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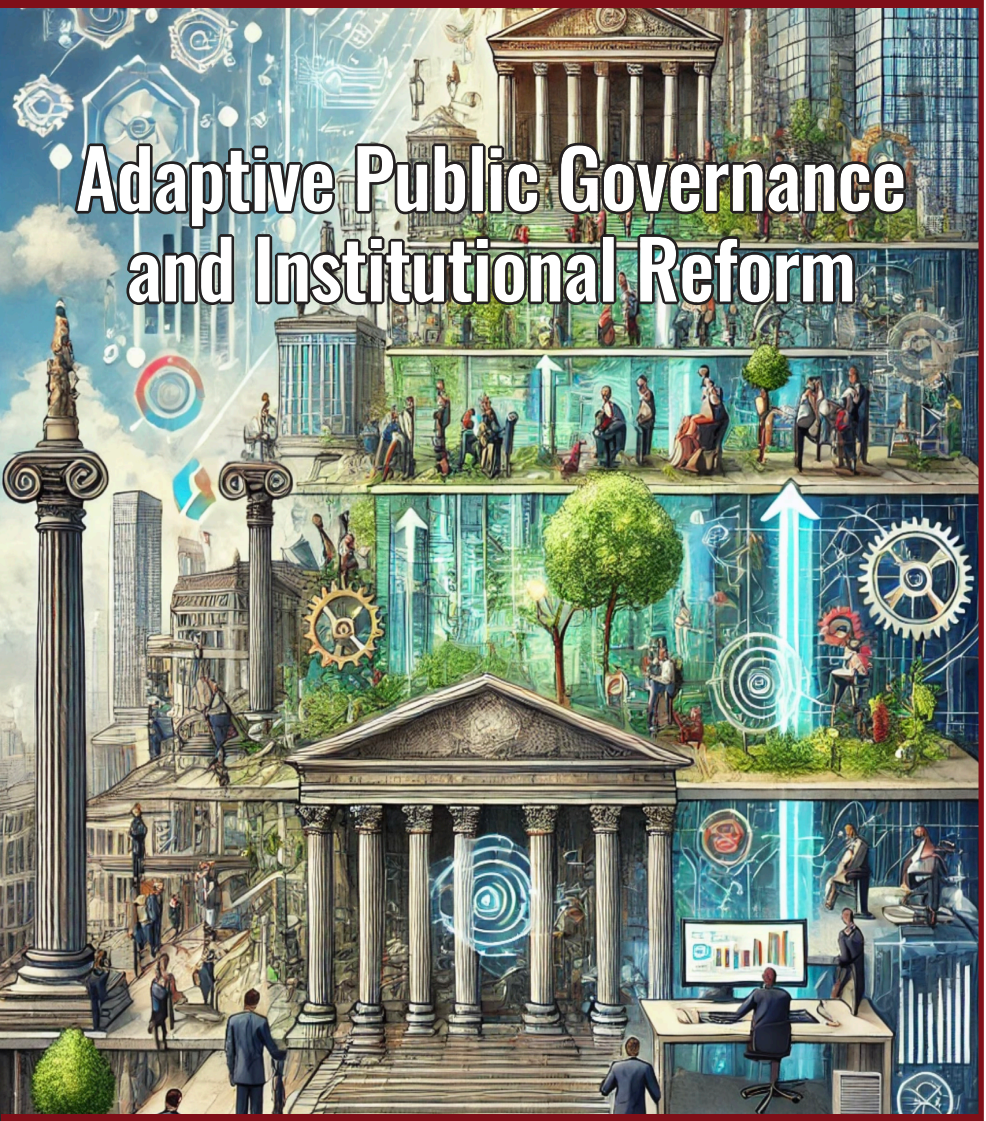

Adaptive Public Governance and Institutional Reform

· Alina Pomaza-Ponomarenko · Dmytro Taraduda · Oleh Kravchuk · Svitlana Moroz ·
· Olena Akhmedova · Stanislav Poroka · Oleksandr Skrypniuk · Nataliya Onishchenko ·
· Mykhailo Nonyak · Serhii Sunegin · Tetiana Shestakovska · Olena Mykhailovska ·
· Oksana Liashenko · Hanna Chumakova · Nataliia Filipova · Sergey Grivko · Yurii Dziurakh ·
· Nazar Podolchak · Natalia Tsygylyk · Veronika Karkovska · Olena Bilyk · Oleh Sokil ·

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Lazar Comanescu
Promoting Resilience and Prosperity in the Wider Black Sea Region and the Role of BSEC

Emre Karter
Adaptive Governance in Global Business: Strategic Resilience Through Spatial, Digital, and Human Capital Integration

Nataliia Veresniuk, Dmytro Lavrentii, Grygorii Monastyrskyi, Yaroslav Demchyshyn & Yana Levytska
Reforming Healthcare: Challenges in Public Administration and System Overhaul Reforming Healthcare

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Adaptive Public Governance and Institutional Reform

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Adaptive Public Governance and Institutional Reform

The complex global challenges of our time increasingly intersect across domains once considered separate. Public health crises expose weaknesses in governance; security threats now emerge from both state and non-state actors; human rights are under strain in conflict zones and authoritarian settings; and migration continues to test national capacities and collective values. This special issue of Transatlantic Policy Quarterly (TPQ)—titled Adaptive Public Governance and Institutional Reform—brings together a diverse array of scholarly contributions that explore how states and institutions are confronting these overlapping pressures. Through interdisciplinary analysis and regional case studies, this issue offers critical insight into the evolving policy responses that define our era.

We begin with "Promoting Resilience and Prosperity in the Wider Black Sea Region and the Role of BSEC" by Ambassador Lazar Comanescu. Drawing on his extensive diplomatic experience, Ambassador Comanescu offers an insightful evaluation of the Black Sea Economic Cooperation (BSEC) framework, highlighting its potential to foster stability, dialogue, and regional prosperity in an increasingly polarized global context.

In "Adaptive Governance in Global Business: Strategic Resilience Through Spatial, Digital, and Human Capital Integration," Dr. Emre Karter explores the role of adaptive governance in enhancing strategic resilience across global business ecosystems. His article illustrates how spatial planning, technological capacity, and human capital integration can be harmonized to improve public-private responsiveness in an age of systemic risk.

Healthcare reform is critically examined in "Reforming Healthcare: Challenges in Public Administration and System Overhaul" by Professors Nataliia Veresniuk, Dmytro Lavrentii, Grygorii Monastyrskyi, Yaroslav Demchyshyn, and Yana Levytska. This multi-author contribution provides an institutional analysis of healthcare administration, focusing on transparency, efficiency, and the need for governance reforms to overcome systemic inertia.

Security governance takes center stage in "National Security Management: Organizational, Legal, Informational, and Human Resource Dimensions," co-authored by Professors Alina Pomaza-Ponomarenko, Dmytro Taraduda, Oleh Kravchuk, Svitlana Moroz, Olena Akhmedova, and Stanislav Poroka. The article provides a comprehensive framework for integrated national security systems, combining legal and organizational reforms with human capacity-building in response to modern asymmetric threats.

"Peace as a Fundamental Human Right: The Progression of Its Content and Future Potential" by Professors Oleksandr Skrypniuk, Nataliya Onishchenko, Mykhailo Nonyak, and Serhii Sunegin traces the legal and normative evolution of peace as a fundamental human right. The authors argue for a renewed international legal framework that recognizes peace not only as a condition of absence of war but as an enforceable entitlement grounded in dignity, stability, and justice.

In "Promoting Community Prosperity by Overcoming Gender and Migration Challenges," Professors Tetiana Shestakovska, Olena Mykhailovska, Oksana Liashenko, Hanna Chumakova, Nataliia Filipova, and Sergey Grivko examine how inclusive governance, gender equity, and migration-sensitive policies can enhance local development. Their research foregrounds social justice as a necessary pillar for resilient and prosperous communities.

We conclude this issue with a forward-looking perspective in "Applying Design Thinking to Help Public Servants Overcome COVID-19 Challenges" by Professors Yurii Dziurakh, Nazar Podolchak, Natalia Tsygylyk, Veronika Karkovska, Olena Bilyk, and Oleh Sokil. The authors propose a practical innovation model for the public sector, emphasizing empathy-driven solutions and cross-disciplinary approaches to governance during and after systemic crises such as the COVID-19 pandemic.

Together, these articles showcase TPQ's commitment to amplifying expert voices and interdisciplinary perspectives on today's most pressing challenges. We are deeply grateful to our contributors for their invaluable insights and to Professor Zoriana Buryk, whose tireless editorial support ensured the success of this issue. We also thank our Premium Corporate Sponsor Tüpraş, as well as TEB and Uluslararası İlişkiler Dergisi, for their continued collaboration. As we navigate the complexity of this transformative period, TPQ remains dedicated to fostering bold ideas, informed debate, and policy innovation. We hope this issue offers our readers a valuable compass for understanding and responding to the uncertain road ahead.

Aybars Arda Kılıçer

Editor-in-Chief

Research Article

PROMOTING RESILIENCE AND PROSPERITY IN THE WIDER BLACK SEA REGION AND THE ROLE OF BSEC

DOI: 10.58867/SDYV1168

The series of crises and disruptions the world has been through in the recent past, particularly the COVID pandemic, the War in Ukraine and other conflicts, the hybrid threats, the climate change, have heavily affected activities nationally and internationally as well, not least those in the area of economy and the functioning of the system of international economic relations. The digital revolution, in its turn, is radically impacting and changing all walks of human life.

Lazar Comanescu*

Keywords: Resilience, Black Sea, BSEC,
International Organizations, Security and Prosperity.

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* H. E. Ambassador Lazar Comanescu was appointed by the 43rd Council of Ministers of Foreign Affairs of the BSEC Member States as the Secretary General of the Permanent International Secretariat (PERMIS) of the Organization of the Black Sea Economic Cooperation (BSEC), as of 1 July 2021.

The series of crises and disruptions the world has been through in the recent past, particularly the COVID pandemic, the War in Ukraine and other conflicts, the hybrid threats, the climate change, have heavily affected activities nationally and internationally as well, not least those in the area of economy and the functioning of the system of international economic relations. The digital revolution, in its turn, is radically impacting and changing all walks of human life.

All these developments have brought forcefully to the fore the importance of the resilience of our societies and the need of resolute action in this respect, both at local and national levels and at the regional/international ones. Opinions have emerged at the same time that globalization came to an end with the world, including the economic one, entering an era of fragmentation and therefore the way to resilience can only be through less dependencies, more protectionism, decupling, etc. It is clear however, that globalization will continue to be there, within the new paradigm, of course, of digitalization - and by way of consequence, interdependencies will also continue and become even stronger. The efforts should therefore be concentrated on how to get to and build resilient interdependencies and there through resilient, sustainable economies and development. That can only be done through cooperation be it bilateral or at regional/ international/global level. The already existing international/ regional organizations are of key importance in this respect, and every effort should be made to enable them to act accordingly. The way ahead is building upon their past experiences and lessons learned, while necessarily adapting themselves to the new realities.

That is the case of the wider Black Sea region as well which since 1992 has been availing of an institutional framework for cooperation - the Organization of the Black Sea Economic Cooperation (BSEC) - which over the years has asserted itself as a key factor in promoting economic cooperation in the region and in increasing the awareness of the importance of the Black Sea Area for the global economy as a whole.

More than three decades of existence are an important time for any regional organization, especially one as BSEC, which operates in a very complex region and has a membership which is in itself a “microcosm” with many sensitivities. It is indeed an economic organization, but the definition of economic given by BSEC’s Charter is quite comprehensive, covering areas such as economic development, trade and services, finance and banking, transport, agriculture, energy, environment, customs and SMEs, tourism, culture, education, science and technology and even good governance, emergency assistance and combatting organized crime; the list is not exhaustive. In addition, BSEC is covering an area of paramount geostrategic importance as it actually forms the bridge between Europe and Asia, while at the

same time it is a significant trade and energy hub and a vital transportation crossroads between North-South and East-West.

A series of initiatives developed within the BSEC framework and concrete results that have been so far registered by the Organization have certainly enhanced its relevance, all the more so when considering the economic dimension of security which can only last through cooperation. Work towards developing infrastructure in the region through projects like the Black Sea Ring High Way or the Motorways of the Sea, promoting trade facilitation, the setting up of a BSEC Permit System to facilitate road border crossing and transport of goods, projects in the areas like environment, tourism or agriculture are relevant examples in this respect.

A particular attention has been paid by BSEC all throughout its activity, to closely interact with the other members of the BSEC Family(BSTDB,PUBSEC,ICBSS) and to develop an as close as possible cooperation with other regional or international organizations, particularly the European Union, the Central European Initiative(CEI), the Regional Cooperation Center (RCC), The Adriatic Ionic Initiative(AII) the UN System (UN Economic Commission for Europe, , UNTourism, UNIDO, FAO, UNOPS, the World Bank) the International Transport Forum/OECD.

Certainly the capacity and ability of the Organization to work towards fulfilling its responsibilities cannot be dissociated of developments and challenges at regional but also global level. They did affect the activity of the Organization as well.

Indeed, we are living in a multi-crisis world and many challenges, the serious economic and social consequences of which are already being strongly felt at both international and regional levels. In today's globalized economy, such effects extend far beyond immediate borders, impacting even distant countries and societies—threatening their economic and social stability and affecting their security.

Unfortunately and beyond anything else, in our region the most serious challenge has by far been, now for more than three years, the war in Ukraine. It does not bode at all well with the principles and objectives of cooperation laid down in the BSEC Charter. It has had a profound impact on the entire region and individual countries alike—on their economies, their security, and most importantly, on their citizens. In addition to the extensive destruction of vital infrastructure and the tragic loss of human lives, this war has triggered Europe's largest refugee crisis since World War II. These adverse developments have reverberated across Europe and beyond. Energy markets have experienced extreme volatility—first with reduced demand and supply contraction, followed by a demand surge that outpaced supply. Transport and trade have also suffered. And, last but not least, the environmental consequences of these broad challenges will affect our region for decades to come.

Recent debates and conferences —both within the framework of specialized United Nations Agencies and at the national level across all countries in our region—have on the other hand reached an alarming conclusion: despite numerous strenuous efforts at both the international and national levels, the world is significantly behind in achieving the Sustainable Development Goals (SDGs) set by the international community.

It is however encouraging to see that despite such a challenging background and after a slow down of its activity along most of 2022 as a direct consequence of the outbreak of the war in Ukraine, the BSEC Organization while still facing challenges has been able to gradually resume its activity almost in full and even make some significant advances such as for example the adoption by consensus in December 2023 of a revised "BSEC Economic Agenda: Towards a Sustainable Future of the Wider Black Sea Area "that sets strategy framework and priority areas of action for the following decade.

That was the result and proof at the same time of the awareness by all BSEC Member States about the need of preserving the relevance and importance of BSEC Organization and of the need not only to continue but also to strengthen it further as an indispensable tool for cooperation in the region aimed at building up sustainable and resilient economies in all the Member States. In other words, the awareness is there that there is no real alternative to "Cooperation", both economic, cultural and political as a means to facing the various challenges of the region. Indeed, experience has so far clearly shown that strong economic relations and cooperation, has not only been beneficial in terms of economic development but it also helped promoting stability, mutual understanding and good neighborly relations, i.e. security.

