**TARPTAUTINĖ MOKSLINĖ - PRAKTINĖ
11-OJI VIEŠOJO VALDYMO POKYČIŲ KONFERENCIJA**

NACIONALINIS SAUGUMAS DEMOKRATINĖJE VALSTYBĖJE

Santraukos

2024 m. gegužės 15 d.

Vilnius

THE 11TH INTERNATIONAL SCIENTIFIC-PRACTICAL CONFERENCE ON CHANGES IN PUBLIC GOVERNANCE

NATIONAL SECURITY IN A DEMOCRATIC COUNTRY

Abstracts

15 May 2024

Vilnius

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Konferencija vyks Seimo III rūmuose:

Plenarinė sesija – 218 B salė
A sekcija – 218 B salė
B sekcija - Kazimiero Antanavičiaus salė

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

Klausimus galėsite užduoti per programėlę Sli.do

Transliacijos nuorodos:

10.00-12.15 **Plenarinė sesija:** Nacionalinis saugumas
demokratinėje valstybėje

Transliacijos nuoroda:

13.30-16.30 **Sekcija A:** Nacionalinis saugumas
viešojo valdymo kontekste: Ukrainos patirtys

Transliacijos nuoroda:

13.30-16.30 **Sekcija B:** Pokyčiai užtikrinant nacionalinį saugumą
ir administracinės reformos demokratinėje valstybėje

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)
10.00-12:15 **Plenary session:** National security in a democratic country
Webcast link (in English):

13.30-16.30 **Panel A:**
Webcast link (in English):

KONFERENCIJOS PROGRAMA / PROGRAMME

2024 m. gegužės 15 d. / 15 May 2024

9.30.00–10.00	Registracija / *Registration*
III rūmų 218 B salė / *218 B Hall, Building 3*	
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, Lietuva / *Coordinator, Excellence Network of Public Governance; Director, Institute of Public Administration, Mykolas Romeris University, Lithuania.*
	Doc. dr. Vidmantė GIEDRAITYTĖ**,** Generolo Jono Žemaičio Lietuvos karo akademijos Saugumo institucijų valdymo mokslo grupės vadovė, Lietuva / *Head, Research Group for Management of Security Institutions, General Jonas Žemaitis Military Academy of Lithuania, Lithuania.*
10.00–10.10	**Sveikinimo kalba / *Welcome address***
	Ričardas JUŠKA
	Seimo Valstybės valdymo ir savivaldybių komiteto pirmininkas, Lietuva / *Committee on State Administration and Local Authorities, Seimas of the Republic of Lithuania, Lithuania.*
	Arvydas POCIUS
	Seimo Nacionalinio saugumo ir gynybos komiteto pirmininkas, Lietuva / *Committee on National Security and Defence, Seimas of the Republic of Lithuania, Lithuania.*
10.10–11.10	**Pranešimai / *Presentations***

Prof. dr. David SCHULTZ

Hamlino univeristetas, profesorius, JAV / Distinguished University Professor, Hamline University, USA.

Generolo Jono Žemaičio Lietuvos karo akademijos afiliuotas profesorius, Lietuva / Affiliated Professor, General Jonas Žemaitis Military Academy of Lithuania, Lithuania.

Engaging the Public in National Security Discussions: The Lessons of Community Assemblies

Prof. emeritus Harald KOHT

Oslo Metropolitano universiteto profesorius emeritas, Norvegija / Professor emeritus, Oslo Metropolitan University, Norway.

Social security in Europe: a Norwegian perspective on challenges to the welfare state as we know it

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

Eugenijus SABUTIS

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

Sigita ŠČAJEVIENĖ

Vidaus reikalų viceministrė, Lietuva / *Vice-Minister, Ministry of the Interior of the Republic of Lithuania, Lithuania.*

Algis KAŠĖTA

Varėnos rajono savivaldybės meras, Lietuvos savivaldybių asociacijos atstovas, Lietuva / *Representative of the Association of Local Authorities in Lithuania (ALAL), Lithuania.*

Pulkininkas Mantas PAŠKEVIČIUS

Generolo Jono Žemaičio Lietuvos karo akademijos viršininko pavaduotojas kariniam rengimui, Lietuva / *Deputy Commandant for Military Training, General Jonas Žemaitis Military Academy of Lithuania Lithuania.*

Prof. dr. Vainius SMALSKYS

Mykolo Romerio universiteto Viešojo administravimo studijų programų vadovas, Lietuva / *Head of Public Administration Study Programmes, Mykolas Romeris University, Lithuania.*

12.15–13.30	**Pertrauka / *Break***

13.00–16.30	**KONFERENCIJOS PRANEŠIMAI IR DARBAS SEKCIJOSE /** *PRESENTATIONS AND WORK IN PANELS*
13.30–16.30	**SEKCIJA A. /** *PANEL A.*
	NACIONALINIS SAUGUMAS VIEŠOJO VALDYMO KONTEKSTE: UKRAINOS PATIRTYS
	(Ukrainian language with translation)

III rūmų 218 B salė / *218 B Hall, Building 3*

Moderatoriai/ Moderators:

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Assoc. prof. dr. Viktoriya GURA, PhD student Oleksandr YURIYEV

Kijevo Taraso Ševčenkos Nacionalinio universiteto Viešojo administravimo ir valstybės tarnybos studijų ir mokslo institutas, Ukraina / *The Scientific Institute of Public Administration and Civil Service of Taras Shevchenko National University of Kyiv, Ukraine.*

Ensuring national stability and resilience for the safe functioning of the region (Zaporizhzhia, Dnipro, Kharkiv, Sumy - the front line in the east of Ukraine)

Prof. dr. Svitlana KHADZHYRADIEVA, Candidate of Pedagogical Sciences Marianna TODOROVA, Assoc. prof. dr. Yuliia KUZMENKO

Valstybinis intelektualiųjų technologijų ir telekomunikacijų universitetas, Ukraina / *State University of Intelligent Technologies and Telecommunications, Ukraine.*

Implementation of European experience on social policy issues regarding internally displaced persons

Prof. dr. Nataliia GAVKALOVA

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

Implementation of the "Smart City" concept in the management of Ukrainian cities

Prof. dr. Grygorii MONASTYRSKYI

Valstybinis Vakarų Ukrainos universitetas, Ukraina / *West Ukrainian National University Ternapolis, Ukraine.*

The Functioning of the Public Administration System in Ukraine in the Context of War: Mechanisms for Ensuring National Security

Maryna GRUZD

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

The role of public organizations in establishing the state of social welfare

Prof. dr. Nataliia STEPANENKO

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

The role of countervailing institutions in strengthening democracy

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.*

Public-private partnership as a tool for ensuring sustainable socio-economic development

Prof. dr. Leonid KOLOMIETS

Valstybinis intelektualiųjų technologijų ir telekomunikacijų universitetas, Ukraina / *State University of Intelligent Technologies and Telecommunications, Ukraine.*

Protection of consumer rights: government - business – consumer

Prof. dr. Mariia PYSMENNA

Ukrainos Nacionalinės mokslų akademijos Skrydžių akademija, Ukraina / *Flight Academy of the National Academy of Sciences of Ukraine, Ukraine.*

Project approach in modern management

Prof. dr. Elena KNIAZIEVA

Valstybinis intelektualiųjų technologijų ir telekomunikacijų universitetas, Ukraina / *State University of Intelligent Technologies and Telecommunications, Ukraine.*

Key priorities of Ukraine's security doctrine

Prof. dr. Tetiana BEZVERKHNIUK

Valstybinis intelektualiųjų technologijų ir telekomunikacijų universitetas, Ukraina / *State University of Intelligent Technologies and Telecommunications, Ukraine.*

Strategic communications in the aspect of international information security

PhD student Eduard SYROMOLOT
Simono Kuzneco Charkivo nacionalinis ekonomikos universitetas, Ukraina / Simon Kuznets Kharkiv National University of Economics, Ukraine.

