaldybės vykdomoji institucija, savivaldybės vadovas ir

subjektas, organizuojantis savivaldybės tarybos posėdžius ir legalizuojantis jų priimtus sprendimus) turėtų turėti tokius išlavintus svarbiausius gebėjimus: organizuotumas, lyderystė, veiklos valdymas ir konfliktų valdymas. Šiuos svarbiausius ir kitus gebėjimus jis turėtų tobulinti pirmiausia specialių kursų ir savišvietos formomis. Tiesiogiai išrinktiems merams ir savivaldybių tarybų nariams (tiek išrinktiems pirmą kartą, tiek ir pakartotinai) yra būtina organizuoti įvairius mokymus.

Reikšminiai žodžiai: *savivaldybės, rinkimai, merai, patirtis, kvalifikacija.*

**10TH INTERNATIONAL SCIENTIFIC-PRACTICAL CONFERENCE  
ON PUBLIC GOVERNANCE CHANGES:  
SUSTAINABLE PUBLIC SECTOR IN THE TIMES OF UNCERTAINTY**

**TARPTAUTINĖ MOKSLINĖ - PRAKTINĖ  
10-OJI VIEŠOJO VALDYMO POKYČIŲ KONFERENCIJA:  
TVARUS VIEŠASIS SEKTORIUS NEAPIBRĖŽTUMO SĄLYGOMIS**

Redaktoriai / Editors Vidmantė Giedraitytė, Andrius Stasiukynas,  
Rolanda Kazlauskaitė Markelienė  
Lietuvių kalbos redaktorė / Lithuanian language editor Jolanta Budreikienė  
Maketas / Design by Jolanta Girnytė  
Tekstas anglų kalba neredaguotas / English text not edited

Published by the General Jonas Žemaitis Military Academy of Lithuania,  
Šilo g. 5a, LT-10322 Vilnius, Lithuania, <http://www.lka.lt>

Išleido Generolo Jono Žemaičio Lietuvos karo akademija,  
Šilo g. 5A, LT-10322 Vilnius

ISBN 978-609-8277-37-1