It was therefore natural that the new/revised BSEC Economic Agenda established as general guidelines, a) pursuing sustainable development, b) strengthening the project oriented dimension of the BSEC Organization and c) cooperation with International and regional organizations and institutions. Further on the Agenda establishes a set of priority areas/goals of action, among which: intensification of intra-regional trade and investments; establishment of efficient, sustainable and safe transport network; sustainable Energy and development of a Black Sea energy market; environment and climate action; support for sustainable development of the SMEs sector; closer cooperation in banking and finance; sustainable information society and communication technology infrastructure; good governance and rule of law, etc.

Some additional elements as regards the areas of trade and transport facilitation that have long been a cornerstone of BSEC's work. In response to regional needs, and with the support of international partners, BSEC has initiated several projects such as a "Regional Trade Facilitation Strategy for the BSEC Region", a draft "Framework

for BSEC Single Window Cooperation," and "Framework for BSEC e-Commerce Cooperation", with the last being already adopted. All these instruments aim to enhance the efficiency and integration of regional trade.

The focus has to be now on the implementation of the objectives set forth in the Economic Agenda. For that the Organization is determined to make additional and resolute efforts to further increase the efficiency of its activity. A first and important step already done in this direction is the adaptation of its program of work in line with the provisions of that Agenda.

The priorities, programs of work and calendars of activities of the rotating Chairmanships-in-Office of BSEC as well as of the country coordinators of each working group are also following the same path.

Finally, the successful implementation of the BSEC Economic Agenda, requires an appropriate monitoring of the process. It is for this reason that the BSEC Council of Ministers, in its meeting of June 2024, established a follow up mechanism consisting mainly in elaboration by the BSEC Secretary General of annual reports which, while reviewing and evaluating how the process went, are expected to provide recommendation for the way ahead. A mid-term evaluation is also foreseen to take place in the year 2029.

That being said, it is important to underline that BSEC Organization does not operate in a vacuum.

First, beside the Organization proper (and its structure- Council of Ministers, Committee of Senior Officials, Working Groups, Permanent International Secretariat-PERMIS) , the BSEC Family also includes four autonomous bodies with which it interact closely (the Parliamentary Assembly, the Black Sea Trade and Development Bank-BSTDB, the International Centre for Black Sea Studies- ICBSS and the BSEC Business Council). One particular word on the BSTDB: it has been instrumental in supporting valuable sustainable development and trade promoting projects in the region, including the post conflict reconstruction in Ukraine. The Bank provides crucial trade and project financing, guarantees, and equity support to public and private entities in member countries.

Second, while availing of its own Project Development Fund (PDF), BSEC partners on joint projects with international organizations such as the European Union and UN Office for Projects Service.

Third and final, and as already mentioned, BSEC has been actively promoting cooperation in areas of common interest with other regional and international organizations interested about and active in the Black Sea region. The need of an appropriate correlation and coordination among them is all the more evident in

such a context. That is why BSEC has been an initiator of periodical coordination meetings among these organizations aimed primarily to build up synergies and win-win undertakings. One remark in this context: The European Commission recently adopted and published a Communication on a new "European Union"s strategic approach to the Black Sea region" which deserves to be welcome. Welcoming also the fact that the EU envisages to implement this strategy in close cooperation with other regional or international partners, it is worth underlining the need to duly taking into account those from the Black Sea region proper, of which the most relevant and institutionally appropriately structured one is the BSEC Organization. Equally important and necessary for a successful endeavor is a win-win approach which, inter alia translates into duly consider the initiatives and projects coming from the countries and the organizations of the region. Not least, it is important to take into account and build upon what has already been done in the region, including lessons learned there from. One such lesson would for example be that enhancing connectivity in the most comprehensive way possible is of key importance but that does not mean merely infrastructure. Connectivity of minds are essential as well.

Against all this background, one thing is more than clear: there is no real alternative to cooperation, be it bilateral or regional/multilateral, first in economy, but equally in culture, education or science and technology—if we are to achieve resilience, sustainability, prosperity, and ultimately, peace and security. It is imperative that we fully harness this potential for the benefit of all our peoples. These were the principles laid down at the foundation of the Black Sea Economic Cooperation Organization-BSEC.

Research Article

ADAPTIVE GOVERNANCE IN GLOBAL BUSINESS: STRATEGIC RESILIENCE THROUGH SPATIAL, DIGITAL, AND HUMAN CAPITAL INTEGRATION

DOI: 10.58867/JVPQ2053

Global business ecosystems are no longer shaped solely by efficiency or scale—but by their capacity to endure and adapt under sustained challenge. Over the past five years, pandemic shocks, geopolitical conflict, and energy volatility have forced firms to confront the fragility of tightly optimized systems. This article explores how adaptive governance—flexible decision-making structures, integrated learning loops, and rapid cross-functional collaboration—has emerged as a critical capability. Using Türkiye's role as a regional anchor and its evolving partnership with U.S. businesses, the analysis illustrates how spatial diversification, digital agility, and agile public–private coordination can collectively turn systemic shocks into long-term strategic capacity.

Emre Karter*

Keywords: Adaptive Governance, Business,
Turkish-American Relations, Strategic Resilience, Capital Integration.

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* Emre Karter is the Chair of the American Chamber of Commerce in Türkiye.

Global business ecosystems are no longer shaped solely by efficiency or scale—but by their capacity to endure and adapt under sustained challenge. Over the past five years, pandemic shocks, geopolitical conflict, and energy volatility have forced firms to confront the fragility of tightly optimized systems. This article explores how adaptive governance—flexible decision-making structures, integrated learning loops, and rapid cross-functional collaboration—has emerged as a critical capability. Using Türkiye's role as a regional anchor and its evolving partnership with U.S. businesses, the analysis illustrates how spatial diversification, digital agility, and agile public–private coordination can collectively turn systemic shocks into long-term strategic capacity.

Crises as a Turning Point for Business Leadership

The COVID-19 pandemic and geopolitical conflict delivered a "double exogenous shock" that rattled global output, trade, and investment more severely than any event since the Second World War. Global merchandise-trade volumes fell by 5.3 percent in 2020, rebounded unevenly with 9.7 percent growth in 2021, and then slowed to 2.7 percent growth in 2022as Russia's invasion of Ukraine sent energy and commodity prices soaring.[1] These crises showed how quickly finely tuned, just-in-time supply networks can seize up when borders close or commodity prices spike. Traditional, command-and-control hierarchies—optimized for efficiency in stable conditions—proved slow to detect weak signals and reallocate resources. A McKinsey survey of large enterprises found that only 21 percent had contingency structures capable of making material decisions within forty-eight hours during the first pandemic wave.[2]

In response, a growing cohort of firms adopted what the World Economic Forum terms adaptive governance—a configuration that privileges decentralized decision rights, continuous learning loops, and real-time data flows.[3] Adaptive organizations establish "nerve-center" teams that cut across functional silos, run rapid after-action reviews, and iterate standard operating procedures on the fly. These attributes correlate with superior financial performance: companies scoring highest on McKinsey's "strategic resilience" index out-performed peers by 50 percent in total shareholder return between 2020 and 2022.[4] Case-comparison evidence from manufacturing plants in Poland, Mexico, and Türkiye indicates that factories with autonomous shift-level decision rights restored pre-shock overall-equipment-effectiveness two to three

1)]International Monetary Fund, *IMF Annual Report 2022: Crisis Upon Crisis* (Washington, DC, 2022).

2) Dago Diedrich et al., "Strategic Resilience During the COVID-19 Crisis," McKinsey & Company (2 March 2021), https://www.mckinsey.com/strategy/strategic-resilience-during-the-covid-19-crisis

3) World Economic Forum, *Risk Proof: A Framework for Building Organisational Resilience in an Uncertain Future* (Geneva: WEF, 2022), 12. https://www.weforum.org/publications/risk-proof-a-framework-for-building-organizational-resilience-in-an-uncertain-future/

4) McKinsey & Company, *Strategic Resilience Index—Dataset Supplement* (2023 release), 7. https://www.mckinsey.com/featured-insights

times faster than centrally controlled counterparts.[5]

Resilience is now a competitive differentiator rather than an optional add-on. According to Jo Taylor, investors increasingly reward boards that can demonstrate credible shock-absorption capacity alongside conventional profitability metrics.[6] Consulting evidence from wartime Ukraine reinforces the point: firms that empowered local managers while maintaining central oversight restored pre-war output up to three times faster than those that kept authority tightly held.[7]

At the macro level, governments now compete to brand themselves as stable platforms for production, logistics, and shared-services hubs. Türkiye's location at the intersection of European, Middle Eastern, and Caucasian corridors—together with accelerated digital-infrastructure investment since 2018—enabled several multinationals to reroute regional operations through İstanbul and Kocaeli during both the pandemic and the Black Sea conflict. Such cases illustrate a widening metric of competitiveness: not cost minimization alone, but the speed with which firms and host economies can pivot, partner, and lead amid systemic volatility.

Rethinking Global Operations: Near-shoring, Friend-shoring, and Strategic Dependence

The past five years have fundamentally altered the logic of global production networks. Between Q1-2020 and Q2-2022, average container-freight rates rose by almost 20 percent, while governments introduced more than 400 export-restrictive measures, disrupting flows of semiconductors, fertilizers, and other critical inputs.[8] Confronted with such volatility, many firms accelerated near-shoring (to shorten physical distance) and friend-shoring (to situate capacity in politically aligned jurisdictions). Corroborating this shift, the OECD reports that intra-regional trade in parts and components among member economies was expanding at twice the global pace by late-2022.[9]

Relocation alone, however, rarely suffices. Without diversified suppliers, redundant transport corridors, and decision loops that can pivot in real time, identical

5) Deloitte, *Adaptive Enterprise Simulation Series: Composite Scenario Results* (London: Deloitte, 2023), 7 – 9

6) Jo Taylor, "Resilience and Adaptability Are Key to Navigating Today's World—Here's Why," World Economic Forum Agenda (14 January 2024). https://www.weforum.org/agenda/2024/01/resilience-adaptability-key-navigating/

7) Deloitte, *Unbreakable Defences: Lessons from Ukraine on Building Business Resilience During Wartime* (London: Deloitte Perspectives, 23 October 2023), 9–10. https://www2.deloitte.com/ce/en/services/consulting-risk/perspectives/lessons-from-ukraine-on-building-business-resilience-during-wartime.html

8) International Monetary Fund, *IMF Annual Report 2022: Crisis upon Crisis* (Washington, DC: IMF, 2022), 15 – 18. https://www.imf.org/external/pubs/ft/ar/2022/

9) Organisation for Economic Co-operation and Development, *Responsible Business Conduct Implications of Russia's Invasion of Ukraine* (Paris: OECD, 2023), 20 – 22. https://www.oecd.org/publications/responsible-business-conduct-implications-of-russia-s-invasion-of-ukraine_49d0ad80-en.htm

vulnerabilities re-emerge under new coordinates. The World Economic Forum's Risk-Proof matrix flags any single-country share above 65 percent in a critical input as a governance red light, irrespective of whether the country is "near" or "friendly." Hence mature resilience programs begin with a risk-first diagnostic—mapping exposure, stress-testing fallback plans, and embedding flexibility into everyday decision structures.

Türkiye as a Composite Spatial Node

Türkiye allows companies to pursue near- and friend-shoring simultaneously. Istanbul sits within a four-hour flight radius of economies whose combined GDP exceeds US $46 trillion, while Turkish Airlines operates 342 direct routes to 131 countries.[10] Yet distance is only half the story.

Report from the AmCham Türkiye Regional Hub Initiative highlight eight additional pillars—an OECD-scale manufacturing base, and a deep pool of multilingual engineers—that convert raw geography into operational depth.[11] On the hardware side Türkiye fields fifty-six commercial airports, 28 546 km of dual carriageway and 1 213 km of high-speed rail, tying Europe-to-Caspian corridors into a single network.[12] Incentives complement those assets: customs-free zones, bilateral investment-treaty protection and a zero-corporate-tax regime for export-oriented financial-service entities until 2031.

Türkiye's institutional agility surfaced early in the pandemic. Unlike many regional peers that imposed blanket plant closures, Ankara opted for weekend-only curfews in the manufacturing sector: production lines paused after the Friday night shift and restarted Monday morning.[13] The result was the loss of just one shift per week—an interruption that could be absorbed through modest overtime rather than full-scale shutdowns.[14] AmCham members reported that several Türkiye-based facilities maintained uninterrupted output during the spring 2020 surge, enabling temporary production shifts from Central Europe and the Gulf. These relocations—though often ad hoc—highlighted Türkiye's advantage in resilience, skilled labor, and partial-lockdown policies at a time when many neighboring regions were fully shut down.

During the COVID-19 first wave, Türkiye's partial-lockdown strategy allowed many

10) Turkish Airlines, 2025. https://www.turkishairlines.com/en-tr/flight-destinations/

11) AmCham Türkiye, *Regional Hub Initiative: Briefing Deck* (Istanbul, January 2024).

12) Presidency of the Republic of Türkiye Investment Office, "Incentives Guide" 2024. https://www.invest.gov.tr/en/investmentguide/pages/incentives-guide.aspx

13) Republic of Türkiye Ministry of Interior, "Koronavirüs ile Mücadele Kapsamında Sokağa Çıkma Kısıtlamaları—Yeni Kısıtlama ve Tedbirler Genelgeleri," General Communiqué, 2020. https://www.icisleri.gov.tr/koronavirus-ile-mucadele-kapsaminda-sokaga-cikma-kisitlamalari---yeni-kisitlama-ve-tedbirler-genelgeleri

14) Republic of Türkiye Ministry of Industry and Technology, "6-19 Measures for Manufacturing Facilities" (6 April 2020).

export-oriented factories to remain operational while several neighboring countries enforced full shutdowns. Recognizing Türkiye's growing role in regional operations, AmCham Türkiye established a "Regional Hub" Sub-Group in May 2022 to help quantify and accelerate this momentum.

According to an internal Q4-2024 AmCham survey (29 out of 70 corporate members responded), one in four respondents already coordinate at least one multi-country function from Türkiye, while another 30 percent are actively exploring such moves.

Respondents and company interviews pointed to four key motivators behind Türkiye's regional appeal:

Rank	Surveyed Motivator	Illustrative Slide Evidence
1	Strategic Geography & Air-Connectivity	"4-hour flight to markets worth USD 46 trn; 342 direct flights"
2	Cost Efficient & Skilled Workforce	"Young, skilled and sizeable labour pool; flexibility & multilingual capability"
3	Incentives & Regulatory Clearity	"Zero corporate tax for IFC entities; export-revenue deductions; simplified dispute-resolution rules"
4	Robust Physical & Digital Infrastructure	"Dual carriageways, high-speed rail, data centers"

Infrastructure can attract investment—but human capital sustains it. AmCham Türkiye supported the Global Turks Par Excellence study,[15] which surveyed over 3,000 Turkish professionals abroad and identified three dominant leadership traits: responsiveness, ambiguity tolerance, and speed of execution. In AmCham's survey, 62 percent of firms cited "local crisis-responsive leadership" as a primary reason for regionalization—outpacing even tax incentives.

Toward a Layered Model of Resilience

Spatial realignment is necessary but insufficient. Deloitte's interviews with firms operating in wartime Ukraine show that companies combining multi-hub footprints with diversified suppliers and redundant transport nodes restarted operations 40 per cent faster than those with centralized dependencies.[16] The evidence aligns with the WEF threshold: concentration—whether geographic, vendor, or data—above 65 per cent signals excess vulnerability. Türkiye's case illustrates one way to assemble the required layers, but the underlying design logic is transferable: jurisdictions that can offer location, infrastructure, policy reflex, and agile talent become natural anchors in resilient value chains.