The digital society in the context of European integration processes and the restoration of the territories of Ukraine

Prof. dr. Larysa GORDIENKO

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

Methodological aspects of applying the system approach in scientific research of public administration

Postgraduate Student Dmytro BARANOVSKIY

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

Staff management problems of public government bodies in theconditions of digitalization

Diskusija / *Discussion*

13.30–16.30	**SEKCIJA B.** **Pokyčiai užtikrinant nacionalinį saugumą ir administracinės reformos demokratinėje valstybėje**
	(lietuvių kalba)

III rūmų Kazimiero Antanavičiaus salė

Moderatoriai:

Dr. Aušra ŠUKVIETIENĖ, *Mykolo Romerio universiteto Viešojo administravimo instituto lektorė, Lietuva.*

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Pranešimai/ *Presentations*:

Dr. Jaunius JATAUTAS, prof. dr. Dalius SERAFINAS**,** *Vilniaus Universitetas, Lietuva.*

Sisteminės interesų derinimo spragos Lietuvos politikos formavimo procese

Prof. dr. Saulius NEFAS, *Mykolo Romerio universitetas, Lietuva.*

Suinteresuotoji šalis – seniūnaitis: ar įtraukiamas į sprendimų priėmimą?

Ernesta ČERPAITĖ, prof. dr. Rasa SMALIUKIENĖ, *Generolo Jono Žemaičio Lietuvos karo akademija, Lietuva.*

Nuolatinės privalomosios pradinės karo tarnybos modelio elementų poveikis šauktinių norui likti kariuomenėje

Andrius TAMULEVIČIUS, doc. dr. Tomas VEDLŪGA**,** *Generolo Jono Žemaičio Lietuvos karo akademija, Lietuva.*

Naujų technologijų įtaka karių karjerai demokratinėse valstybėse: Lietuvos atvejis

Prof. dr. Algirdas ASTRAUSKAS, *Mykolo Romerio universitetas*, Kristina ČELKĖ, *Socialinių mokslų kolegija, Lietuva.*

Savivaldybės tarybos opozicijos lyderis: ar pakanka įgaliojimų ir ar sudarytos tinkamos sąlygos veikti?

Svajūnė UNGURYTĖ-RAGAUSKIENĖ, dr. Mantas BILEIŠIS, *Generolo Jono Žemaičio Lietuvos karo akademija, Lietuva.*

Visuotinės gynybos strategijų kaita arba kaip išvengti „Margirio" sindromo

Diskusija

ENGAGING THE PUBLIC IN NATIONAL SECURITY DISCUSSIONS: THE LESSONS OF COMMUNITY ASSEMBLIES

David Schultz

Hamline University, USA

General Jonas Žemaitis Military Academy of Lithuania, Lithuania
E-mail: dschultz@hamline.edu

Engaging the public in critical dialogues such as national security is challenging yet important. While elections are one way to secure public input, they do not foster a dialogue among citizens or between them and government officials and they often leave out or ignore some voices that are drowned out by majority preferences. In many cases, voters and ordinary citizens are left out, or do not feel that their voices matter. This often results in policies being made that do not reflect critical interests or perspectives that reflect a fair cross-section of the community. While this is a problem in any policy era, it is especially a concern in matters of national security requiring significant public support.

One way to address this engagement issue is through the adoption or use of community assemblies. As originally proposed two generations ago by scholars, the idea of community assemblies or juries was first to demographically select of small sample of a desired population in a jurisdiction. These individuals would then be provided with information by experts on a specific topic. The assembly participants would then deliberate and make their recommendations on a topic they were assigned to address.

Community assemblies have been used by local and national governments in England, Ireland, the United States, and other countries to solicit input and gather information from citizens to assist in the making of public policy.

This research reports on his use of four community assemblies in the United States. It describes the way that the community assemblies were constructed and for what purposes. It offers an assessment on what worked and how these assemblies could be improved and also how they enhance community engagement, especially from those individuals who are not traditionally involved.

The research concludes with recommendations regarding how the assemblies could be adapted in Lithuania to design ways to engage its citizens in discussions on security issues with the result of creating better informed Lithuanians, polices, and government officials.

This presentation looks at the role that community assemblies can have in engaging the public and gathering information to help shape policy making and security issues.

SOCIAL SECURITY IN EUROPE: A NORWEGIAN PERSPECTIVE ON CHALLENGES TO THE WELFARE STATE AS WE KNOW IT

Harald Koht

Oslo Metropolitan University, Norway

This presentation first discusses the connection between the welfare state and national security in democratic countries. What is the significant distinction between them or can we point at some common characteristics of these two policy fields? Both from a practical and theoretical point of view social and national security serve as different aspects of nation-building in modern states. They represent separate agencies of the government, but if successful each contributes to meet people's need for security and building national identity.

European countries are currently facing a number external threats and domestic crises. Some of these issues are quite divisive according to opinion polls. However, students of the welfare state tend to agree about some common challenges that affect most of Europe. They have to do with aging, immigration, economic globalization, and integration within the sphere of the European Union and its partners in the European Economic Area, that also includes Norway, Iceland, and Liechtenstein.

The presentation concludes with a discussion of specific social policy options with Norway as a common reference point.

Keywords: *welfare state, national security, national identity, social policy.*

ENSURING NATIONAL STABILITY AND RESILIENCE FOR THE SAFE FUNCTIONING OF THE REGION (ZAPORIZHZHIA, DNIPRO, KHARKIV, SUMY - THE FRONT LINE IN THE EAST OF UKRAINE)

Viktoriya Gura[1], Oleksandr Yuriyev[2]

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The full-scale russian invasion since February 24, 2022, has brought numerous losses and damages to Ukraine, therefore, raising the issue of national stability and resilience of the country. Given that Zaporizhzhia, Dnipro, Kharkiv, and Sumy form the front line in the East. That is why we should focus on analyzing the specified regions' stability and resilience over energetic, social, ecological, and economic elements. Due to rocket shelling and air strikes, Zaporizhzhia, Dnipro, Kharkiv, and Sumy regions had human and civil infrastructure losses for billions of dollars. All armed hostilities affected the environmental sector. In this regard, ensuring stability and resilience should be oriented to the long and short term with properly developed mechanisms.

National stability is a structural prerequisite for developing the institutional structure of public administration, its modernization, and its transition to a new level based on national interests and influence. The main aspect of stability is the presence of a certain potential barrier, the overcoming of which, as a result of external disturbances, would mean the transition of the military-strategic supersystem of states to a new qualitative state - from interaction characteristic of peacetime to interaction determined by a fundamentally different logic leading to war with the use of weapons. At the same time, national stability correlates with national resilience.

Stability and resilience are always specific, and therefore public authorities are obliged to determine their degree and the subsequent actions to neutralize particular threats on an ongoing basis, taking into account the entire set of conditions and factors of the political, economic, social, and environmental process that can cause damage to the country's national interests. The system for ensuring the East region's stability in the frontline should be built based on strategic management of the elements of the regional security and stability system.

Keywords: *national stability, national resilience, region's safety, front line.*

IMPLEMENTATION OF EUROPEAN EXPERIENCE ON SOCIAL POLICY ISSUES REGARDING INTERNALLY DISPLACED PERSONS

Svitlana Khadzhyradieva[1], Marianna Todorova[2], Yuliia Kuzmenko[3]

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As a result of the war in Ukraine, more than 7.7 million people were forced to move to another part of the country [1]. The psycho-emotional state of these people is often unstable and they all react differently, from relatively temporary and minor stress reactions to significant distress and psychosocial disorders [2]. Accordingly, this becomes a catalyst for conflicts, which often involve social workers and people in contact with internally displaced persons (IDPs), and the social assistance they try to provide is ineffective or even useless, which affects the implementation of the state's social policy. We see one of the cheapest and most effective ways to provide social and psychological support to IDPs in the introduction of a network of mentors who will be involved in mentoring these families.

The European experience of mentoring programs has proven to have a positive impact on both the general problems faced by IDPs: finding housing, employment, language barriers, intercultural understanding; and on internal changes: a sense of well-being, life satisfaction, resilience and empowerment, etc. Their influence on improving the psycho-emotional state of IDPs, developing their emotional intelligence, reducing social isolation, and, accordingly, reducing depression, improving social integration and adaptation is also significant. Therefore, we proposed the progress of the concept of conflict-sensitive mentoring for external assistance to the UPU in Ukraine. However, such a development required, as a first step, an accurate analysis of the psycho-emotional state of such families and the challenges for mentors arising from this. Therefore, the relevant analysis was carried out using interview methods with Air Force families, as well as psychosocial assistants who were in direct contact with them and provided support in various areas of their lives.

Thus, the full range of social, and psycho-emotional problems and needs of IDPs was collected, which is an important basis for the implementation of conflict-sensitive mentoring by future mentors. To implement this type of mentoring, we propose to use the experience of the mentoring program for IDPs in Southern Spain, which involved the involvement of IDPs who have been living in this area for some time as mentors for newly arrived IDPs.

The mentoring program demonstrates the usefulness of implementing community-based activities that promote meaningful involvement of IDPs to improve the well-being of displaced persons - as the ultimate goal of processes aimed at restoring and empowering them and engaging them as active citizens in their settlements [4].

It is important to note that the community plays an important role here, as assistance through a network of mentors goes beyond the top-down vertical to the horizontal peer-to-peer plane. The introduction of such a network and the inclusion of similar programs in national or community-level programs will help public authorities perform transformative rather than improving or even restrictive functions [3].

All of this allows us to speak about the effectiveness of the implementation of social policy for internally displaced persons.

Keywords: *social policy, mentoring, internally displaced families.*

References

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IMPLEMENTATION OF THE "SMART CITY" CONCEPT IN THE MANAGEMENT OF UKRAINIAN CITIES

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Overcoming such challenges as the decline of basic and even traditional branches of the regional economy, unemployment, uncontrolled urbanization, increasing crime, pollution and environmental degradation, devaluation of local identity, are the basis of urban planning concepts.

The study considered the problem of interaction between local authorities and citizens in a smart city. It was determined that the human-centered concept of a smart city involves presenting the functions of the city government in the form of specific public services, the purpose of which is to satisfy the needs of citizens.

Industry 4.0 technologies, such as information platforms and blockchain, the Internet of Things, smart devices, virtual reality and artificial intelligence, cover an ever-increasing sphere of people's lives and change their way of life.

The concept of a smart city does not involve replacing social development with technological re-equipment of urban space. A key feature of the concept is the direct participation of people in the processes of city management and, in particular, urban development.

Mechanisms of public participation in a smart city include information, consultations, discussions, public control of finances and common funds. To communicate through these mechanisms, multiple digital communication channels can be used at the same time, including social networks, messengers, websites, e-mail and various platforms for citizen appeals.

This leads to a decrease in the effectiveness of interaction. As a result, information about active public participation on official city websites is fragmented and often outdated. The scalable digital platform serves as a single environment for the exchange of information and resources between citizens and authorities and helps to reduce the time and resources spent on organizing such communications. An example of the development of a digital service on the blockchain, implemented in the decentralized information platform of Ukrainian origin Bitbon, is presented.

It was determined that the basis of the concept of a smart city is the

reduction of transaction costs and communication barriers associated with physical distance and the search for resources.

Although some of the services envisaged by the concept of smart cities are already operating in Ukraine, in particular, digital tickets for public transport, video surveillance systems on the streets and in the subway, electronic document management, online registration in hospitals and state institutions, etc. The general trend does not yet have an all-Ukrainian character.

The first problem that Ukrainian cities face on the way to Smart development is the lack of a strategic vision. That is, for the successful implementation of this concept, Smart solutions must be officially enshrined in the development strategies of each individual settlement. Most megacities in developed countries follow this path.

The second problem is the lack of funding, because the implementation of this concept depends not only on the government, but also on business investments. That is, Smart cities technically cannot appear only with budget funds. And today, business, investors and patrons do not take an active part in the development and implementation of the Smart concept.

Today, international partners play a significant role in the restoration of the country, because the main efforts of Ukraine itself are placed on the functioning and stabilization of the state in the conditions of a terrible war. So, as early as 2022, Volodymyr Zelenskyy proposed to world leaders the concept of patronage over the restoration of certain regions of Ukraine, which was joined by almost 30 countries.

However, the situation may change after Ukraine's successful counteroffensive, because foreign partners have already expressed a desire to join the reconstruction of Ukrainian cities. We talked more about which countries are helping to restore the infrastructure destroyed by the Russians here.

Therefore, the expected results of the implementation of the Smart City concept of involvement for the development of smart cities are the organization of open data and the encouragement of stakeholders to participate in city management. Such interactive participation in urban planning and resource allocation will contribute to the development of innovative creativity of citizens and the development of open dialogue and exchange of information with local authorities.

Keywords: *smart city, public participation, post-war reconstruction, digitalization, digital platform, blockchain, tokenization.*

THE ROLE OF PUBLIC ORGANIZATIONS IN ESTABLISHING THE STATE OF SOCIAL WELFARE

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Public organizations are part of civil society and represent voluntary associations of citizens whose goal is to solve urgent social problems and express the common interests of citizens. In developed democratic countries, non-governmental organizations carry out activities in all spheres of public life and make a significant contribution to the general well-being and sustainable development of the state, as well as being an obligatory part of social and political life. Non-governmental organizations operate at the national and local levels, forming the basis of the so-called «third sector». Their activities embody the spirit and essence of civil society, and their networks unite civil society.

Ukrainian public organizations actively cooperate with state, public and business organizations in order to solve current social, economic and environmental problems and provide citizens with a wide range of goods and services in many areas. Non-profit organizations are often more efficient than for-profit companies and government agencies due to their non-commercial nature, flexible management, quick response to citizen requests and individual approach.

The transfer of functions to the third sector also meets the requirement of further democratization of social management. Scientific research defined the role of non-profit organizations in promoting the sustainable development of society and strengthening the processes inherent in the third sector, such as international cooperation, globalization, commercialization, professionalization and bureaucratization of public organizations.

The main obstacles to effective interaction between the state and institutions of civil society, namely non-governmental organizations, are: public distrust of non-governmental organizations; the state's narrow understanding of the functioning of non-commercial organizations; lack or ineffectiveness of legal regulation; non-systematic state policy aimed at improving the efficiency of the third sector; lack of civil society capable of compensating for the «failures» of the state and other social institutions.

Public organizations are an integral part of any democratic society,

embodying the spirit and essence of civil society. The development of civil society depends on the socio-political activity of public organizations. Important indicators of the development of civil society in Ukraine are the positive dynamics of the increase in the number of public organizations, the expansion of the spheres and types of their activities, and the possibilities of organizational development.

Areas of support and improvement of interaction between state institutions and public organizations regarding social development: legislative basis at the level of the state and regions regarding the activation of the interaction of the united territorial community and public organizations for the sake of territorial development; existence of an effective practice of creating local funds and mechanisms for their financial filling on the part of the government, business and the public; development of international and national crowdfunding platforms; availability of motivators to improve interaction between state institutions and public organizations; financial and expert support of international partners and donors in the direction of horizontal cooperation; experience exchange and international internship programs for further practical application for social development; application of digital tools to improve interaction between authorities and public organizations.

Public organizations identify official websites and pages in social networks as the main channels of information about their activities, note that all contacts and state institutions can be contacted on the website. But the stated position makes it necessary to take a proactive position on the part of public organizations and trust in the authorities, in order to present their proposal. In addition to announcements on the website, in accordance with the legally defined procedure, the key channels of informing about the opportunity to participate in consultations, round tables, discussions, working groups are personal invitations of well-known organizations, public figures or experts. In most cases, local authorities do not have the contacts of all active public organizations that could potentially be interested in cooperation. Very often, self-government bodies use modern communication channels (telegram channels, chats in messengers, etc.). In this situation, as in the case of personal appeals, only those organizations that are aware of such a possibility or that are known to the authorities can be involved in the chats. The use of these modern methods of communication is an important step for increasing the level of efficiency and interaction

of public organizations and government institutions. However, these tools require a personal invitation and access to information about the possibility of participation. This situation creates conditions for opaque communication and limits the openness of the authorities.

However, it is difficult to talk about the sufficient level of quality of these organizations. The activities of public organizations in our country are hindered by a number of factors. Citizens still do not perceive public organizations as an effective tool for protecting their rights, underestimate their effectiveness (which can be judged by the level of citizens' trust in them and participation in their activities), do not fully understand their real possibilities. This is significantly affected by insufficient awareness of existing public organizations, as well as the passivity of the organizations themselves in terms of informing citizens and involving them in their activities. Therefore, the issue of ensuring public awareness of the activities of organizations through the mass media, conducting educational and advertising events in an understandable and convincing form becomes urgent.