15) Invest in Türkiye (Podcast), "Empowering Turkish Professionals: Insights from Ayşegül Dicle Aydın on the Global Turks par ExcellenceProject," 2023. https://www.invest.gov.tr/en/library/podcast/Pages/empowering-turkish-professionals-insights-from-aysegul-dicle-aydin-on-the-global-turks-par-excellence-project.aspx

16) Deloitte, wartime-Ukraine field interviews – source for the "40 percent faster restart" figure:
Deloitte, *Unbreakable Defences: Lessons from Ukraine on Building Business Resilience during Wartime* (London: Deloitte Perspectives, 23 Oct 2023), p. 9.

Digital Agility and Institutional Transformation

The pandemic did not invent the digital imperative, but it compressed what would otherwise have been a decade-long transition into a matter of months. Firms that had already embedded real-time data flows and delegated decision rights to cross-functional teams were demonstrably better prepared: in a Bain study of global manufacturers, companies running digital "nerve-centers" restored 90 per cent of baseline output within three weeks of the first lockdowns; peers without such architectures needed more than eight.[17]

From Dashboards to "Nerve-Center Governance"

Digital resilience goes beyond installing dashboards. Leading firms created nerve centers—small, cross-functional units that cut across IT, operations, risk, and legal, empowered to reprogram supply-chain parameters or launch new customer journeys within hours. The World Economic Forum frames these hubs as "sensor-effectors": they pull granular telemetry from factory lines, ports, and customer apps, then push coded responses—rerouted freight, repriced inventory, re-sequenced production—without waiting for weekly steering-committee meetings.[18] Such responsiveness shortens the "sense-and-pivot" cycle that underlies adaptive governance.

Regulatory Agility as a Co-Product

Digital agility delivers full value only when public institutions move at a compatible pace. Where licensing, customs, or data-protection rules can be interpreted and updated in real time, the private sector converts shocks into manageable variances rather than existential threats. The OECD's Organization for Economic Co-operation and Development, 2025 highlights Türkiye's "single-window" e-customs platform example of regulation designed for rapid adjustment.[19] The Ministry of Industry and Technology circulated curfew notices through its e-notification system on Thursday evenings; factories updated rosters and port slots via API links within hours.[20]

Institutional Transformation Inside the Firm

Digital tools again are necessary but insufficient: governance structures must change in parallel. Effective nerve-center organizations flatten hierarchies, extend budgetary

17) Olaf Schatteman, Drew Woodhouse & Joe Terino, "Supply-Chain Lessons from COVID-19: Time to Refocus on Resilience," Bain & Company Insight (27 April 2020). https://www.bain.com/insights/supply-chain-lessons-from-covid-19/

18) World Economic Forum, *Risk Proof: A Framework for Building Organisational Resilience in an Uncertain Future* (Geneva: WEF, 2022), 29–31.

19) Organisation for Economic Co-operation and Development, *OECD Economic Surveys: Türkiye 2025* (Paris: OECD, 2025), 1 – 4, https://www.oecd.org/content/dam/oecd/en/publications/reports/2025/04/oecd-economic-surveys-turkiye-2025_fa62886d/d01c660f-en.pdf

20) Republic of Türkiye Ministry of Industry and Technology, Circular No. 2020/14: "COVID-19 Measures for Manufacturing Facilities" (6 April 2020), annex 2. https://www.sanayi.gov.tr/assets/upload/duyurular/imalat-tesislerinde-covid-19-tedbirleri-genelgesi_06042020.pdf

authority to analytics leads, and routinise "after-action reviews" that feed code and policy back into the next sprint. Deloitte's wartime-Ukraine interviews suggest that firms with pre-defined digital escalation paths restored cross-border cash-flow visibility 40 per cent faster than those relying on manual reconciliation.[21]

Digital agility is therefore not an adjunct IT project; it is the institutional spine of adaptive governance. Companies that pair sensor-rich infrastructures with decentralized authority gain a structural advantage: they can observe anomalies, interpret them through multi-disciplinary teams, and respond before the shock metastasizes. Türkiye's blend of pro-digital regulation, infrastructure scale, and agile managerial talent positions it as a laboratory where this next generation of governance is already being tested at commercial scale.

Türkiye–U.S. Business Continuity as Adaptive Public Governance

The Türkiye–U.S. commercial relationship has become a living example of adaptive public governance. As global shocks intensified, the bilateral trade and investment corridor not only held steady but gained strategic relevance. Between 2019 and 2022, U.S. exports to Türkiye grew by over 20 percent, while Turkish exports to the U.S. rose by 39 percent—marking the U.S. as Türkiye's second largest export market in 2022. End of 2024, U.S. is Türkiye's 2nd biggest export and 5th biggest import market. Türkiye-US bilateral trade volume has reached 32.6 billion dollars with 16.2 billion dollars import and 16.4 billion dollars export. When we include services, bilateral trade has reached 40 billion dollars.[22]

This adaptive posture has extended into more recent crises. Following the February 2023 earthquakes, Türkiye's economic infrastructure faced enormous strain—especially in the southeast. In direct response, U.S. business community mobilized their expertise, capabilities, and community resources with a total dollar amount tracked as $112.14 million. to assist with the relief and recovery efforts following the earthquakes in Türkiye and Syria.[23]

Besides monetary support, there were in-kind donations, at the very first step, addressing urgent needs including construction vehicles, sheltering, food & water, hygiene Products, energy, digital support and medical care. Volunteering efforts mainly aim to address long-term recovery projects such as education, employment,

21) Deloitte, Unbreakable Defences: Lessons from Ukraine on Building Business Resilience during Wartime (London: Deloitte Perspectives, 23 Oct 2023), 9-10. https://www2.deloitte.com/ce/en/services/consulting-risk/perspectives/lessons-from-ukraine-on-building-business-resilience-during-wartime.html

22) U.S. Census Bureau. https://www.census.gov/foreign-trade/balance/c4890.html

23) U.S. Chamber Foundation. https://airtable.com/appvymtMTUsZuc3lx/shrdKIA9StaZrAYiB/tblWOE77yIvw8wt8S

psychological support, children and youth, agriculture in the region.

These examples underscore Türkiye's value not just as a geographic node, but as a governance partner: one capable of coordinating quickly across ministries, companies, and civil society to maintain continuity under duress. As tariff regimes shift and regional risks persist, the Türkiye–U.S. commercial ecosystem will likely continue to serve as a model for resilience-by-design.

Human Capital as Institutional Resilience

A rapidly growing body of crisis scholarship converges on the proposition that organizational recovery trajectories are mediated less by asset endowments than by behavioral and structural features of the workforce. Broadly, three mutually reinforcing mechanisms are evident.

1. Decentralized decision-rights.

A Harvard Business School panel of 200 firms finds that units in which frontline managers were authorized to redeploy labor or redirect inventory during the first COVID-19 wave generated 2.4-times more process innovations than units that awaited senior approval.[24]

2. Role fluidity.

Crisis-simulation studies conducted by Deloitte show that cross-trained production teams preserve overall-equipment-effectiveness 30–40 percent longer than siloed teams when supply, cyber, and climate shocks occur simultaneously.[25]

3. Psychological safety and iterative learning.

Organizations that institutionalize structured after-action reviews within 30 days of a disruption not only shorten time-to-stability but also raise their medium-term abnormal-return profile.[26]

Country-level labor-market surveys suggest that these attributes are not confined to any single geography. Middle-income exporters—e.g., Mexico, Türkiye, Poland, Malaysia—score comparatively high on behavioral "responsiveness indices": managers are more willing to act on partial information and rotate between functions. Yet longitudinal data indicate that in-house investments—job-rotation "katas," scenario drills, and empowerment charters—can cultivate the same capabilities

24) Harvard Business School, Empowering the Front Line in Crisis: Evidence from COVID-19, Working Paper 21-044 (2021). https://www.hbs.edu/ris/Publication%20Files/21-044_3c7b38a2-935d-4a17-9f6d-845f3f9b0660.pdf

25) Deloitte, *Adaptive Enterprise Simulation Series: Composite Scenario Results* (London: Deloitte, 2023), 7 – 9.

26) McKinsey & Company, *Post-Crisis Value-Capture Survey* (2022).

in otherwise rigid labour markets. Hence, human-capital resilience is portable, designable, and measurable, rather than an exogenous national trait.

Public–Private Co-Governance for Systemic Resilience

Systemic shocks—pandemic, cyber intrusion, energy blockade—transcend firm and sector boundaries. Recent comparative analyses identify three governance layers that, when concurrently active, flatten restart curves across multiple crises.

Layer	Operational Manifestation	Representative Samples
Data Fusion	Near-real-time sharing of risk telemetry between state and market actors	U.S. CISA joint cyber advisories; Singapore's Port Call Optimization platform[27,28]
Adaptive Regulation	Sub-statutory instruments that permit targeted, time-bound derogations	Brazil's medical fast-track lanes;[29] Türkiye's weekend-only factory curfews;[30] Kenya's mobile-money KYC waivers[31]
Resource Synchronisation	Pre-negotiated logistic, financial, or talent pools that can be mobilised cross-sector	EU "green lanes" for food transport; Japan's semiconductor spare-parts pacts[32,33]

Empirical evidence from the World Economic Forum's Resilience Consortium shows that firms embedded in jurisdictions possessing all three layers restored cash-flow visibility up to 40 percent faster during the Ukraine shock than those operating in purely transactional environments. The Consortium's 2024 framework further argues that co-governance arenas must be institutionalized ex ante—that is, codified before crises hit—because ad-hoc task forces cannot usually acquire statutory authority or data connectivity on demand.

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27) U.S. Cybersecurity and Infrastructure Security Agency, "Joint Cybersecurity Advisory Archive," accessed 22 May 2025. https://www.cisa.gov/news-events/cybersecurity-advisories

28) Singapore Maritime and Port Authority, "Port-Call Optimisation Platform," accessed 22 May 2025. https://www.mpa.gov.sg/who-we-are/port-call-optimisation

29) Brazil Ministry of Economy, Portaria ME No 158/2020: "Special Customs Fast-Track for Medical Goods" (29 April 2020). https://www.in.gov.br/en/web/dou/-/portaria-me-n-158-de-29-de-abril-de-2020-253490038

30) Republic of Türkiye Ministry of Interior, "Koronavirüs ile Mücadele Kapsamında Sokağa Çıkma Kısıtlamaları—Yeni Kısıtlama ve Tedbirler Genelgeleri," 2020 communiqué. https://www.icisleri.gov.tr/koronavirus-ile-mucadele-kapsaminda-sokaga-cikma-kisitlamalari---yeni-kisitlama-ve-tedbirler-genelgeleri

31) Central Bank of Kenya, "Emergency Measures to Facilitate Mobile-Money Transactions," 16 Mar 2020. https://www.centralbank.go.ke/2020/03/16/emergency-measures-to-facilitate-mobile-money-transactions/

32) Nikkei Asia, "Japanese Chipmakers Team Up to Share Spare Parts, Keep Lines Running," 19 Apr 2023. https://asia.nikkei.com/Business/Tech/Semiconductors/Japanese-chipmakers-team-up-to-share-spare-parts-keep-lines-running

33) European Commission, "COVID-19: 'Green Lanes' to Keep Food and Medical Supplies Moving," Press Release IP/20/510, 23 Mar 2020. https://ec.europa.eu/commission/presscorner/detail/en/ip_20_510

Closing Reflection: From Contingency Planning to Adaptive Design

This article has argued that global business resilience now rests on a tri-pillar architecture—spatial diversification, digital agility, and human-capital depth—embedded in formal arenas of public-private coordination. Empirical illustrations drawn from multiple regions, including but not limited to Türkiye, show that near- or friend-shoring is a necessary but insufficient condition: relocation of physical assets yields durable benefit only when paired with nerve-center governance, cross-skilled talent, and regulation capable of rapid, data-driven adjustment.

For scholars, the framework offers a portable research program: testing how different mixes of the three pillars interact with national institutional varieties and modelling their joint effect on restart curves and abnormal-return trajectories. For executives and policymakers, the message is direct: resilience is no longer an emergency add-on; it is a continuous design variable. Organizations—and jurisdictions—that internalize this logic stand to convert the turbulence of a poly-crisis era from an exogenous hazard into a consistent strategic advantage.

Research Article

REFORMING HEALTHCARE: CHALLENGES IN PUBLIC ADMINISTRATION AND SYSTEM OVERHAUL

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The evolutionary dynamics of the socioeconomic relations system have led to reforming management models to increase the role of publicity and the accessibility of information. The article examines aspects of public management in the healthcare sector as an essential basis for implementing national policy. The authors analyzed the main issues, challenges, and achievements of the healthcare sector transformation process based on public management. The paper examines the experience of developed countries in public administration in the healthcare sector and its public administration, legal, and organizational aspects. The authors have identified the main vectors of strategic planning for developing the public management system in the healthcare sector. They have also identified priority areas of activity to achieve the goals of sustainable development of medicine in the context of globalization. The feasibility and prospects of using innovative electronic systems, tools, and technologies to optimize the medical system are analyzed.

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Keywords: Energy Security, Green Transition, Transatlantic Cooperation,

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Adaptive Public Governance and Institutional Reform

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The global practice of providing healthcare services places the paradigm of humanitarian and sustainable development as a prerequisite for economic growth and social progress. Influential international organizations, including the World Bank, the European Bank for Reconstruction and Development, the United Nations, and the World Health Organization, are currently addressing the issues of forming mechanisms for public healthcare system management and their effectiveness.[1] Every country aspires to organize a resilient, efficient, and advanced national healthcare service delivery and financing system.

The issue of public management in the healthcare system is explored by researchers in various scientific fields, including pharmacy, healthcare, sociology, and administrative law. Some contemporary scholars dedicate their work to studying the functioning of public management mechanisms within the healthcare system and the practical projects related to their implementation. For instance, Pupion examines the concept of "new public management" (NPM).[2] This concept has emerged as a result of digitalization and changing perspectives on management functions in the public healthcare sector.

Funk and Karlsson break down the essence of public management into specific vectors, encompassing objectives, means, and communication among participants in the medical service provision process.[3] At the same time, scholars emphasize that the primary duty of the healthcare sector is to act in the patient's best interest. Meanwhile, the service consumer retains complete autonomy in decision-making and responsibility for the consequences of their choices.

The issue of public management in the medical field is multifaceted, incorporating legal, technological, social, and economic aspects. Ravikumar and Kitana associate the content of public management with the peculiarities of the concept, its significance, its functions in the medical communication system, and its prospects for implementation in the context of a market economy.[4]

Certain aspects of public management in healthcare have been thoroughly studied

1) N. Kolisnichenko, "Trends in public health development: a global context", *Scientific Herald: Public Administration*, Vol. 2, No. 12 (2022), pp 38–52. https://doi.org/10.33269/2618-0065-2022-2(12)-38-52

2) P. Pupion, "Les valeurs du New Public Management et de la Nouvelle Gouvernance Publique, un frein ou une chance pour la gestion de crise de la Covid-19 en France? Illustration dans le cas des établissements hospitaliers", *Gestion et management public*,Vol. 9, No. 4 (2021), pp 161–170. https://doi.org/10.3917/gmp.094.0161

3) E. Funk and T. Karlsson, "Twenty-five years of studying new public management in public administration: Accomplishments and limitations", *Financial Accountability & Management*, Vol. 36, No. 4 (2020), pp 347–375.