One of the important problems of organizations is their financing. In this aspect, it is important to regulate the procedure for providing state subvention and the specifics of the state order for the services of public organizations; to create a state fund for the development of civil society, which should provide state support for long-term programs and projects of organizations on a competitive basis.

For more effective activities of public organizations, it is also important to establish an effective dialogue between public organizations and the authorities. It is necessary to contribute to the expansion and improvement of the work of advisory bodies (public councils) at state bodies, activation of state-public consultations on a permanent basis.

Finally, the issue of activities of public organizations should be clearly regulated at the legislative level. It is necessary to simplify the procedures for creation, registration and activity of public organizations. It is necessary to review and supplement the laws regulating the activities of public organizations. The proper strength and stability of public organizations will depend on their ability to receive broad social support from members, volunteers, and donors. They must prove their necessity, and citizens must realize this at the same time.

THE ROLE OF COUNTERVAILING INSTITUTIONS IN STRENGTHENING DEMOCRACY

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The state of global democracy in 2023 can be characterized as complex, changing and unequal. Democracy continues to decrease in every region of the world. 2022 marked the sixth year in a row that more countries experienced a net decrease in democratic processes than a net improvement, when measured in terms of areas of improvement and decrease in each country. So, democracy is still struggling, at best stagnant, and in many places decreasing.

Thus, democracy plays a vital role in the history of civilization. It has helped transform the real world from power structures of monarchy, empire, and submission to popular rules, independence, and peaceful coexistence.

Democracy is a type of government where people have all the right to resolve what is in the country, and the government does not have opportunity to influence much on the people.

Generally, there are some benefits of democracy:

respect of peoples' dignity and integrity;

there is a possibility to resolve controversial issues and conflicts peacefully;

equal rights before the law;

transparent, responsible and accountable to the people government;

safe and secure society;

peoples' freedom to act, speak, think and declare your point of view freely.

Variety of formal and informal institutions and public movements (called as countervailing institutions) act to protect democracy and make it strengthen in spite of all difficulties. Countervailing institutions can play a vital role in strengthening democracy, ensuring the rule of law, enforcement of rights and ensuring accountable institutions and all people participation.

The understanding of countervailing institutions comes from traditional meaning of "Checks and balances system". Its aim to encompass

those institutions, organizations and movements that are struggling against the concentration of power, ensuring that policymakers regularly integrate citizens' priorities into policies. So, countervailing institutions are the group of governmental and non-governmental institutions that distribute power between governmental structures and ensure that important priorities on a regular basis and invariable function in decision making.

The role of countervailing institutions is vital nowadays. They include a variety of entities, like human rights organizations, civil society networks, election management bodies, downstream movements, experienced journalists and other political institutions. They collectively help shape the level of democracy in society, focusing more on balancing the power between people and the government than on power sharing only within government.

Furthermore, countervailing institutions are crucial in the area of public participation. What is more, enthusiasm of people for public engagement is prosperous, in spite of seriously complicated contexts. The task of civil society to involve people, manifest public concerns in awareness campaigns and through public interest action and efforts of public propaganda reveal a crucial requirement for democracy.

In nowadays world context, characterized by war, global warming, economic inequality and many other threats, it would be easy to overlook these and many other important achievements. It is worth stopping and considering these examples of how the public has reformed and revitalized governing institutions. They give hope for the future of democracy.

Keywords: *democracy, government, countervailing institutions, governmental structures.*

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

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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.

PROTECTION OF CONSUMER RIGHTS: GOVERNMENT - BUSINESS - CONSUMER

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«The consumer is a voice that is almost inaudible,» said US President John Kennedy, thereby pointing to the insufficient level of attention on the part of the state to the problems of ordinary citizens. Since then, the protection of consumer rights has been one of the main priorities of the state policy of the developed countries of the world.

In countries with a transition economy, feedback between the state and the consumer is very weak, which disrupts the balance in the triangle «power - business - consumer», creating a constant threat of social instability. Establishing a connection is possible under the condition of active participation of the public in the formation of state consumer policy, development of legal, economic and organizational measures.

State protection of consumer rights is when the government provides citizens with the protection of their interests as consumers, provides the opportunity to freely choose products and guarantees the receipt of products (services) in volumes that ensure the level of consumption necessary to maintain health and life.

In 2019, the State Service of Ukraine for Food Safety and Consumer Protection and the State Service for Protection of Consumer Rights of the Republic of Lithuania concluded a Memorandum on the main areas of cooperation in the field of consumer rights protection.

What experiences of Lithuanian colleagues should be used in Ukraine?

Issues of protection of consumer rights and protection of competition in business activities are legally enshrined in Art. 46 of the Constitution of Lithuania and in Art. 42 of the Constitution of Ukraine.

Lithuania has borrowed the best practices of the EU, legislating a new institutional structure in the profile law «On the Protection of Consumer Rights», which consists in significant decentralization of powers in this area: responsibility for the protection of consumer rights is divided between

public bodies (central and local) and the private - public sector .

The Law of Ukraine «On the Protection of Consumer Rights» of 2023, which provides for the adaptation of Ukrainian legislation to EU legislation, thanks to which Ukrainian consumers will have the same rights and guarantees as EU citizens, will enter into force no earlier than the day martial law ends. The current profile law of 1991 has undergone more than 30 amendments, which have not changed the rigidly centralized, bureaucratic model of consumer protection.

The State Production and Consumer Service of Ukraine has similar functions to the Lithuanian one, but it mainly deals with consumer complaints and business inspections, rather than serious analytical and legislative work, as is done in Lithuania.

In Lithuanian specialized public organizations for the protection of consumer rights, it is possible to receive subsidies from the state budget, which allows them to actively conduct marketing research, carry out legal examinations, etc. Each municipality has a special subdivision for compliance with consumer protection legislation, unlike the Ukrainian one, where local self-government bodies only «have the right» to create structural subdivisions.

In Lithuania, every business structure is obliged to ensure the availability of an appropriate customer service department, which promptly responds to customer complaints, comprehensively informs them about goods or services, which, unfortunately, cannot be said about Ukrainian legislation.

In order to bring the Ukrainian consumer rights protection system closer to EU standards, it is necessary to at least provide it with similar Lithuanian functions; implement mechanisms for out-of-court settlement of consumer disputes by developing a law on mediation; transfer all communication between consumers and public bodies to a digital format.

In general, the reform process in the areas of consumer rights protection and technical regulation, in whatever country it is carried out, should be public, because technical regulations and standards are developed for consumers, to improve the quality and increase the safety of their lives.

Keywords: *democratic management, power, business, consumer.*

PROJECT APPROACH IN MODERN MANAGEMENT

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The modern project management approach serves unique projects. Due to individualized deliverables, modern project management requires more flexible processes and scopes, as well as highly specialized resources.

Management methodologies provide organizations with the necessary tools and techniques to execute and control these projects effectively. This field has developed significantly over time and is widely recognized as a critical discipline for organizational success. While project managers play an important role in ensuring the success of projects, project management is not the sole responsibility of project managers and can benefit a wide range of professionals involved in project implementation. Without project management, projects are often completed in an unstructured manner leading to a number of problems such as missed deadlines, poor quality deliverables, and cost overruns.

As projects have become more complex, the project management approach to project management has become more flexible. Today, different industries use different project management styles for a more sophisticated approach. Projects are divided into smaller tasks, each of which is handled separately with more attention to culture, flexibility and response to failure. This methodology is called flexible management.

Modern project management also pays more attention to resources, materials and equipment. The fast-paced business environment means that adequate resource planning is crucial. Linear management methods no longer work because individual elements overlap and resources are needed immediately.

From the point of view of managing projects in which the value is in the product, it is advisable to use the Scrum method. This method helps to understand quickly whether the project is on the right track and to provide regular feedback and refine the product quickly improving the workflow.

In every single project, there is one element that most methodologies

do not take into account: people. Project management is inherently about managing people. The original Gantt methodology focused on deadlines. The newer Waterfall methodology focuses on deliverables. Both methods have positive and negative aspects. It is worth noting that neither approach is truly flexible. It is worth paying attention to the Half Double methodology, which is based on the belief that no approach is truly flexible for different situations. Therefore, the Half Double methodology is adapted to take into account the people, culture and structures of the organization.

The goal of applying the Half Double methodology is to create lasting impact, rather than focusing on short-term project success. Adaptation of the methodology to the needs of each project is relevant and up-to-date.

The Half Double methodology is a combination of people's actions, leadership, and communication combined with flexible methods and an adaptive approach.

Thus, as projects become more complex enterprises need methodology that is focused on speed and dynamism.

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Keywords: *project management, management, Gantt methodology, Half Double, Waterfall, Scrum.*

KEY PRIORITIES OF UKRAINE'S SECURITY DOCTRINE

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The military aggression in Ukraine exposed the problem of a significant lack of scientific and practical developments regarding the principles and methods of formation of the security doctrine in terms of coordinating the development of the defense-industrial complex and the armed forces in the context of the development of the country's economy. The current situation has led to the realization of the apparent need to improve the existing approaches to conducting the wartime economy with the simultaneous formation of a security doctrine in the conditions of existing threats.

The annual budgetary financing of the security and defense sector should be at least 5% of the gross domestic product. However, most of this budget goes to personnel training, medical care, etc. The item of expenses aimed at financing innovative developments and scientific research in the defense sphere, production of own innovative products is not present at a time when (according to the standards of NATO countries) 30% of the budget should be directed to the development of weapons and military equipment. However, in the conditions of modern war, the workforce and equipment do not guarantee total military power, by reason, for the effective development of the armed forces, emphasis must be based on technological and innovative advantages, improvement of quality characteristics, etc.

Therefore, Ukraine needs a radical change without the security doctrine, which should contain the economic component of these processes, aimed at innovative renewal and development of the defense complex, which, in turn, can become a locomotive of innovative development of the economy as a whole. The key priorities of Ukraine's security doctrine should be based on the principles of technology conversion and transfer, in particular:

1. Dominance by qualitative indicators. This priority is at the intersection of the interests of the armed forces (in terms of requirements for the technical characteristics of weapons, information and communication systems, medicine, etc.) and the scientific and technical potential of the

country in the form of institutions capable of providing scientific justification, development and implementation of technologies and innovations.

2. Conversion and transfer of technologies from the military sphere to the socio-economic and industrial life of the country. This priority is in the sphere of responsibility of relevant ministries interested in the implementation of these technologies in civilian life, economic, and production processes.

3. Development of intellectual potential and improvement of the personnel training system, in particular, enabling military educational institutions to train specialists in civilian specialties who, after completing military service, can quickly and effectively integrate into public life and the business environment.

4. Early warning of a conflict or local incident. This priority is the responsibility of the armed forces, diplomatic corps, and electronic communications operators, the backward of which, relying on existing networks and facilities, will contribute to efficient intelligence and identification of potential threats (both physical and in cyberspace).

5. Formation of investment-attractive for national and foreign investors sectors of the economy, based on the technological dominance obtained as a result of the transfer of technologies, which is appropriate to connect with the development of cryptocurrency, since it levels the political and economic influence of countries issuing traditional currencies.

Ukraine should form its security doctrine based on the activation of innovative research with the subsequent transfer of technologies to the civilian economy. The security doctrine, formed taking into account the above priorities, will contribute to the creation of a new innovative strategy for the state's economic development, based on technological advantages, digitalization, and effective interaction with partners.

STRATEGIC COMMUNICATIONS IN THE ASPECT OF INTERNATIONAL INFORMATION SECURITY

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The new reality of modern times has become a qualitatively new architecture of the system of international relations in the field of security under the influence of the targeted use of information and communication technologies to achieve advantages in the military, socio-political, economic, and financial spheres. New doctrines of international security and the informational component of national security strategies are a priority for the activities of international security organizations, national governments, foreign policy departments, and non-governmental associations.

Information security belongs to those types of security where national and international aspects are inextricably linked. The concept of international information security for Ukraine is revealed through the development and implementation of a targeted systemic policy for the protection of national interests from external and internal information threats. Modern challenges and threats to the national security of Ukraine necessitate the professional use of an effective and adequate toolkit of strategic communications in the system of state and military management (Decree of the President of Ukraine of December 28, 2021 No. 685/2021 "On Information Security Strategy"); the development of strategic communications capabilities in the field of defense and their coordination with political and diplomatic measures is defined as a priority of the Military Security Strategy (Decree of the President of Ukraine of March 25, 2021 No. 121/2021 "On Military Security Strategy of Ukraine").

Strategic communications acquire the greatest importance precisely in the context of ensuring national security, the formation of a national idea and the unification of Ukrainian citizens around it, as well as the development of a unified approach to the formation of national interests, which at the same time must be considered as the most modern and promising form of action in the information space. Based on this, in Ukraine, there is a planned development of a network of structures that should take care of

issues of strategic communications all security and state institutions have formed such divisions (bodies) in their composition.

All of the above determined and formed a persistent need for security and state institutions for the professional training of specialists capable of solving complex specialized tasks of national security and practical problems of professional activity in the field of international relations, the state's foreign policy regarding the protection of the national information space in conditions of modern uncertainties and cyber threats based on the complex use of the toolkit of strategic communications.

In the State University of Intellectual Technologies and Communication (Ukraine), the training of students of the second (master's) level of higher education under the Interdisciplinary, inter-branch educational and scientific program "International Information Security and Strategic Communications" has been started, the purpose of which is to train specialists who are capable of managerial, expert, project activities in the field of international political analysis, strategic communications, information security management, forecasting trends in the development of interstate relations in the information field and reflecting these processes in strategic and program documents.

Keywords: *strategic communications, international information security, national security.*

THE DIGITAL SOCIETY IN THE CONTEXT OF EUROPEAN INTEGRATION PROCESSES AND THE RESTORATION OF THE TERRITORIES OF UKRAINE

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The peculiarities of modern European integration processes of Ukraine are the gradual reforming of the sphere of public management of the development of territories according to the "Build Back Better" principle, the implementation by Ukraine of its obligations regarding industry cooperation within the framework of the Association Agreement between Ukraine and the EU and the obtained status of a candidate for membership of the European Union.

One of the priorities of the European integration development of territories is the development of a digital society, as an important component of the implementation of electronic governance, public administration reform, development of information and communication technologies, the formation of digital infrastructure databases, and the space for the cooperation of scientists and practitioners on regional development issues.

The processes of digital transformation of various spheres of socio-economic development of society create conditions for the formation of new organizational forms of network cooperation and managerial influence on the development of territories, acquisition of relevant digital skills, development of digital infrastructure, provision of a new range of public services to residents of territorial communities and businesses.

The features of the development of the digital space are the declaration by its participants of the achievement of social values, the formation of feedback based on the formation of databases, and project solutions for local and regional development.

The regional development of Ukraine takes place in the difficult conditions of martial law, restoration of territorial development, and Ukraine's European integration course. In these difficult conditions of the development of social relations, Ukrainian public institutions and private

structures, together with European institutions, are actively forming a common European digital space and a new network of organizational structures for the development of a digital society.

The researches of scientists O. Amosov, V. Bakumenko, K. Vashchenko, N. Gavkalova, L. Gordienko, N. Honcharuk, S. Kvitko, V. Kuybida, M. Lakhizho, O. Obolenskyi, G. Shumskaya N. Yushchenko and others were devoted to the development of digital technologies. At the same time, the issue of research into the influence of network structures on the development of a digital society remains unresolved.

The purpose of the thesis is to investigate the impact of network organizational structures on the development of digital society in the context of European integration processes and the restoration of the territories of Ukraine.

Among the modern practices of digital renewal of the regional development of the territories of Ukraine at the state level is the technology of electronic multi-level governance - the Digital Restoration Ecosystem for Accountable Management DREAM, which provides a variety of statistical information on submitted restoration projects. So, among the donors for the restoration of the DREAM ecosystem is the Republic of Lithuania, which financed 2 projects with a total budget of UAH 582.9 million, in 2 sectors of the economy: education and social protection;

The DigiUni international project (Digital University – Open Ukrainian Initiative) united 22 educational and scientific institutions of Ukraine, Germany, Spain, France, the Czech Republic, and Poland intending to create a digital educational ecosystem of Ukraine within the framework of the EU Erasmus+ Program;

At the Forum "Digital Transformation as a Catalyst of the European Integration of Ukraine: Infrastructure, Services, Cybersecurity", organized by the Electronic Government Academy (EGA) with the support of the European Union (March 2024, Kyiv), the results of the EU4DigitalUA project were presented, namely the development 54 services for the Diya portal and application;

At the Video Internet Conference "Best Practices in the Cooperation of Science and Business in Cluster Associations", organized by the Ukrainian Cluster Alliance (March 2024, Kyiv), the experience of cooperation between science and business in the field of digital transformation was presented, namely the experience creation of the "Digital Textile Hub" and "Digital

Innovation Hub" projects.