4) R. Ravikumar, A. Kitana, A. Taamneh, A. Aburayya, F. Shwedeh, S. Salloum and K. Shaalan, "The Impact of Big Data Quality Analytics on Knowledge Management in Healthcare Institutions: Lessons Learned from Big Data's Application within The Healthcare Sector", *South Eastern European Journal of Public Health*, (2023). https://doi.org/10.56801/seejph.vi.309

in the works of contemporary scholars such as Abdurahmanov, Chen, Walker and Sawhney.[5,6] At the same time, some questions regarding the analysis of the successful functioning of modern healthcare institutions and effective management utilizing digitalization to enhance the efficiency and accessibility of medical services remain insufficiently explored and require further scientific investigation.

Therefore, despite the scientific value of the published research, numerous questions in the studied field still need to be solved.

The achievements of healthcare reform should be highlighted, namely:

- An increase in the share of private practice through autonomy and commercialization;
- The streamlining of patient logistics between sectors of the healthcare industry;
- The optimization of funding.

It is necessary to strengthen the resource potential and encourage increased efficiency in its implementation from a socioeconomic perspective to maintain a positive trend in healthcare. Achieving this goal requires adequate public management in the healthcare sector.

The research aims to analyze contemporary models of public management in healthcare and the dynamics of priorities and approaches in the management of the medical sector.

Literature Review

Scientists formed the scientific and methodological framework for the study. Their studies focus on the following aspects:

State influence on the development of specific segments and forms of ownership in the healthcare sector.

Optimization of the quality of medical services;

Analysis of practical aspects of implementing a public administration system in medicine;

Protection of patients' rights;

Possibilities of adapting the tools of modern digital transformation in the industry.

5) S. Abdurahmanov, "The importance of management in the health care", *Theoretical aspects in the formation of pedagogical sciences*, Vol. 2, No. 6 (2023), pp 97–100.

6) J. Chen, R. Walker and M. Sawhney, "Public Sector Innovation: Typology and Validation", *Public Management Review*, Vol. 22, No. 11 (2020), pp 1674–1695. https://doi.org/10.1080/14719037.2019.1645874

Numerous publications in specialized scientific periodicals on the topics studied in this research. Some elements of public administration mechanisms in the healthcare sector are considered in the study by Parkhi and Lucifora.[7,8]

Among the scientific papers, it is worth highlighting the works by Klenk and Reiter.[9] They fundamentally substantiate the principles of effective implementation of public administration in the medical field. At the same time, Cazorla[10] emphasizes the need to guarantee the medical rights of citizens in the process of transforming the healthcare sector following modern standards of sustainable development. Mériade and Rochette[11] outline the main conceptual foundations of public administration in medicine. In addition, Sun, Medaglia, Singha, Arha and Kar substantiate the need to introduce digitalization and electronic document management in the industry.[12,13]

Given the significant scientific and practical achievements of scholars, it is worth noting the need to develop scientific findings on the research topic to ensure the sustainability of positive dynamics and a preventive response to new challenges and threats in the healthcare sector.

Materials and Methods

In the course of the study, the authors used a range of general scientific cognitive methods, including methods of abstract logical and comparative analysis, abstraction, induction, and deduction, as well as methods of specification and formalization. The theoretical and methodological framework of the research was built upon a systematic approach, taking into account the priority principles of conducting comprehensive studies. This comprehensive approach allowed for the examination of the object and subject of study as a system with all its interconnections.

The comparative method was applied to determine the specificity of the development

7) S. S. Parkhi, "Lean management practices in the healthcare sector: a literature review", *Benchmarking: An International Journal*, Vol. 26, No. 4 (2019), pp 1275–1289. https://doi.org/10.1108/BIJ-06-2018-0166

8) C. Lucifora, "Management practices in hospitals: A public-private comparison", *PLoS ONE* Vol. 18, No. 2 (2023). https://doi.org/10.1371/journal.pone.0282313

9) T. Klenk and R. Reiter, "Post-New Public Management: reform ideas and their application in the field of social services",*International Review of Administrative Sciences*, Vol. 85, No. 1 (2019), pp 3–10. https://doi.org/10.1177/0020852318810883

10) A. Cazorla, "Governance in the health sector", *Journal of business and entrepreneurial studies* Vol. 6, No. 1 (2022). https://www.redalyc.org/journal/5736/573669776001/html/

11) L. Mériade and C. Rochette, "Governance tensions in the healthcare sector: a contrasting case study in France", *BMC Health Services Research*, Vol. 22, No. 1 (2022), p. 39. https://hal.science/hal-03516559/document

12) T. Sun and R. Medaglia, "Mapping the challenges of Artificial Intelligence in the public sector: Evidence from public healthcare",*Government Information Quarterly*, Vol. 36, No. 2 (2019), pp 368–383. https://doi.org/10.1016/j.giq.2018.09.008

13) S. Singha, H. Arha, A. Kar, "Healthcare analytics: A techno-functional perspective", *Technological Forecasting and Social Change*, Vol. 197 (2023). https://doi.org/10.1016/j.techfore.2023.122908

and features of the evolution of public management models in the healthcare sector. Analysis and synthesis methods were utilized to identify the stages and factors of development, as well as the most influential elements of the subject under investigation. The inductive method was used for forecasting development indicators. The deductive method was applied during the development of proposals for optimizing management processes in the field of medicine.

Abstract-logical and dialectical methods of scientific inquiry and the method of scientific abstraction were employed in the research to form theoretical generalizations, refine the conceptual framework, formulate conclusions, and identify key concepts and categories. This method was instrumental in shaping the concept of a holistic management system in the healthcare sector.

The formalization method was utilized during the derivation of priority vectors for optimizing the public management system in the medical services sector based on sustainable development principles. It was also employed in documenting the research results aimed at active, practical implementation in the management field. Specifically, the formalization process included the principles, components, functions, tasks, and priorities of public administration in the medical field.

The specification method was used to measure the effectiveness and feasibility of increasing the role of public management in the implementation of medical reforms and identify optimal conditions and solutions for optimizing the medical management system to mitigate risks.

Results

The term "public management" has gained significant popularity relatively recently. It refers to the synergy of activities of government and local authorities, the private sector, and society in shaping and implementing management decisions of societal importance within the framework of powers and functions defined by the law.[14] Public management primarily involves planning, organizing, and monitoring the delivery of medical services, the implementation of modern information systems and digitization tools, effective personnel management, and performance monitoring.

Compared to the government, public administration in the healthcare sector has several advantages, including depoliticization, the prioritization of consumer interests, systematic quality monitoring and improvement, and a partnership approach where the state and citizens are equal participants.[15] Key elements in this context include a patient-centered approach and digitizing processes in the medical field.

14) N. Kolisnichenko, (2022).

15) S. Abdurahmanov, (2023).

Analyzing the experience of developed countries on this issue, it is worth focusing on the most representative models of public administration. These methods allowed us to draw certain conclusions regarding the advantages, risks, and challenges of each.

For instance, Japan's healthcare system prioritizes the influence of local authorities. The country prohibits income from medical insurance and limits the payment to medical professionals who provide substandard services. Japan also has an advanced public management system in the healthcare financing sector. Although healthcare services are costly, the state medical insurance system compensates approximately 90 percent of citizens' expenses.[16] Meanwhile, as seen in the transformation of the healthcare sector in the United States, the prioritization of private medical insurance leads to significant financial disparities in the healthcare system.[17,18]

Unlike the United States, Germany is a representative country in terms of the structure of healthcare insurance. In this regard, about 89 percent of the population is covered by public insurance.[19] It is worth noting that all hospitals are non-profit organizations. Among the main advantages of the German healthcare system, we can mention the following ones:

- High quality and accessibility of medical care;
- Innovations in medical equipment.
- A significant level of qualification of medical personnel.[20]
- Germany effectively positions public management in the healthcare sector as one of the priority directions in state governance.

The experience of the United Kingdom is illustrative, where one of the most influential healthcare systems on a global scale has been successfully formed. The main principles of public management in the healthcare sector in the United Kingdom include:

- Accessibility of medical services;
- Absence of intermediaries in the form of insurance companies;

16) H. Kuzmenko, "Foreign experience of public administration in the field of health care", *Scientific notes of V.I. Vernadsky Taurida National University. Series: Public administration*, Vol. 33, No. 72 (2022), pp 113–119. https://www.pubadm.vernadskyjournals.in.ua/journals/2022/3_2022/19.pdf

17) H. Kuzmenko, (2022).

18) S. Kraus, F. Schiavone, A. Pluzhnikova and A. Invernizzi, "Digital transformation in healthcare: Analyzing the current state-of-research", *Journal of Business Research*, Vol. 123 (2021), pp 557–567. https://doi.org/10.1016/j.jbusres.2020.10.030

19) F. Dal Mas, M. Massaro, P. Rippa, G. Secundo, "The challenges of digital transformation in healthcare: An interdisciplinary literature review, framework, and future research agenda", *Technovation*, Vol. 123 (2021). https://doi.org/10.1016/j.technovation.2023.102716

20) H. Kuzmenko, (2022).

- Maximally efficient use of available resources.[21,22]

However, according to the World Health Organization's ranking, France holds the top position in the field of healthcare. France has successfully implemented principles of providing universal coverage of the population with medical services, prioritizing patient choice and satisfaction, and synergizing mandatory and voluntary insurance systems.[23]

In general, public management systems in the healthcare sector in developed countries are marked by a consumer-oriented and solidary-corporate approach to management.[24,25] First and foremost, these principles manifest in the dominance of a private service system and the state guarantee of a minimum medical assistance package (Table 1). The above-mentioned countries' experience is relevant for forming a public management development strategy in the medical field of Ukraine in terms of maximizing adaptive opportunities and piloting regional projects.

For developing countries during economic reforms, general market approaches to the formation of a package of medical services remain a priority.[26] Such approaches allow to support coordination mechanisms of public-private partnerships. They provide medical guarantees for the protection of low-income and vulnerable populations while providing the possibility of variability of medical services for people with medium or high incomes.

Table 1. Principles of public administration in the healthcare sector.

Principle	Its Essence
Adaptability	Provides for the possibility of changes during the implementation of strategic management under the influence of external and internal factors
Competition	Creation of a significant level of competition for paid services in the dominant private segment to improve their quality
Decentralization	Decentralization of management systems, financial autonomy of medical institutions
Perspective	Priority is given to the long-term development of the organization in the future

21) N. Kolisnichenko, (2022).

22) H. Kuzmenko, (2022).

23) D. Simonet, "Assessment of new public management in health care: the French case", *Health Res Policy Sys*, Vol. 12, No. 57 (2014). https://doi.org/10.1186/1478-4505-12-57

24) S. Abdurahmanov, (2023).

25) J. Chen et al., (2020).

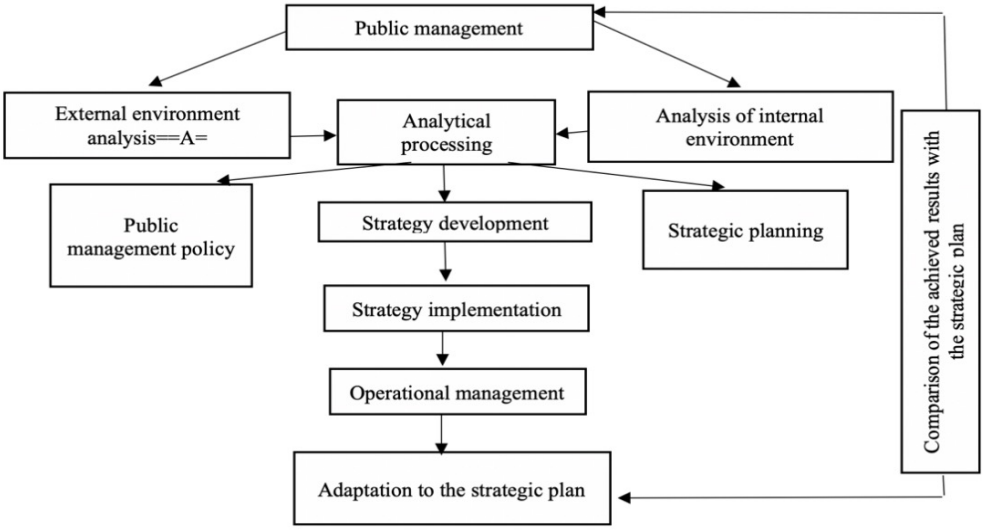
26) D. Sharma, D. Chakravarthi, A. Shaikh, A. Ahmed, S. Jaiswal and M. Naved, "The aspect of vast data management problem in the healthcare sector and implementation of cloud computing technique", *Materials Today: Proceedings*, Vol. 80, No. 3 (2023), pp 3805–3810. https://doi.org/10.1016/j.matpr.2021.07.388

Principle	Its Essence
Economic Effect	Commercialization of the healthcare sector, high level of extra-budgetary financing of medical services
Monitoring	Regulation of the pricing mechanism, high state standards of service quality
Systematically	

Source: Compiled by the authors.

Effective implementation of public-private partnerships in the healthcare sector will contribute to improving the quality of healthcare services through competition, increasing the share of the private sector in healthcare, implementing quality standards, and expanding the range of services and their structure by the public (free) and private (paid) sectors.[27,28] Together, such dynamics will make it possible to ensure high quality and accessibility of medical care to all segments of the population and to significantly optimize and develop the public administration system in the sector (Figure 1).

Figure 1. The algorithm of the public management process in the healthcare sector



Source: Compiled by the authors.

27) S. S. Parkhi, (2019).
28) L. Mériade and C. Rochette, (2022).

An essential issue in developing public healthcare management is ensuring the transparency, reliability, and timeliness of informational data.[29,30] The most optimal communication method in the medical field is the electronic healthcare system (e-Health). It will simplify and streamline processes, taking into account the global trend of digitization. E-Health brings together healthcare institutions, administrations, doctors, and patients into a single hub as a key factor in optimizing public management mechanisms in medicine.[31] The e-Health system can significantly expand the capabilities of both patients and healthcare providers and is an influential element in public management in the healthcare sector. The electronic healthcare system provides quick access to clinical and statistical information and the collection and consolidation of clinical data.

It is worth noting that the implementation of e-Health as a central component of transforming public management in the medical sector in various countries has highlighted a series of risks. Drawing from the experience of the United Kingdom, we can identify the main challenges of a communicative medical system based on digitization:

- The complexity of standardizing and unifying medical documentation in different organizations.
- Resistance from medical personnel to innovations;
- Passive participation of the population in the process.
- The lack of high-quality software, data security, and personalization.[32,33]

Today, there exists a more advanced alternative to e-Health. According to many scientists, m-Health is an evolutionary format of the electronic healthcare system that can guarantee a more convenient and secure form of communication in the medical field.[34] This issue is highly relevant and requires immediate attention, as the digital transformation of the medical sector affects a wide range of communications and the implementation of effective financial and administrative models in the field of healthcare.

At present, it is considered a priority to search for the most efficient public management model in the healthcare and pharmaceutical system. This model will maximize the

29) T. Klenk and R. Reiter, (2019).

30) S. Singha et al., (2023).

31) M. Paul, L. Maglaras, M. Ferrag and I. Almomani, "Digitization of healthcare sector: A study on privacy and security concerns", *ICT Express*, Vol. 9, No. 4 (2023), pp 571–588. https://doi.org/10.1016/j.icte.2023.02.007

32) H. Kuzmenko, (2022).

33) M. Paul et al., (2023).

34) F. Girardi, G. De Gennaro, L. Colizzi and N. Convertini, "Improving the Healthcare Effectiveness: The Possible Role of EHR, IoMT and Blockchain", *Electronics*, Vol. 9, No. 884 (2020). https://doi.org/10.3390/electronics9060884

efficiency and accessibility of medical care, strengthen the public healthcare system's status, and ensure essential medication availability.

Discussion

The vast majority of modern scientists see public management in the healthcare sector as the basis for the development of the medical sphere towards sustainable development.

Bertl et al. argue that one of the most effective means of optimizing the healthcare sector is the active utilization of digitization tools within the public management system.[35] The primary goal of the digital transformation process, as they believe, is to provide high-quality medical services to all population segments. This goal can be achieved through various efficient algorithms. The authors emphasize that several factors influence this process, including time constraints, financial capabilities, and the personnel's intellectual resources level.

Contemporary scholars such as Wang and Li, along with their colleagues, also consider digitization as the most promising direction for the development of the public management system in healthcare.[36] They highlight that currently, only a small number of medical institutions are consumers of technological and managerial innovations. At the same time, smaller entities in the healthcare sector lack such opportunities. Consequently, it can be argued that insufficient access to modern technologies and reluctance to implement them are significant constraints on the potential of healthcare institutions.

Massaro suggests that modern public management, through digital methods, primarily involves practical recommendations that aid service consumers in achieving their goals and tasks.[37] This is done through problem-solving, discovering new possibilities, implementing changes, and coaching. The scholar proposes that accessible consultation services are a necessary preventive element within the healthcare system.

Chau and Lam, along with their co-authors, emphasize the specific prerequisites for forming an effective public healthcare management system.[38] Among the key factors

35) M. Bertl, P. Ross and D. Draheim, "Systematic AI Support for Decision-Making in the Healthcare Sector: Obstacles and Success Factors", *Health Policy and Technology*, Vol 12, No. 3 (2023). https://doi.org/10.1016/j.hlpt.2023.100748

36) W. Wang, X. Li, X. Qiu, X. Zhang, V. Brusic and J. Zhao, "A privacy-preserving framework for federated learning in smart healthcare systems", *Information Processing & Management*, Vol 60, No. 1 (2023). https://doi.org/10.1016/j.ipm.2022.103167

37) M. Massaro, "Digital transformation in the healthcare sector through blockchain technology. Insights from academic research and business developments", *Technovation*, Vol. 120, No. 102386 (2023). https://doi.org/10.1016/j.technovation.2021.102386

38) K. Chau, M. Lam, M. Cheung, E. Tso, S. Flint, D. Broom, G. Tse and K. Lee, "Smart technology for healthcare:

highlighted are the presence of an appropriate resource base and readiness for dynamic changes, both on the part of patients and medical personnel. Researchers argue that these conditions are a crucial component of the algorithm for implementing public management in medicine, and it's difficult to disagree with them.

The forecast of the healthcare sector's development trends suggests that in the future, industry-specific demands will increasingly depend on the competitiveness of the offering for one category of consumers and the accessibility of services for another, less socially protected, category of the population.[39]

Based on the aforesaid conclusions of researchers and the results of the current study, it can be argued that public management in the healthcare sector has significantly expanded its scope of functioning. It has become an essential element of the system of providing the population with quality and affordable healthcare services. It's worth noting that increasing the productivity of the medical field through optimal public management involves a gradual and efficient achievement of goals. These goals include optimizing the approach to healthcare service users, strengthening the status of healthcare entities, building trust among the population, and enhancing the quality and accessibility of healthcare.

Based on all the above, it is possible to predict an increase in the role of public management in the implementation of a successful healthcare system. This will significantly increase its productivity, particularly by introducing innovative solutions and digital optimization opportunities.

Conclusion

The article determines that public management in the healthcare sector occupies one of the key roles in the system of implementing national policy regarding the concept of healthcare accessibility of proper quality for all segments of the population without exception. The authors have established that only the synergy of a professional approach, a strong position and stable principles for implementing the strategic goals of healthcare reform, the priority of effective transformation of the industry because of global digitalization, and proper control by the state and society allows for the complete and timely implementation of an effective system of public administration in the healthcare sector.

Exploring the antecedents of adoption intention of healthcare wearable technology", *Health Psychol Res*, Vol 7, No. 1 (2019). https://doi.org/10.4081/hpr.2019.8099

39) J. Tabrizi, HaghE. Goshayie, L. Doshmangir and M. Yousefi, "New public management in Iran's health complex: a management framework for primary health care system", *Prim Health Care Res Dev*, Vol. 19, No. 3 (2018), pp. 264–276. https://doi.org/10.1017/S1463423617000767

As a result of the study, the authors managed to complete the following tasks:

- To analyze the multifactorial nature of the current state of public administration in the healthcare sector.
- To assess its role and place in the system of current management models of sustainable development.

The research has established that the development of the medical sphere in the direction of increasing the factors of openness and publicity plays a significant role in improving the quality and accessibility of medical services. It strengthens the position of healthcare institutions as active participants in the system of modern social communications and optimizes the process of providing services to all segments of the population without exception.

The article proposes a range of measures that should be applied within the framework of the general trend of digital optimization. The authors highlighted the priority directions of the digitalization strategy of the medical sphere. The paper forms the basis of a mechanism for adapting the existing principles of functioning of the healthcare industry to the requirements of global digitalization. In addition, it substantiates the feasibility of transforming this area.

Based on the research findings, the authors proposed priority vectors for further research on the topic. They also argued the need to organize the availability and systematization of practical information on the research subject.

A practical approach to public administration in the healthcare sector based on the principles of digital transformation will ensure the successful adaptation of healthcare institutions to the requirements of today. It should be based on implementing a development strategy based on the principle of unimpeded access to quality and comprehensive medical care in a convenient format.

It is currently considered a priority to find the most effective model for practically implementing the public administration strategy in medicine using digital tools. This will maximize the efficiency and accessibility of information resources and strengthen the status of a medical institution as a modern healthcare hub. Further research on this topic should be aimed at a detailed identification of the conditions for systemic integration of digitalization tools, considering the current capabilities of the existing electronic and communication base.

Research Article

NATIONAL SECURITY MANAGEMENT: ORGANIZATIONAL, LEGAL, INFORMATIONAL, AND HUMAN RESOURCE DIMENSIONS

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Among the main problems of modern social transformations, public administration in the field of national security plays an important role. Against the backdrop of wartime threats and social instability, critical risks require mobilizing organizational, information, human, and legal resources to ensure stability in the national environment. The study analyzes public administration's current organizational, legal, personnel, and information aspects that ensure national security. It examines the main possibilities of information, organizational, legal, and personnel support of national security. The principles of building a system of national security are highlighted. The main problems, challenges, and achievements of the information transformation of the security sector in the context of digitalization are analyzed.

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Keywords: National Security, Human Resource Management, Legal, Informational.

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Adaptive Public Governance and Institutional Reform

* The complete affiliations of the authors are available in our website: http://transatlanticpolicy.com/article/1293/national-security-management-organizational-legal-informational-and-human-resource-dimensions

The national security development strategy is a system of organizational, regulatory, managerial, socio-psychological, educational, personnel, and information measures to ensure the observance of national interests. Implementation of the strategy in practice is achieved through the practical interaction of participants in the public administration process to prevent possible or potential threats that may interfere with the normal functioning of the national space due to the influence of external and internal factors.

The overall goal of the national security strategy is to create a stable basis for the unimpeded realization of national interests and effective counteraction to threats and dangers. In today's context, this goal is achieved through information, organizational, legal, and human resources. Given active digitalization, each of these aspects currently requires improvement.

Therefore, given current global challenges, the national security strategy needs to be updated and adapted, and a set of measures to guarantee it needs to be developed. This involves improving the efficiency of the sector's organizational, legal, personnel, and information support.

Literature Review

Modern scholars actively study the issue of public administration in the context of national security. Scientific publications are devoted to the functioning of innovative mechanisms of public administration,[1] subjectivisation of security policy and its regulation processes,[2] differentiation of functional areas of the security concept,[3] and the functionality of information tools in the public administration system of national security.[4]

Thorough works[5] present innovative approaches to national security management

1) V. Chalapko, "Information security: to the problem of place and role in the national security system", *Yaroslav the Wise NSW Bulletin. Series: Philosophy, Philosophy of Law, Political Science, Sociology*, Vol. 4, No. 51 (2021); O. Panchenko, "The role of the media in the system of public administration of information security", *Public Administration and Customs Administration*, Vol. 1, No. 24 (2020), p. 97-102.

2) S. Poterayko, "Problems of public administration of civil protection in ensuring state security of Ukraine", *Investments: practice and experience*, Vol. 9 (2021), p. 103-108.

3) I. V. Kukin "A comprehensive mechanism for public management of personal information security in the field of national security and its border sector", *Public Administration and Customs Administration*, Vol. 4, No. 27 (2020), p. 134–139.

4) A. Pomaza-Ponomarenko et al., "Management mechanisms in the context of digitalisation of all spheres of society", Revista San Gregorio, Vol. 42 (2020); Pomaza-Ponomarenko et al. "Managing emergencies: utilising historical insights for strategic enhancement", AD ALTA: Journal of Interdisciplinary Research, (2024) , Vol. 14, No. 01-XLII, p. 135-139; A. Pomaza-Ponomarenko et al., "Ensuring the safety of citizens in times of war: aspects of the organisation of civil defence", *AD ALTA: Journal of Interdisciplinary Research*, Vol. 14, No. 01-XXXIX (2024), p. 216-220; E. K. Szczepaniuk et al., "Assessment of information security in public administration", *Computers and Security*, Vol. 90 (2020).

5) V. Zagurska-Antonyuk, "National security and public administration", *Galician Economic Herald*, Vol. 66, No. 5

using technological capabilities and digitalization. Several scientists in the modern national scientific space have significantly contributed to the general methodology of forming the concept of national security.[6]

The peculiarities of modernizing the systems integrated into the Digital State project are presented in the study by O. Skybun.[7] Researcher I. Sopilko examines the regulatory and legal support for the information security system and highlights the need to harmonize the sectoral legislative framework in Ukraine in line with the requirements and norms of international standards.[8] The researchers I. Revak and R. Gren[9] investigate modern methods of practical combating cybercrime in the context of the state and corporate levels. S. Bondarenko et al., H. Sytnyk et al. study the specifics of improving the national concept of strategic planning for developing the national security sector in the context of society's informatization.[10] At the same time, S. Dovgy et al.[11] analyse the impact of the "legitimacy crisis" on the information security of the state's system of public authorities.

The problems of the methodology of information protection in the public sector are addressed in the scientific works and publications of foreign scientists S. Rass et al. and M. Albahar.[12] Scientists emphasize the importance of ensuring cyber defense in the context of critical public infrastructure.

A number of scholars have considered certain issues of optimizing the organizational, legal, and institutional foundations of national security.[13] Scientists thoroughly analyze

(2020), p. 187-193; O. Klochko & I. Semenets-Orlova, "National security: the Ukrainian dimension. Scientific works of the Interregional Academy of Personnel Management", *Political Science and Public Administration*, Vol. 2, No. 62 (2022), p. 66-75; T. Podkovenko, "National Security of Ukraine: Axiological and Legal Aspects", *Actual Problems of Jurisprudence*, Vol. 1, No. 1 (2020), p. 11-18.

6) Y. M. Pavliutin, "General theoretical dimension of national security as an object of public administration", *Honour and Law*, Vol. 2, No. 73 (2020), p. 115-121; F. Zhang, "Mechanisms for regulating the professionalisation of public service personnel in the context of European integration as a national security issue", *Public management*, Vol. 5, No. 33 (2022), p. 114-119; R. B. Primush, "Directions for increasing the effectiveness of public administration in the field of national security", *Economics, management and administration*, Vol. 2, No. 100 (2022), p. 44-48.

7) O. Zh. Skibun, "Cybersecurity of electronic communications systems of public authorities of Ukraine", *Visnyk of the National Academy of Public Administration. Series "Public Administration",* Vol. 1, No. 100 (2021), p. 30-39.

8) I. Sopilko, "Information security and cybersecurity: a comparative legal aspect", *Scientific works of the National Aviation University. Series: Legal Bulletin "Air and Space Law"*, Vol. 2, No. 59 (2021), p. 110-115.

9) I. O. Revak I. O. & R. T. Gren, "Features of the formation of secure cyberspace in the context of the development of the digital economy", *Innovative Economy*, Vol. 3-4 (2021), p. 164-169.

10) Bondarenko et al., "Improving the State system of strategic planning of national security in the context of informatisation of society",*Journal of Information Technology Management*, Vol. 14 (2022), p. 141-24; H. P. Sytnyk et al., "Conceptual understanding of the peculiarities of managing innovation-driven development of the state in the current conditions", *Science and Innovation*, Vol. 18, No. 2 (2022), p. 3-15.

11) Dovgy, S. et al., ""Legitimacy Crisis" and its Impact on the Stability and Security of the System of Public Authorities of the State during the Formation of the Global Information Space", in *Contributions to Political Science*, (Springer Nature Switzerland AG, 2023), p. 237-256.

12) S. Rass et al., *Cyber-Security in Critical Infrastructures* (Springer International Publishing, 2020); M. Albahar "Cyber attacks and terrorism: A twenty-first century conundrum", *Science and engineering ethics*, Vol. 25, No. 4 (2019), p. 993-1006.

13) A. Babuta et al., *Artificial intelligence and UK national security: policy considerations. Technical Report*. (RUSI, London, 2020); E. H.Klijn & J. F. Koppenjan, "Public management and policy networks: Foundations of a network

the foundations of effective public administration in Ukraine's national security field, focusing on improving information and organizational support.

Researchers D. Mandel and D. Irwin[14] study the issue of national security from the standpoint of uncertainty, which is especially relevant in the current environment. In continuation, N. Putro and M. Sirleaf[15] position the phenomenon of national security as the basis for society's well-being, the country's competitiveness in the international arena, and the development of its influence. G. Dimitropoulos studies national security in the context of the role of investment verification mechanisms.[16]

Despite the significance of scholars' scientific and practical achievements on the issues under study, scientific research on the role of public administration in ensuring national security needs to be developed.

The study analyzes national security's current organizational, legal, personnel, and information public administration aspects.

Materials and Methods

The research materials were industry publications, materials from scientific and practical conferences on national security issues, and statistical data.[17] At the same time, preference was given to modern developments in the current context of the digitalization of business processes and resource management.

The study uses a set of complementary general scientific theoretical methods, including analysis, synthesis, and abstraction. The integration of analysis and synthesis allowed for an objective and comprehensive study of the aspects of public administration in the context of national security. System analysis helped to clarify the essence of definitions and conceptual categories. Using synthesis, the individual components and properties identified based on the analysis were combined into a single whole. In this process, there was a meaningful combination in the direction from the identical and essential to differentiation and diversity, integrating both general and individual aspects into a single concept. The study used comparative analysis to assess the legal framework and regulatory and institutional support for national security, focusing on information security. Based on an understanding of global trends and practices,

approach to governance", in *Making Policy Happen* (London, Routledge, 2020), p. 28-40.