Thus, it is possible to conclude the influence of network organizational structures on the development of the digital society the development of European integration processes, and the restoration of the territories of Ukraine.

Keywords: *digitalization, European integration, regional development, organizational structures, public administration.*

METHODOLOGICAL ASPECTS OF APPLYING THE SYSTEM APPROACH IN SCIENTIFIC RESEARCH OF PUBLIC ADMINISTRATION

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A systematic approach is one of the main directions of the methodology of special scientific knowledge and management practice, the goal and task which consists in the research of certain objects, processes and phenomena as complex systems. The systematic approach contributes to the formation of an appropriate and adequate formulation of the essence of the researched problems in specific sciences and the selection of effective ways to solve them.

The methodological specificity of the systemic approach is that the purpose of the research is to study the patterns and mechanisms of the formation of a complex object from certain components. At the same time, special attention is paid to the variety of internal and external connections of the system, to the process (procedure) of combining the main concepts into a single theoretical picture, which makes it possible to reveal the essence of the integrity of the system.

The systematic approach does not exist in the form of a clear methodology with a defined logical concept. This is □ a system formed from a set of logical techniques, methodological rules and principles of theoretical research, which performs thus the heuristic function in the general system of scientific knowledge.

The expediency of applying the system approach as a certain methodology for researching public administration as a social phenomenon is justified by its complexity.

In the period when significant political, economic and social changes are taking place, the state faces a number of problems, namely: guaranteeing external and internal security; ensuring stable governance; distribution of powers at several levels of management; development of modern political, economic and social institutions; establishment and development of market relations; creation of conditions for economic and social development; a

combination of regional, religious, ethnic, national and class interests.

The solution of these problems should take place in the conditions of radical transformations that have covered the most important spheres of social relations at the current stage of development of Ukraine.

The theoretical and methodological basis of the development and implementation of the mentioned structural changes should be scientific and systematic methods, in particular a systematic approach. The advantage of its application is that it allows considering public administration in the unity of its components, which are inextricably linked with the external environment.

The problems that arise during the implementation of public processes belong to complex problems, for the solution of which apply system analysis - the methodology of researching difficult-to-observe and difficult-to-understand properties and relationships in objects by means of displaying these objects as purposeful systems, as well as studying the properties of these systems and the relationships between goals and means of their implementation.

Keywords: *aspects, methodology, public administration, system approach.*

STAFF MANAGEMENT PROBLEMS OF PUBLIC GOVERNMENT BODIES IN THECONDITIONS OF DIGITALIZATION

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The process of digital transformation is developing quite rapidly. To date, it has affected not only the economy, but also the public authorities. Recently, the constant development and, accordingly, the introduction of information and communication technologies have a significant impact on many management processes in the public and non-public sectors. The use of digital resources simplifies and improves many processes, which determines the employment of the vast majority of citizens in the information field to meet their own needs.

The gradual transition to a digital state has shown that the set of competencies of public servants used to perform functional duties is outdated and ineffective. In this case, improving the efficiency and effectiveness of the skills of officials relies on personnel management services. Today, the information society faces many challenges, the main one of which is the qualitative formation of an innovative approach to personnel management in public authorities. In turn, the latest technologies will contribute to the conditions for open and effective public administration with the use of ICT.

Attention was paid to issues of the development of digitalization features in Ukraine of digitalization in Ukraine O. Yu. Amosov, L. Yu. Gordienko, H. M. Shumska, N. V. Yushchenko and others. The works of O. Kopishinova, O. Krutys, I. V. Matveenko, H.S. are devoted to the problems of personnel management of public authorities. Matkivska, N. I. Obushnaya, G. O. Panchenko, L. Smetanina, I. M. Sopilka, S. O. Teplova and others. At the same time, insufficient attention is still paid to the problems of personnel management of public authorities in the conditions of digitalization.

The purpose of this work is to consider the main problems and analyze the current state of personnel management of public authorities in the conditions of digitalization.

The work, based on normative and legal documents, outlines the

main problems in the management of personnel of public authorities in the conditions of rapid digitalization. The latest information system for automating personnel management systems based on modern information and communication technologies - «HRMIS», which was launched by the National Agency for Civil Service of Ukraine, was considered. The views of scientists regarding the practical use of this system in various public sector organizations are taken into account. In addition, the problems that may arise for civil servants in the process of mastering information technologies in the performance of official duties are defined. In the process of considering the main problems in personnel management in public authorities in the conditions of digitalization, the role of HR specialists in the work with personnel support was determined. Because in working with personnel, one of the important roles is played by the emotional component during live communication and the manifestation of empathy for the problems of personnel of public organizations.

SISTEMINĖS INTERESŲ DERINIMO SPRAGOS LIETUVOS POLITIKOS FORMAVIMO PROCESE

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Demokratinis politikos formavimo procesas yra išsivysčiusių šalių bruožas. Sėkmingos šalys pasižymi aukštu visuomenės ir institucijų tarpusavio pasitikėjimo laipsniu, nuosekliu formuluojamų teisės aktų derinimu su pilietinių grupių atstovais ir rezultatyviai įgyvendina įvairių sričių politikas.

Praktinis temos aktualumas grindžiamas 2024 m. vasario mėnesį „Vilmorus" atlikto tyrimo rezultatais, kurie rodo, jog Lietuvos Respublikos Seimu pasitiki 11,5 proc., o Lietuvos Respublikos Vyriausybe 17,5 proc. visuomenės. Remiantis sistemų teorija, rezultatą nulemia procesas, ištekliai ir kontekstas. Todėl šio tyrimo autoriai daro prielaidą, jog identifikuojant ir šalinant politikos formavimo proceso spragas, dalykiškai (o ne formaliai) derinant pilietinių grupių interesus, galima reikšmingai pagerinti formuojamos atitinkamos srities politikos veiksmingumą, pilietinių grupių įsitraukimą ir pasitikėjimu grįstą bendradarbiavimą siekiant suderintų tikslų.

Siekiant įvertinti prielaidos teisingumą, buvo analizuojamas interesų derinimas su pilietinių grupių atstovais Lietuvos politikos formavimo procese konkretaus įstatymo pakeitimo projekto atveju reguliuojančiame atsinaujinančios energetikos sektorių.

Tyrimo objektas – interesų derinimo spragos politikos formavimo procese. Tyrimui atlikti taikytas femenologinės analizės metodas praktiškai dalyvaujant politikos formavimo procese, sisteminant tyrėjo patyrimus ir formuluojant interesų derinimo spragas. Tyrimo duomenys buvo renkami 2023 m. rudenį. Empirinio tyrimo metu nustatytos ir suklasifikuotos interesų derinimo spragos ir parengtos rekomendacijos, kurios gali būti panaudotos kuriant interesų derinimo sistemą. Sisteminio požiūrio taikymas tobulinant politikos formavimo procesą didins pilietinių grupių atstovų bei institucijų tarpusavio pasitikėjimą ir skatins demokratinį politikos formavimo proceso įsigalėjimą Lietuvoje.

Reikšminiai žodžiai: *interesų derinimas, interesų derinimo spragos, politikos formavimo procesas.*

SUINTERESUOTOJI ŠALIS – SENIŪNAITIS: AR ĮTRAUKIAMAS Į SPRENDIMŲ PRIĖMIMĄ?