14) D. Mandel, D. Irwin, "Uncertainty, Intelligence, and National Security Decisionmaking", *International Journal of Intelligence and CounterIntelligence,* Vol. 34, No. 3 (2021), p. 558-582

15) H. P. Putro, "Make a prosperous state through national security", in *International Conference on Law, Economics and Health* (ICLEH 2020) (Atlantis Press, 2020), pp. 328-334; M. Sirleaf (ed.), *Race and National Security* (Oxford University Press, 2023).

16) G. Dimitropoulos, "National security: The role of investment screening mechanisms", in *Handbook of international investment law and policy*, (Springer Nature, 2020), p. 1-37.

17) NCSI (National Cyber Security Index) Cybersecurity Rating for 2023 (2024) – available at. https://ncsi.ega.ee/country/ua/

the study compares the evolution of regulation in Ukraine with European standards while considering the contextual national specifics.

The research procedure included two main stages: data collection and analysis. In the first stage, we used primary data sources obtained through the analysis of industry statistics, regulations, and publications. This sample size was deemed reasonable in light of the practical realities that needed to be considered. The data was analyzed using mixed methods: quantitative and qualitative statistical analysis.

The abstraction method was employed to isolate theoretical generalizations, define the main categories and concepts, and formulate conclusions on the priority vectors of ensuring national security through human, information, organizational, and legal management resources. At the same time, the abstraction of potential practical feasibility was used as a mental distraction from the standard properties of management technologies, concepts, and tools, with the simultaneous highlighting of the essential properties sought.

Results

National security is aimed at avoiding existing and potential threats to the normal development of the state. Building the national security system should be based on the following basic principles:

- The principle of the priority of national interests;
- The principle of mutual responsibility of the individual, society, and the state;
- The principle of interaction and coordination between the state and non-state subsystems of national security, prompt information, and coordination of actions of the national security forces;
- The principle of providing the public with reliable information;
- The principle of responsibility of management entities and justified risk;
- The principle of adequate response, unity, and balance of all components of national security;
- The principle of openness to the positive international experience of organizing the national security system.

The qualitative features of the functioning of the national security system are the country's combat capability, mobility, controllability, awareness, efficiency, sustainability, resilience, and adequacy.[18]

18) Rass, S. et al., *Cyber-Security in Critical Infrastructures* (Springer International Publishing, 2020).

Organizational and Legal Public Administration Aspects in the Sphere of National Security

Organizational and Legal Public Administration Aspects in the Sphere of National Security are the governing legal information for the functioning of the security system, the sources of which are the Constitution of Ukraine, laws, and other regulatory legal acts. These normative resources determine the functionality and tasks of the national security actors (state and non-state) in general and specific vectors of their activity by levels of management and subsystems.

The actors implementing the national security strategy apply legal norms and issue departmental normative acts according to their competence (defined by Ukraine's current legislation): decisions, resolutions, instructions, directives, letters, and explanations. Rulemaking is one of the main functions of national security governance.

Relations in this area are regulated, in particular, through periodic updates of the National Security Strategy of Ukraineand sectoral doctrines, concepts, and programs, as well as through the process of planning and implementing specific practical measures to neutralize threats to national interests.

In general, the legal basis of national security is two-tiered. The first level is mandatory for all and provides for the formation of the national security system (the Constitution of Ukraine, laws and resolutions of the Verkhovna Rada of Ukraine, resolutions and orders of the Cabinet of Ministers of Ukraine, decrees and orders of the President of Ukraine, decisions of the National Security and Defence Council of Ukraine). At the second level, a departmental regulatory framework is formed, which details the functionality and tasks of each entity involved in ensuring national security.

The main objectives of the organizational and legal support of national security are to consolidate existing and form new relations legally, to regulate them effectively in the field of national security, and to prevent and eliminate situations that hinder the development of new progressive trends in the security sector.[19]

National Security Information and Public Administration Aspects

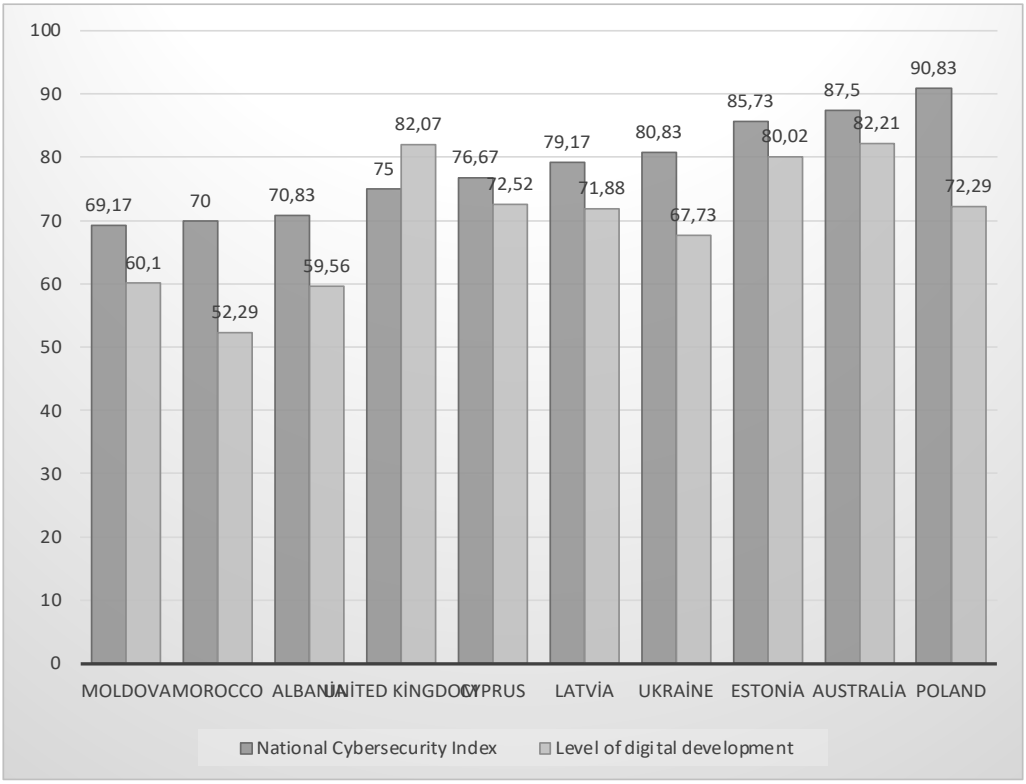
National security information and public administration aspects require a reliable and sustainable digital infrastructure. Cybersecurity in the public sector should be based on the principle of effectively implementing the functionality of the relevant public authorities, as well as on developing and implementing an effective strategy for developing the cybersecurity system and integrating modern tools for its implementation.

In particular, the National Cybersecurity Index (NCSI) demonstrates the state's

19) M. Albahar, "Cyber attacks and terrorism: A twenty-first century conundrum", *Science and engineering ethics*, Vol. 25, No. 4 (2019), p. 993-1006.

potential to mitigate cyber threats effectively. The corresponding ranking (Figure 1) shows the leaders in 2023.

Figure 1. NCSI ranking, 2023



Source: NCSI[20]

The NCSI definition measures a country's ability to implement a practical cyber incident management strategy. The dynamics of this index allow us to track the progress of a country's digital development. As shown in Figure 1, Ukraine took fifth place in this ranking, representing the country's rapid digital development. The calculation of the Security Index is important for several reasons, including assessing the security climate, the state of policy planning and implementation, investment attraction, social stability and development, and international cooperation. The Index can serve as a basis for international cooperation and dialogue in the security sector, facilitating the exchange of experience and coordination of efforts to address common challenges. Analyzing Figure 1, it is worth noting the active progress of

20) NCSI (National Cyber Security Index) Cybersecurity Rating for 2023 (2024) – available at. https://ncsi.ega.ee/country/ua/

Poland and Estonia, which have recently joined the European single space. Ukraine has significant potential in this area.

Among the priority strategies for optimizing national security information support are the following:

- A systematic analysis of innovative threat identification technologies;
- Integrating the efforts of cyber defense specialists to perform security audits, implement technologies, and develop defense strategies;
- Implementation of strategic cyber resilience programs;
- Implementation of international security standards, expansion of international cooperation, exchange of experience, and joint training projects;
- Integration of innovative security, encryption, and multi-factor authentication technologies.

The capabilities of artificial intelligence and innovative technologies, as well as outsourcing and monitoring, are now actively used to create modern integrated information security systems (IIS). The basic principles of the IIS organization are systematic, flexible management, continuity of protection, openness of algorithms, and ease of use.[21]

The priority tasks that the IIS should successfully solve in the national security sector include:

- Effective management of access to confidential data;
- Protecting information data and monitoring the activities of system users;
- Ensuring the integrity of critical system resources;
- Management of protective equipment.

A progressive decision for Ukraine in this context was the ratification on 23 February 2023 of the Agreement on the country's participation in the EU's Digital Europe program,[22] which offers an innovative format of opportunities for developing a digital society. Promising areas for developing the regulatory framework for the information security system in the public sector include the implementation of international norms on combating cybercrime and integrating innovative means of protecting digital infrastructure.

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21) O. Zh. Skibun "Cybersecurity of electronic communications systems of public authorities of Ukraine", *Visnyk of the National Academy of Public Administration. Series "Public Administration"*, Vol. 1, No. 100 (2021), p. 30-39; I. Sopilko, "Information security and cybersecurity: a comparative legal aspect", *Scientific works of the National Aviation University. Series: Legal Bulletin "Air and Space Law"*, Vol. 2, No. 59 (2021), p. 110-115.

22) Agreement between Ukraine and the European Union on Ukraine's participation in the European Union's Digital Europe Programme (2021-2027) – available at. https://zakon.rada.gov.ua/laws/show/984_005-22#Text

Personnel and Public Administration Aspects in the Field of National Security

Personnel and public administration aspects in the field of national security include a wide range of intellectual, spiritual, cultural, and physical qualities of human capital that directly or indirectly influence the dynamics of the national security state. In light of digital transformation, human capital is implemented practically in operations and control based on the partial virtualization of processes.

Attention must be paid to the priority of the partnership concept, a system of public administration in which society and the state are equal participants (Table 1).

Table 1. The partnership concept in national security staffing

Principle	Specificity of the Impact
Democracy	Intensification of the significance of public influence on public administration processes in the field of national security
Priority of Decentralization	Decentralization of public administration processes, involvement of highly specialized personnel based on a centrifugal personnel policy
Strategic Approach	Prioritization of strategic goals of national security development, continuous improvement of human resource skills, ensuring compliance with current requirements
Complexity	The balance between state and public regulation of the sphere, regular updating of the goals of public administration processes in the field of national security
Adaptability and Flexibility	Provision for regular professional development of specialists, organization of training with the involvement of international practical experience, implementation of international competence standards

Source: Provided by the author(s).

Adherence to these principles implies developing and implementing state and regional programs for developing individual industries, segments, and sectors of the national security sphere based on publicity and open access to the public. The innovative strategy of public administration of national security is focused on the motivated interaction of society and the state to guarantee the national space's economic, political, and social security, using the maximum capabilities of modern technologies and digitalization.

In the future, the potential of public administration in the overall public administration paradigm is seen as promising. This will inevitably provoke new challenges and risks but will significantly intensify the effectiveness of national security policy.

Discussion

The belief that one of the most promising means of improving the national security system is the active use of public administration instruments is popular in the modern scientific field.[23] According to scientists, foreign experience convinces us of the crucial role of public authorities in coordinating the actions of administrative actors in national security. At the same time, the development and legislative consolidation of types of responsibility in the field of national security becomes a priority.

Some scholars consider the possibility of digitalizing a significant share of public administration processes in the security sector.[24] According to scientists, the main goal is the accumulation, protection, and optimal use of information data. E. Klijn and J. Koppenjan[25] emphasize that insufficient access to modern technologies and the unwillingness of responsible personnel to implement them in practice are the main factors limiting the potential of public administration in the field of national security. Considerable attention should be paid to developing human potential and continuous professional development to meet the requirements of the digital society.

D. Mandel and D. Irwin pay special attention to the need for practical interaction between governments, society, and businesses regarding democratic development and the implementation of national security principles. The authors argue that although intelligence organizations have incredible information-gathering technologies at their disposal, analysts transform raw data into assessments for managers who make final decisions on national security. Given this, the priority areas for strengthening the modern security environment are information, personnel, and proper legal and regulatory support.[26]

Scientist El-Muhammady identifies specific prerequisites for national security, the availability of an appropriate resource base, and society's readiness for dynamic change. The researchers propose the integration of blockchain and artificial intelligence technologies to ensure information security, as well as transparency, efficiency, and accessibility of public administration processes. The researchers pay special attention to the need to optimize the institutional framework that will facilitate the integration

23) O. Akimov et al., "International experience of public administration in the field of national security", *J. Legal Ethical & Regul. Issues*, Vol. 23 (2020), p. 1; N. Leonenko, "Foreign experience of legal regulation of national security", *Bulletin of the National Centre for Civil Defence. Series "Public Administration"*, Vol. 1, No. 18 (2023).

24) A. Babuta et al., *Artificial intelligence and UK national security: policy considerations. Technical Report*. (RUSI, London, 2020); E. H.Klijn & J. F. Koppenjan, Public management and policy networks: Foundations of a network approach to governance, in *Making Policy Happen* (London, Routledge, 2020), p. 28-40.

25) E. H. Klijn & J. F. Koppenjan, "Public management and policy networks: Foundations of a network approach to governance", in *Making Policy Happen* (London, Routledge, 2020), p. 28-40.

26) D. Mandel, D. Irwin, "Uncertainty, Intelligence, and National Security Decisionmaking", *International Journal of Intelligence and CounterIntelligence*, Vol. 34, No. 3 (2021), p. 558-582.

of IT into security management processes.[27]

Y. Li and Q. Liu analyze the specifics of the geographical dimension of cyber threats and their aspects of vulnerability. The scientists see the formation of effective bilateral cooperation between the public sector, business, and the public in the context of jointly combating cyber threats as a necessary requirement for national security.[28]

In continuation, R. Lau et al. propose several methods for modeling threats in cybersecurity. The authors argue that the ability to resist intrusions can be significantly higher if more protection resources are invested in critical infrastructure.[29]

Despite significant scientific developments, rethinking the functionality of information, human, and legal resources in national security against the background of crisis conditions of social development requires extended scientific research.

Conclusion

The study substantiates that the public management aspects of ensuring national security today are expressed in developing cybersecurity, human resources, and improved legal support. Considering global digitalization, combining the efforts of society, business, and public authorities makes it possible to formulate a strategy for transforming the national security system.

The analysis of the main problems, challenges, and achievements of the information transformation of the security sector in the context of digitalization shows that the sustainability of security largely depends on the level of implementation of digital innovations for risk management. It is established that the main methods of ensuring national security today are technical and digital innovations, in particular, artificial intelligence tools and blockchain technologies, analysis and monitoring of cyberattack technologies, cooperation with international institutions, as well as adequate regulatory support complementary to the requirements of the present and raising public and civil servants' awareness of digital security.

The article analyses the NCSI (National Cyber Security Index) cybersecurity rating and the level of digital development in several countries, including Ukraine. The specifics of creating modern integrated information security systems, which today involve artificial intelligence and innovative technologies, require upgrading the legal framework and rulemaking to ensure national security. In addition, high-quality

27) A. El-Muhammady, "Balancing national development, national security, and cybersecurity policy", In. *Routledge Companion to Global Cyber-Security Strategy* (2021).

28) Y. Li & Q. Liu, "A comprehensive review study of cyber-attacks and cyber security; Emerging trends and recent developments", *Energy Reports*, Vol. 7 (2021), p. 8176-8186.

29) P. Lau et al., "A cybersecurity insurance model for power system reliability considering optimal defence resource allocation", *IEEE Transactions on Smart Grid*, Vol. 11, No. 5 (2020), p. 4403-4414.

human resources have a significant potential for maintaining an adequate level of national security.

Among the main directions of strategic development of the system of public management of security processes in the context of globalization are the integration of the principle of mutual responsibility of the individual, society, and the state, development of interaction and coordination of the state and non-state subsystems of national security, prompt information and coordination of actions of the national security forces; provision of the population with reliable information; introduction of positive international experience in organizing the activities of the system of national security.

Among the areas for further research on the topic under study, it is worth focusing on analyzing the potential of digital technologies to guarantee national stability, ensure the observance of citizens' rights, and increase investment opportunities.

Research Article

PEACE AS A FUNDAMENTAL HUMAN RIGHT: THE PROGRESSION OF ITS CONTENT AND FUTURE POTENTIAL

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The global community dynamics trends are characterized by an increased risk of socio-political destabilization, with the direct consequences of violations of fundamental human rights. These processes are particularly pronounced against the background of the Russian-Ukrainian conflict and the participation of Western countries in it. The purpose of the study is to analyze the specifics of the human right to peace, its evolution, and prospects for improvement against geopolitical risks. The study defines the right to peace as a third-generation right. The study substantiates the inability of existing international legal institutions to adequately ensure peace in the global context. It is proven that the current sanctions policy is not adequate, given the numerous potential opportunities to offset existing sanctions. The authors emphasize the need to develop and implement a reference International Sanctions Code that will guarantee the rigidity of sanctions policy and prevent the aggressor from using military methods to solve geopolitical problems. is assigned to developing the moral side of social activity.

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Through the adoption of various institutions, laws, and resolutions, the global environment has been actively involved in promoting and building world peace since the United Nations was established in 1945. Several states and stakeholders promoted a new instrument to ensure fundamental rights for approval by the General Assembly and Human Rights Council. Despite previous discussions, no international treaty has established an enforceable human right to peace, and individual countries continue to maintain that international law does not recognize such a right. In addition to the lack of a document outlining the right to peace on a global scale, people also lack a venue in which to exercise that right in addition to bridging several legal domains and preventing the fragmentation of international law, as an enforceable right would also improve the enforcement of examples of infamously broken international law provisions.

Human rights, democracy, and peace are all part of the experience of the global community. One principle unites them all: human values that are vital to the welfare of all. All three sectors of human activity share global and local infrastructures, and the progress made in these areas demonstrates that they will continue to grow in scope and quality. All three have been greatly aided by recent history. Europe has had more peace than ever since the Roman Empire, with a few notable exceptions. The number of conflicts and deaths worldwide has decreased since the conclusion of the Cold War. In human civilization, the roots of peace have been established more deeply than ever before. The rule of law and democracy are spreading throughout the world. The humanity's desire for democratic frameworks, the destruction of dictatorships, the prosecution of such leaders, increased referendum frequency, and the inclusion of women, youth, and foreigners in the representation process are a few examples.[1] Experts who looked at some of the relationships between democracy, human rights, and peace concluded that these three essential ideas and processes are ingrained in human nature, just as they are in institutions; they are mutually beneficial and cannot exist independently. However, through the lens of the fundamental rights paradigm, the volatility presents in the global political arena – including new "cold wars" and armed conflicts raises doubts about the conventional understanding and definitions of peace.

Current trends in global development are characterized by a radical transformation of the social order, accompanied by the rapid development of leadership in the information and communication component. Along with the active improvement of the international legal framework, the expansion of its powers, and democratization, the risk of war, revolution, and the threat of nuclear danger is growing. This is seen as a consequence of the dynamics of established ideologies, the reassessment of social values and habitual beliefs, and the development of new behavioral models. The

1) Ch. Barbery, "Links between peace, democracy and human rights", Contrastes. Revista de Filosofía. *Suplemento*, Vol. 20 (2015), pp. 186-200. https://dialnet.unirioja.es/descarga/articulo/8759650.pdf

aforementioned prerequisites prompt an active search for ways to ensure peace. In the global context of an integrated social space, the definition of "peace" has renewed meaning and increased value. Today, peace is a formation, a state that should be based on the solidarity of the global community. Today, it is clear that mitigating the risks of new military conflicts and ending existing wars cannot be achieved through interstate political agreements alone. The crisis geopolitical situation calls for additional multidisciplinary research on the human right to peace, making the subject of this study particularly relevant.

The purpose of the study is to analyze the specifics of the human right to peace, its evolution, and prospects for improvement against geopolitical risks.

Literature Review

The subject of preserving peace has long been a focus of scientific investigation by experts across the world. Thus, Plato, Socrates, Aristotle, and Kant were the first representatives of theory to address questions about this scientific trend. The topic is incredibly pertinent now, as mankind is on the eve of a massive global reorganization.

Although it appears simple, the link between conflict transformation and human rights guarantees is not simple. The topic of whether the two genuinely pursue conflicting objectives or have a shared agenda has been raised often. The divisive rhetoric of "peace versus justice" has often been used to cushion this discussion. Persistent prejudices that see politics against norms and pragmatism against principle suggest that human rights concerns may be making the conflict resolution process more difficult by adding or amplifying the moral component of conflict.[2] From this angle, two distinct groups with strong tactics come into focus: the pragmatist, deal-making conflict managers on the one hand, and the maximalist, naming-and-shaming rights activists on the other.

However, each of the two fields has its own set of problems. Over the decades, there have been controversial discussions regarding the scope and essence of the discourse. The argument that human rights are of Western origin and do not adapt well to cultural differences has been contested against claims of universal applicability; an all-encompassing vision of indivisible and interdependent rights has been contested against the accent on necessary trade-offs between (core) rights and (not crucially essential) aspirations; and a debate concerning duty bearers outside of the state, such as multinational corporations.[3] Political divisions have also been linked to these

2) B. Schmelzle and V. Dudouet, *Human rights and conflict transformation: The challenges of just peace*, (Berghof Conflict Research, 2010). https://www.researchgate.net/publication/277743296_Human_Rights_and_Conflict_Transformation_The_Challenges_of_Just_Peace

3) R. Freedman and P. Lottholz, *Peace as a hybrid human right*, (Routledge, 2017).

human rights discussions: the conflict between the Cold War blocs manifested itself in a dispute over the fundamental principles of human rights, among other things. In this dispute, the Eastern block was pushing social, economic, and cultural rights while the West was defending main rights; this emphasisal split still influences discussions between "the" North and "the" South.

The Right to Peace represents the friction and dispute that attempts to establish Third Generation Rights or 'hybrid' human rights have sparked. States in the Global South use the human rights system to further their interests. Still, they meet opposition from still-dominant Global North states that subscribe to different human rights philosophies. Different experts also oppose the adoption of non-traditional subjects such as equality or democracy, claiming that it will weaken the international human rights system rather than enhance the outcomes. Freedman and Lottholz[4] use a discursive hybridity paradigm to explain how international human rights law changes in response to altering dynamics in global politics. They demonstrate how the increasingly substantial alterations in the corpus of human rights texts reflect the heteroglossia and diversity of values, norms, and cultural frameworks that characterize human rights debates. The Right to Peace and other hybrid human rights can thus be viewed as expressions of 'dialogicality', but they are also plagued by inconsistency, ambiguity, divergent understandings among their proponents, and related implementation challenges.

In contrast, schools of conflict resolution and transformation have tried to establish a balance between, in fact, two poles pragmatism and principle. Although they have only just emerged in academic and policy circles, their brief history has been marked by a number of confrontations and controversies, culminating in the formation of rival schools of thought. These discussions have mostly focused on the causes and origins of conflict (for example, agency-based or structural approaches); the conflict escalation and de-escalation dynamics (that is, linear, circular, or systemic); the methods and results of conflict management (top-down and bottom-up approaches, negative or positive peace); and, lastly, the strategy and ethics of third-party intervention (prescriptive or "elicitive" approaches, etc.).

Paupp[5] emphasizes that ensuring the right to peace should be viewed as arising from activities and situations that promote peace. Peace is not a "product". Rather, peace emerges as a result of how humans choose to solve issues, the nature of the conditions they choose to embrace or reject, and the objectives and priorities they establish for themselves and others. In brief, implementing the right to peace requires a series of actions. Geopolitical realities, and institutional, structural, and cultural limits also

4) R. Freedman and P. Lottholz, (2017).

5) T. E. Paupp, "Actualizing the human right to peace: Paths for developing processes and creating conditions for peace", In *Redefining Human Rights in the Struggle for Peace and Development* (pp. 395–474), (Cambridge University Press, 2014). https://doi.org/10.1017/cbo9781107704947.008

influence it.

Despite their lengthy history, both domains are now firmly on the international agenda. Human rights are now a formal aspect of international politics because to the creation of the International Criminal Court, the recent International Tribunals for the Former Yugoslavia and Rwanda, and the worldwide transitional justice movement.[6] However, academics point out that conflict resolution and transformation programs and rhetoric, with a heavy emphasis on dealing with the past and fostering reconciliation, are commonly included in various responses to armed conflict.[7] Most contemporary military conflicts have been settled by negotiated agreements, occasionally mediated by outside diplomats, insider mediators, or professional facilitators. Given that nearly one-third of resolved conflicts revert to violent warfare within five years, post-war peace consolidation initiatives that seek to demilitarize, democratize, develop, and reconcile these nations have emerged as essential elements of international intervention and are now firmly on the agendas of the UN, EU, and World Bank.

The realization and process management of "peace with justice" are increasingly emerging as the primary problems, and the disciplines are becoming more overlapped due to the increased emphasis on complete transitional justice and reconciliation procedures. Many analysts and commentators see a strong common calling among what Peter Uvin refers to as the “communities of principled social change”,[8] which are composed of conflict transformation/peacebuilding practitioners, human rights activists, and development workers, despite all the tension depicted above. This shared calling is building communities and structures that honor the needs and possibilities of each individual who is a part of them.

A basic human right, peace is acknowledged both directly in the United Nations Declaration approved by the General Assembly on December 11, 2016, and implicitly in Article 28 of the Universal Declaration. Supporting ongoing attention to an instrument that inherently restates universal values and principles is seen by the University of Padova Human Rights Center as part of its “social responsibility”.[9]

Modern scholars[10,11] pay considerable attention to the specifics of the current stage of

6) R. Freedman and P. Lottholz, (2017).

7) H. Carey, *Peacebuilding paradigms*, (Cambridge University Press, 2022).

8) P. Uvin, *Human rights and development*, (Bloomfield, CT: Kumarian Press, 2004).

9) “Peace Human Rights Governance: A New Academic Journal of the University of Padova”, *Peace Human Rights Governance*, Vol. 1, No. 1 (2017), pp. 9-12.
https://phrg.padovauniversitypress.it/system/files/papers/2017_1_1.pdf

10) I. B. Ivankiv, *The rights of humanity*, (Kyiv: Vaite, 2020).

11) N. M. Parkhomenko et al., *Law-making and law-creation under martial law and peacebuilding*, (Kyiv: Parliamentary Publishing House, 2023). http://idpnan.org.ua/files/vidavnicha_diyalnist/pravotvorennya-i-pravotvorchist-v-umovah-voennogo-stanu-ta-mirobudivnitstva.pdf

society's development. In particular, according to Onishchenko and Suniehin,[12] the boundaries of the subjectivity of the rights of the category under study should not be limited to integrated concepts (societies, people). The boundaries are narrowed, in fact, to an individual. In continuation, Fry[13] argues that peace is an inherent property of human society. War is seen as a normal process that is subject to law regulation.

According to the generally accepted norms approved by the Rome Statute, the phenomenon of aggression is considered a violation of international law.[14,15] Against the backdrop of the war in Ukraine, this issue has become particularly acute in the scientific discourse. These events have demonstrated the ineffectiveness of the Geneva and Hague Conventions. Scholars Noniak,[16] Kliuieva and Soloviova[17] argue that recent events prove that there is no "normality" in war, given the numerous human losses.

The problem of the evolution of the right to peace is also addressed in the works of contemporary scholars Shamraieva,[18] Buhaienko,[19] and Kresin.[20] They explore the essential foundations of the right to peace and highlight some influential decisions in the global legal dimension. Despite scholars' significant achievements, the discourse on defining an innovative approach to the human right to peace and its guarantees in the modern global social environment remains open.

Research Methods

The study used general scientific methods and unique scientific methods. In particular, systematic analysis, synthesis, comparison, and scientific abstraction were used,

12) N. M. Onishchenko and S. O. Suniehin, "Legal support of interaction between the Armed Forces of Ukraine and Civil society: conceptual framework", *Scientific innovations and advanced technologies*, Vol. 5, No. 19 (2023), pp. 313-321. http://perspectives.pp.ua/index.php/nauka/article/view/4622

13) D. Fry, "Abolition of War: An Agenda for Survival", In *The Abolition of War by Krzysztof Wodiczko* (pp. 116-137), (London: Black Dog Publishing, 2012).

14) I. B. Ivankiv, "The right of the humanity to peace as a precondition of the human rights protection", *NAUKMA Scientific Notes*, Vol. 200 (2017), pp. 27-31.

15) D. M. Belov and I. S. Sukhan, "The right to peace: modern approaches to law understanding", *Analytical and Comparative Jurisprudence: Law Series*, Vol. 5 (2023), pp. 681-691. https://dspace.uzhnu.edu.ua/jspui/handle/lib/62779

16) M. Noniak, "Security as a prerequisite for the realisation of the human right to peace", *Scientific Perspectives*, Vol. 1, No. 43 (2024). http:// doi.org/10.52058/2708-7530-2024-1(43)-691-699

17) Ye. M. Kliuieva and Yu. O. Soloviova, "Peace as a right: peculiarities of definition and ensuring", *DICTUM FACTUM*, Vol. 1, No. 13 (2023), pp. 204-210. https://df.duit.in.ua/index.php/dictum/article/view/269

18) V. M. Shamraieva, "EU Security and Defence Policy: Evolution of Formation", *Bulletin of V. N. Karazin Kharkiv National University. Series "Law"*, Vol. 29 (2020), pp. 369-377. https://periodicals.karazin.ua/law/article/view/15636

19) T. O. Buhaienko, "Human rights under martial law", *Collection of materials of the III All-Ukrainian scientific and practical Internet conference on the occasion of the International Human Rights Day* (Kyiv, 7 December 2023), (Kyiv: SIRI of the Ministry of Internal Affairs of Ukraine, 2024).

20) O. Kresin, "The nature of the powers and acts of the UN General Assembly: statutory provisions and the evolution of their interpretation", *Law of Ukraine*, Vol. 7 (2022). https://doi.org/10.33498/louu-2022-07-112

as well as functional, sociological, historical, and comparative legal methods. The research process included two main stages: the collection of informative data and its analytical processing. In the first stage, primary sources of information were used. The research materials included industry-specific scientific papers, publications, and materials from scientific and practical conferences in the industry. The sample size of the information sources was justified in the context of practical realities.