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Pastaruoju metu daug diskutuojama apie viešojo sektoriaus efektyvumą ir išsakoma daug argumentų, kad vienas iš svarbesnių veiksnių efektyvumui didinti yra viešojo sektoriaus inovacijos. Jos yra tipologizuojamos, o atsižvelgiant į šio tyrimo problematiką, mums aktuali yra valdysenos inovacija. Jai būdinga naujų subjektų įtraukimo į valdymą formos ir demokratinės institucijos, skirtos spręsti konkrečią viešojo valdymo problemą. Šio tyrimo objektas yra seniūnaičio institutas ir kaip jis dalyvauja sprendimų priėmime. Vietos savivaldos įstatymas aiškiai numato seniūnaičio misiją – atstovauti seniūnaitijos gyventojų interesams (39 str). Šiai misijai pasiekti yra įstatyme yra numatytos kelios imperatyvios nuostatos, kurios sudaro sąlygas įtraukti seniūnaičius arba seniūnaičių sueigas į sprendimų priėmimą. Tyrimas rodo, kad dažniausiai seniūnaičių atstovavimas realizuojamas svarstant klausimus dėl piniginės socialinės paramos skyrimo savivaldybės tarybos nustatyta tvarka ir dalyvaujant pretendentų į seniūno pareigas konkurso komisijoje. Tačiau visiškai nerealizuojama svarbiausia imperatyvi nuostata, t. y. seniūnaičių tiesioginis dalyvavimas rengiant ir svarstant savivaldybės institucijų sprendimų projektus, kai sprendžiami klausimai yra susiję su jo atstovaujamos gyvenamosios vietovės bendruomenės viešaisiais reikalais.

Tyrimas parodė, kad savivaldos politikai nekuria sistemų, kurios įtrauktų seniūnaičius į sprendimų rengimą ir svarstymą, o seniūnaičiai ir patys nėra linkę vykdyti šią svarbią valdysenos inovaciją. Jie dažniau su malonumu įsitraukia į ūkinių funkcijų, aktualių seniūnaitijos gyventojams sprendimą, tik čia susiduria su kita problema, t. y. skirtingai nuo vietos bendruomeninių organizacijų, jie negali disponuoti finansiniais ištekliais.

Taigi, įstatymo leidėjo sumanyta valdysenos inovacija, mažai kur turinti analogų kitose šalyse, Lietuvoje *de jure* egzistuoja beveik 15 metų, bet nėra veiksminga ir menkai prisideda prie vietos valdymo efektyvumo.

Reikšminiai žodžiai: *valdysenos inovacija, seniūnaitis, sprendimų priėmimas*.

NUOLATINĖS PRIVALOMOSIOS PRADINĖS KARO TARNYBOS MODELIO ELEMENTŲ POVEIKIS ŠAUKTINIŲ NORUI LIKTI KARIUOMENĖJE

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Užtikrinti teritorinį saugumą yra viena iš esminių kiekvienos valstybės egzistavimo sąlygų. Nuolatinė privalomoji pradinė karo tarnyba yra vienas iš mechanizmų, kuris tiesiogiai prisideda prie valstybės teritorinio vientisumo išsaugojimo, todėl svarbu, kad modelis, pagal kurį ši tarnyba yra organizuojama, būtų efektyvus ir didintų šauktinių susidomėjimą karo tarnyba bei norą likti kariuomenėje, taip papildant kariuomenės personalą. Privalomosios pradinės karo tarnybos modelį sudaro trys principiniai elementai: šaukimo tipas (visuotinis ar atrankinis), atranka (trukmė, nustatytas šaukiamųjų amžius, lytis, kviečiamųjų skaičius), socialinės garantijos (gaunamos išmokos, medicinos pagalba, apgyvendinimas ir kitas aprūpinimas) ir šaukimo principas. Pagal šiuos modelio elementus galima ne tik nesunkiai palyginti skirtingų šalių privalomosios pradinės karo tarnybos praktikas, palyginti jų efektyvumą, bet ir tobulinti nacionalinį privalomosios pradinės karo tarnybos įgyvendinimą.

Tinkamai parinkti nuolatinės privalomosios pradinės karo tarnybos modelio elementai ir jų įgyvendinimas turi poveikį kariuomenės efektyvumui. Galima išskirti kelis teigiamus efektus. Pirma, didinamas kariuomenės personalo skaičius. Privalomoji pradinė karo tarnyba užtikrina, kad ginkluotosios pajėgos turėtų pakankamai karių, galinčių reaguoti į grėsmes valstybės teritoriniam vientisumui, didesni karinio personalo rezervai leidžia valstybei veiksmingiau ginti savo teritorinį vientisumą ir atgrasyti potencialius agresorius. Antra, privalomoji pradinė karo tarnyba didina piliečių įsitraukimą į šalies gynybą. Tai formuoja bendrą nacionalinę tapatybę ir supratimą apie valstybės teritorinio vientisumo svarbą. Trečia, privalomoji pradinė karo tarnyba stiprina šalies gynybos pajėgumus. Reguliariai atnaujinant ir mokant privalomosios pradinės karo tarnybos karius išlaikomas aukštas kariuomenės parengtumo lygis, tai leidžia efektyviai naudoti karines strategijas ir technologijas. Ketvirta, pasiekiamas akumuliatyvus atgrasymo

efektas, kai kariuomenės dydis, jos parengtis ir visuomenės įsitraukimas tampa efektyvia atgrasymo priemone prieš potencialius agresorius.

Buvo atliktas tyrimas siekiant nustatyti nuolatinės privalomosios pradinės karo tarnybos modelio elementų efektyvumą matuojant šauktinių noru likti kariuomenėje požiūriu. Pasirinktas tyrimo metodas – anketinė šauktinių apklausa. 349 šauktiniai atrinkti dalyvauti apklausoje taikant atsitiktinės atrankos metodą, kai generaline imtimi buvo visi 2023-iaisiais metais į privalomąją pradinę karo tarnybą pakviesti Lietuvos Respublikos piliečiai. Tyrimo rezultatai rodo, kad 1/5 (21,7 proc.) šauktinių norėtų likti kariuomenėje, tai yra sąlyginai didelė dalis, lyginant su panašių tyrimų, atliktų kitose šalyse, rezultatais. Modelio elementai, tokie kaip šaukimo tipas, atranka, socialinės garantijos bei šaukimo principas, turi silpną statistiškai reikšmingą ryšį su noru likti kariuomenėje.

Reikšminiai žodžiai: *nuolatinė privalomoji pradinė karo tarnyba, modelis, noras likti kariuomenėje.*

NAUJŲ TECHNOLOGIJŲ ĮTAKA KARIŲ KARJERAI DEMOKRATINĖSE VALSTYBĖSE: LIETUVOS ATVEJIS

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Kariuomenės modernizacija, kaip reakcija į pasaulio geopolitinius įvykius, yra suprantama ir neišvengiama. Karo Ukrainoje pavyzdžiai rodo naujų technologijų pranašumą ir kuriamą viešąją vertę. Modernių technologijų integracija į karines struktūras ne tik didina karinius pajėgumus, nacionalinį saugumą, bet ir atveria individualias karių karjeros galimybes.

Analizėje apžvelgiama naujų technologijų evoliucija kariuomenėje, jų panaudojimo karyboje galimybės bei karių karjeros perspektyvos naujų technologijų kontekste. Tikslas buvo išsiaiškinti naujų technologijų poveikį karių karjerai, nustatyti, su kokiais iššūkiais kariai susiduria naudodami naujas technologijas tarnyboje, kaip jas vertina ir kokias karjeros galimybes jos suteikia. Mišrus tyrimo metodas leido įvertinti ir nustatyti naujų technologijų įtaką karių karjerai iš skirtingų perspektyvų. 2023 m. atliktas pirmas tyrimas išryškino naujų technologijų svarbą karių karjeroje iš vadovybės perspektyvos, tuo tarpu antras tyrimas, kuriame dalyvavo 128 respondentai, parodė šių technologijų įtaką kario karjerai.

Atsižvelgiant į tai, buvo nustatyta, kad naujos technologijos teigiamai veikia karių karjerą. Kariai dažnai pasinaudoja įvairiomis naujomis technologijomis vykdydami tarnybos užduotis, nes jos leidžia efektyviau atlikti pareigas ir pagerina santykius su šeima. Modernios technologijos suteikia pranašumą mūšio lauke ir užtikrina karių saugumą, prisideda prie geresnės karių fizinės būklės. Taip pat pastebėta, kad naujos technologijos gali keisti karybos pobūdį ir prigimtį. Nors ilgalaikė sąveika su užsienio kolegomis atlieka svarbų vaidmenį struktūrinio karinio vieneto technologijų diegimo procese, tačiau nepaisant to, dalis karių pasisako prieš naujų technologijų diegimą jų tarnaujamame vienete. Be to, nustatytas statistiškai reikšmingas ryšys tarp naujų technologijų ir karių moralės. Tyrime buvo nagrinėti duomenys ir pagal socialines bei demografines charakteristikas, kurios leido išryškinti potencialius skirtumus tarp skirtingų socialinių grupių ar demografinių kategorijų ir prisidėti prie pagrįstų bei efektyvių strategijų ar spren-

dimų formavimo, atsižvelgiant į šiuos skirtumus. Dalyvių socialinės bei demografinės charakteristikos neturi statistiškai reikšmingos įtakos naujų technologijų ir karių karjeros galimybėms. Nepaisant to, vyresnio amžiaus kariai dažniau linkę manyti, jog nepavykus įvaldyti naujų technologijų, tai turės įtakos jų karjeros perspektyvoms. Atsižvelgiant į tai, galima geriau ir labiau pritaikyti ir įgyvendinti rezultatus konkrečioms socialinėms ar demografinėms grupėms, siekiant efektyviau įgyvendinti politiką, programas ar kitus veiksmus, susijusius su nacionaliniu saugumu demokratinėse valstybėse.

Išvados rodo, kad nepaisant mažo procento skeptiškai nusiteikusių karių požiūrio į naujovių naudojimą tarnyboje, modernizacija kariuomenėje ir naujos technologijos suteikia apčiuopiamą naudą kariams, jų karjeros galimybėms bei nacionaliniam saugumui. Naujos technologijos prisideda kuriant viešąją vertę, pvz., dronai suteikia galimybę nesivelti į tiesioginius konfliktus ir išsaugoti karių gyvybes. Kitas iššūkis – tai didelis specialistų trūkumas, dauguma karių atlieka kelias funkcijas vienu metu. Ateityje reikėtų skirti didesnį dėmesį žmogiškųjų išteklių planavimui, planuojant bet kokio lygio modernizaciją. Nepamiršti skatinti naudoti naujas technologijas, nes kuo dažniau kariai jas naudoja, tuo didesnė karių motyvacija ir moralė.

Reikšminiai žodžiai: *nacionalinis saugumas, naujos technologijos, inovacijos, karių karjera, Lietuvos kariuomenė.*

SAVIVALDYBĖS TARYBOS OPOZICIJOS LYDERIS: AR PAKANKA ĮGALIOJIMŲ IR AR SUDARYTOS TINKAMOS SĄLYGOS VEIKTI

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2023 m. balandžio 1 d. įsigaliojęs naujos redakcijos Vietos savivaldos įstatymas įtvirtino nemažai reikšmingų pakeitimų. Vienas jų – tai institucionalizuota savivaldybės tarybos opozicijos lyderio pareigybė. Įstatymas nustatė šios pareigybės užėmimo tvarką, įgaliojimus ir veiklos sąlygas. Dabartiniu metu 54 iš 60 Lietuvos savivaldybių **ši**as pareigybes užima iškilios asmenyb**ės,** buvusios savivaldybių merų ar vicemerų, patyrusių ir jaunesnių, politinę karjerą pradedančių savivaldybių tarybų narių ir kt., atliekančių prasmingą ir reikalingą veiklą.

Prabėgus metams norėta išsiaiškinti, ar ši naujovė pasiteisino, ką apie savo pareigybę galvoja ir kaip ją vertina patys savivaldybių tarybų opozicijos lyderiai, kur ir ką tikslinga tobulinti ir (ar) keisti iš esmės.

Mykolo Riomerio Viešojo valdymo ir verslo fakulteto Viešojo administravimo instituto profesorius Algirdas Astrauskas ir SMK Aukštosios mokyklos lektorė Kristina Čelkė 2024 m. vasario mėnesį atliko mokslinį tyrimą, kurio tikslas buvo atskleisti opozicijos lyderio Lietuvos vietos savivaldybėje teisinio statuso, pareigų užėmimo ir veiklos sąlygų reglamentavimo ir jų kompetencijų ugdymo (mokymo) ypatumus ir galimybes. Apklausa buvo anoniminė, joje dalyvavo 35 (iš 54) respondentai (opozicijos lyderiai), buvo atsakoma į 15 uždaro ir atviro tipo klausimų.

Pranešimas skirtas pristatyti ir pakomentuoti atlikto mokslinio tyrimo rezultatus ir pateikti įžvalgas: apibūdinti savivaldybės tarybos opozicijos lyderio paveikslą, pristatyti ir pakomentuoti pačių opozicijos lyderių atsakymus apie jų teisinį statusą ir pareigų užėmimo būdą, apie jiems suteiktus įgaliojimus ir pasinaudojimą jais (kuriais naudojamasi dažniausiai ir kurie

įgaliojimai veiksmingiausi), apie sudarytas veiklos sąlygas ir poreikį / pagei-davimus įgyti papildomų veiklos sąlygų, apie privalomas turėti opozicijos lyderiui kompetencijas (gebėjimus) ir jų ugdymo (įgijimo, mokymų) formas ir mokymų dažnumą.

Reikšminiai žodžiai: *savivaldybės tarybos opozicijos lyderis, opozicijos lyderio teisės ir pareigos, opozicijos lyderio kompetencija (gebėjimai).*

VISUOTINĖS GYNYBOS STRATEGIJŲ KAITA, ARBA KAIP IŠVENGTI „MARGIRIO" SINDROMO

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Pilėnai, vadovaujami kunigaikščio Margirio, – žūtbūtinės kovos už laisvę simbolis. Dėl priešo persvaros atsidūrus beviltiškoje situacijoje buvo nuspręsta sunaikinti savo pilies turtą, nužudyti savo žmonas, vaikus ir patiems nusižudyti. Vietoj vergovės pasirinkdami mirtį Pilėnų gynėjai parodė ypatingą atsidavimą. Tai tapo įkvėpimo šaltiniu Lietuvos nepriklausomybės gynėjams 1991 m., kai sprendėsi Lietuvos valstybingumo išlikimo klausimas, kai, tikėtina, dėl žmonių pasiryžimo antriems Pilėnams sovietų desantininkams nebuvo duotas įsakymas šturmuoti pastatą (Miniotaitė, 2009).

Pilėnų mitas Lietuvos politiniame diskurse parodo, kad šalies gynybą gyventojai yra linkę suvokti kaip visuotinę gynybą, kurioje gynėju tampa kiekvienas jos gyventojas (Miniotaitė, 2009). Visuotinė gynyba remiasi visos visuomenės „bendros užduoties" idėja. Toks požiūris į nacionalinį saugumą susiformavo dar XX a., siekiant spręsti „visuotinio karo" iššūkius (Angstrom & Ljungkvist, 2023). Istoriškai tokia gynyba buvo atgrasymo priemonė, leidžianti mažoms valstybėms, dažnai turinčioms ribotus karinius pajėgumus, sutelkti visuomenę šalies gynybai. Tiesa, pasibaigus Šaltajam karui, ekspertai ir praktikai iš esmės sutarė, kad tokia gynyba tapo nereikšminga kaip strategija.

Po Rusijos įvykdytos Krymo aneksijos Šiaurės ir Baltijos šalių regione buvo atgaivinta visuotinės gynybos idėja (Angstrom & Ljungkvist, 2023). Tokia strategija reiškia, jog daugiau ar mažiau kiekvienas pilietis yra potencialus priešas, taip galimai skatinant agresorių neproporcingai ir beatodairiškai naudoti jėgą. Kitaip tariant, anuometinė visuotinės gynybos strategija gali tiesiog paskatinti visuotinį karą arba vėl sukelti žūtbūtinės kovos „Margirio" sindromą.

Nors pripažįstama, kad skirtingose šalyse egzistuoja skirtingo masto ir apimties visuotinės gynybos priemonių skirtumai, tačiau kartu dažnai daroma daugiau ar mažiau aiški prielaida, kad tokia gynyba vis dar grindžiama viena ir ta pačia strategine logika. Tačiau, už visuotinės gynybos sampra-

tos slypi daugialypės strategijos ir jos ilgainiui kinta. Kaip ir visuotinio karo samprata – nuo branduolinės iki hibridinių grėsmių. Šiandieninių grėsmių pobūdis ir lemia visuotinės gynybos strategijos kaitą, skirtingus tikslus ir priemones.

Reikšminiai žodžiai: *visuotinė gynyba, visuotinis karas, visuotinės gynybos strategijos.*

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