With the help of scientific abstraction and systematic analysis, the author defines the essence of the phenomenon of the human right to peace and identifies the main functionality of this definition. The systemic analysis made it possible to establish the essence of conceptual categories, and the synthesis allowed for a meaningful combination of the identified aspects in the direction of the identical and essential to the diversity, integrating general and individual aspects into a single concept.

The historical method was used to study the evolution of the phenomenon under study. The comparative legal method made it possible to identify the specifics of the impact of foreign policy factors on the development of the phenomenon of the human right to peace in the evolutionary context.

The author uses the abstraction of potential practical feasibility, which is considered a mental distraction from the standard properties of state-building in the regulatory and legal aspects, with simultaneous identification of the desired significant properties.

Results and Discussion

The value of peace has been highly relevant. It has been the subject of research within the framework of political and philosophical doctrine. Even Aristotle substantiated that peace is a necessary condition for the life of a state, even a slave state.[21,22] During the Middle Ages, views on peace were significantly transformed from being seen purely in a religious context and later as a relationship between peoples and Christian states.[23] In the modern period, the phenomenon of peace has undergone intensive development. Peace acquires the notion of universal potential, a law dictated by higher justice.[24] The definition of peace becomes identical to the concepts of immutability and eternity.

Penn (1693) and Bentham (1789) developed active measures to guarantee peace.[25] Kant[26] proposed a concept of peace ("Toward Eternal Peace").

21) V. P. Andrushchenko, et al. (Eds.), *Philosophy of education,* (Kyiv: NPU Publishing House, 2018). http://enpuir.npu.edu.ua/handle/123456789/23710

22) T. Hobbes, *Leviathan*, (Kyiv: Spirit and Letter, 2000).

23) N. M. Parkhomenko et al., (2023).

24) T. Hobbes, (2000).

25) N. M. Parkhomenko et al., (2023).

26) I. Kant, *Zum ewigen Frieden*, (Suhrkamp Verlag AG, 2011).

The peace has been a prevailing social ideal and a primary objective of international law for millennia.[27] Following World War II, the global environment historically positioned itself to promote world peace and safeguard everyone's human rights. The UN and the 1948 UDHR, two significant instruments advancing global human rights and peace, were established and adopted during this time. However, the advancement of basic human rights took precedence over the advancement of peace, and a significant gap between the two grew over time. Consequently, the concept and existence of a legal and justiciable "R2P" are being questioned by the global environment.[28]

It becomes clear from reading the UDHR's Preamble that peace is part of the three pillars of leading a respectable life. However, the issue remains: is it possible to define peace? Johan Galtung was the first to propose the multifaceted idea of peace as a complicated combination of positive and negative peace. He asserts that positive peace "is the integration of human society" and eradicating structural violence. In contrast, negative peace "is the absence of violence, absence of war" (Galtung as cited in).[29] The definition of positive peace is presented in Fig. 1. Over time, peace came to be more closely linked with averting conflict and bloodshed than with collaboration and advancement because the notion of constructive peace was overly expansive. Conversely, many also contended that there is no widely recognized concept of peace since it lacks a precise definition and bounds.[30] In addition to the disputes over what constitutes peace, there have long been arguments about whether or not the R2P exists and, if it does, how much the global environment should adhere to and advance it.

According to Bailliet and Larsen,[31] a third-generation right known as R2P exists. According to Karel Vasak,[32] third-generation rights correlate with "fraternity", meaning they facilitate social solidarity and allow for a worldwide coordinated response to the different threats to the preservation of guarantees of the right to peace . In this way, it also concurs that peace is an evolving solidarity right. Karel Vasak gave a succinct but methodical explanation of what he referred to as "the third generation of human rights" in his opening remarks at the International Institute of Human Rights' tenth study session in 1979.[33] According to Vasak, the International Covenant

27) P. Alston, "Peace as a Human Right", *Bulletin of Peace Proposals*, Vol. 11, No. 4 (1980), pp. 319–330. http://www.jstor.org/stable/44480770

28) P. Rao, *Peace as a human right*, (University of Oslo, 2017). http://doi.org/10.13140/RG.2.2.16861.41441

29) B. Chen, B. Offord and R. Garbutt, *Activating human rights and peace: Theories, practices and contexts*, (Routledge, 2016).

30) C. Bailliet and K. Larsen, *Promoting peace through international law*, (Oxford University Press, 2015).

31) C. Bailliet and K. Larsen, (2015).

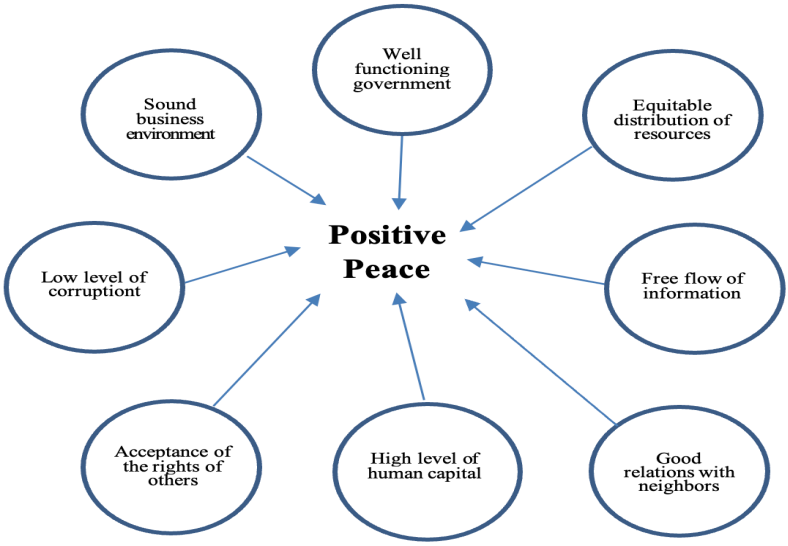
32) K. Vasak, *Pour une troisième génération des droits de l'homme*, (1984). https://www.corteidh.or.cr/tablas/a12244.pdf

33) K. Vasak, "A 30-Year Struggle", The UNESCO Courier, Nov. (1977), art 29.

on Civil and Political Rights (ICCPR) served as the primary source for the first generation of rights. The International Covenant on Economic, Social, and Cultural Rights (ICESCR) defined and outlined the second generation of human rights. These documents served as the cornerstones for a developing trend in international law that aimed to articulate human rights to peace and development.

Additionally, these documents supported the idea of sustainable development, which is committed to preserving the environment. In this sense, Vasak maintained that a number of new human rights, including the rights to peace, development, and a sustainable environment, were already beginning to emerge, even if the third covenant was not considered until 1981. According to Vasak, the three main principles of the French Revolution, liberty, equality, and fraternity, were the foundation for these three generations of rights.[34] As such, these new rights should be conceived of as solidarity rights.

Figure 1. The concept of positive peace



Source: Turan[35]

Furthermore, Singh and Swarup[36] argue that rather than using the name 'R2P' since it lacks legal and enforceable reach, peacekeeping strategy should be referred to

34) D. Whelan, *Indivisible human rights: A history*, (Philadelphia: University of Pennsylvania Press, 2010).

35) T. Turan, *Positive Peace in Theory and Practice: Strengthening the United Nations's Pre-Conflict Prevention Role*, (Martinus Nijhoff, 2015).

36) K. Singh and A. Swarup, *The nonkilling paradigm: For world peace and enlightenment*, (Springer., 2020).

as a meta-right, a form of overarching entitlement whose extent is explained by related enforceable human rights. Therefore, the two components of peace are the preservation of peace between and within states and the elimination of structural violence through the use of enforceable human rights, such as those related to life, development, education, health, the environment, crimes of aggression, and self-determination.

There have been a range of debates concerning the legal aspect of guarantees of the right to peace. The initial step in this direction was the adoption of several documents under the auspices of the United Nations: the Declarations of 1965, 1978, 1984, and 1999, and the Declaration on the Right to Peace of 2016.

It was announced during an international summit on Human Rights at the UN in 1968 that 'peace is a common ambition of mankind'. However, with the fall of the Soviet Union, it was discovered that there was little interest in developing R2P. Some contend that 'the links that the Declaration (i.e., UNGA Declaration on the Right of People to Peace 1984) seeks to create is methodologically flawed and does not add much to the educational or political aim' (as stated in).[37] As a result, the Nordic Expert Consultation urged that the right to peace be properly defined as a communal or meta-right.[38]

Given the above,the guarantees to peace should be researched in diverse aspects. At the same time, nations, peoples, and individuals should be enshrined in the legal field as subjects of the law of the category under study. In general,the definition of peace should be seen as the absence of organized violence within a country and the adequate protection. The rights under investigation are positioned as an influential legal institution. Its content determines opportunities to live, work in harmony, and interact with other legal subjects.

According to Paupp,[39] international peace implies two premises: first, free will - right and justice should reign over coercion. Second, on reality, the human world is not and will never be a place of just and complete justice, but man can attempt to make progress on the path to justice. Only the continuation of this unfettered search of justice is definite in existence. Everything is susceptible to revision: new realities emerge, new problems are asked, and tests are developed in public discussion and carried out in legal forms that can be revised in turn but are maintained inviolate for the lifetime of their validity.

37) L. Juma, *Human rights and conflict transformation in Africa*, (Bamenda: Lawrence Research and Publishing, 2013).

38) H. Carey, *Peacebuilding paradigms: The impact of theoretical diversity on implementing sustainable peace* (Cambridge University Press, (2020).

39) T. E. Paupp, (2014).

According to Przetacznik,[40] peace implies both internal tranquility in the state based on recognition and guarantee, and normal relations with other states based on mutual recognition and respect for each other's rights and legitimate interests. The following conditions must therefore be met for a sense of peace to be considered true and just: (1) all people must be guaranteed the rights for the freedom, education, equality, employment, expression, religion, and the ability to leave and return to their own country, and each state must strictly uphold these rights; (2) Every state shall firmly prohibit any kind of internal or external persecution of people or groups, whether it is economic, political, ideological, or religious; (3) the right to self-determination must be guaranteed and rigorously enforced by all peoples and/or nations; and (4) foreign powers must not occupy, subjugate, or dominate other peoples or states.

All of these requirements must be met for a peace to be sincere, fair, and long-lasting. Without them, ruthless oppression arises from any peace that is imposed and maintained by brute force against the wills and wishes of peoples, countries, governments, and individuals. Such peace is seen as a source of and cause of oppressed nations' and governments' wars as well as the fight of individuals and peoples for their individual and collective human rights. The innate right to fight for one's own rights to self-determination belongs to oppressed peoples, nations, and individuals.

The conditions for the priority of a true, just, and permanent peace are not met if any nation in the world, or any collection of nations, does not acknowledge and fully execute the rights, whether they be individual or collective.

One third-generation human right that has been recognized as being a new idea in the global life of human civilization is the right to peace.[41] The global community must work together and in solidarity to accomplish it. In addition to being a theoretical proposition, it is also closely related to and necessitates progress in the field of international law. It aims to provide a desirable path to synthesize new human aspirations.

As a third-generation human right, peace is the next stage in the fundamental concepts that govern that area of rights research. The subjective, objective, and implementational characteristics of a new human right create fundamental challenges for qualifying under the classic notion of human right. This raises the basic question of whether the guarantee to peace is defined and acknowledged as a human right. It is apparent that the preservation of values, which are the subject of solidarity rights, may be promoted more or less successfully outside of the traditionally defined framework

40) F. Przetacznik, "The Concept of Genuine and Just Peace as a Basic Collective Human Right", *NYLS Journal of Human Rights*, Vol. 6, No. 2 (1989), Article 2.
https://digitalcommons.nyls.edu/journal_of_human_rights/vol6/iss2/2

41) T. Kivimaki, *Paradigms of peace: A pragmatist introduction to the contribution to peace of paradigms of social science*, (Imperial College Press, 2016).

of main rights; yet, there are grounds to link the right of solidarity with human rights.

Rights of the third-generation nature have not yet been comprehended as internationally recognized and codified into legally binding laws. While some researchers think that future codification of solidarity rights will be simpler than in the past, others have found unambiguous acknowledgment of international instruments, the most advanced of which is the African Charter of Human and People's Rights (ACHPR).[42] Both generations are not politically neutral because Western nations seem to refer to classical rights (human rights of first generation) and the communist state to social rights (human rights of second generation). The political significance of peace guarantees is significantly reduced, as they illustrate the basic conditions for social development.

This right is considered both individual and communal rights. The topic of whether collective rights may be regarded as human rights is unclear. Kantians might argue that a priori rights extend, in addition to individuals, also to all national creatures, including collectives. Collective claims may have anti-individual rights implications since they are often society's rebuttal against individual rights. The rights of the third generation, often referred to as solidarity rights, are linked to the group's integration of efforts and shared reliance, or solidarity. Solidarity rights apply to individuals, local people, local and regional collectivities, and global human society. This multi-level idea is a reaction to the rights of synthesis. Thus, the dimension of implementation determines the diversity of subjective formulas.

The goal of the third-generation is to promote international principles. Peace, progress, and the environment cannot be preserved and protected alone through isolated solutions of national or regional domains. Their very essence suggests that deep and wide-ranging international cooperation driven by a strong sense of global solidarity is required. However, it assumes that countries would restrict their share of freedom in favor of mankind as a whole rather than giving up their sovereignty. Instead of unbridled state independence, the just and equitable international order suggests a balance between equality and freedom. Safeguarding these ideals in the third-generation human right is most likely a response to a lack of state activity. This strategy is more effective than earlier approaches since it was created in compliance with humanitarian law, and the guarantees to peace is acknowledged as one of the facets of a struggle to implement universal principles.

The coherence of positions, interests within diplomatic relations shapes peace policy

42) R. Singh (n.d.). Right to peace as a human right. *Uttarakhand Judicial & Legal Review*, Vol. 4., No. 2. pp. 39–47. https://ujala.uk.gov.in/files/Ch5.pdf

at the global level.[43,44] Against the backdrop of Russia's aggression in Ukraine, the UN failed to demonstrate the proper effectiveness of its founding document – the Charter, Article 1 of which proclaims the primary purpose of the Organisation, which conveys active, practical support for the international concept of peaceful development.[45] Other organizations have also faced the issue of ineffective peacekeeping mechanisms.

Given this, developing a model Code of International Sanctions is currently considered necessary. Such a code should determine the system of targeted punishment. The principle of peaceful coexistence provides the basis for the formation of relations based on the principles of democratic unity and consolidation.

Among other conditions and principles for forming a system of guarantees for implementing the general guarantees to peace, a special function is assigned to developing the moral side of social activity. This requires, in turn, coherence and interconnection of the leading social regulators - morality, religion and law. The moral development of society implies the dynamics of striving to achieve the ideals of harmonious social development, including in the format of concrete implementation.[46] The religious component should guarantee the exclusion of potential risks of peace disruption based on religious disagreements and disputes.

The younger generation's assimilation of basic moral imperatives should have an appropriate religious justification. As a regulating educational influence on an individual's consciousness, morality affects human activity and is an expression of the interaction of various social institutions. Given the above, the right to peace in the socio-political environment is not only about the legal aspects of its realization. They also include aspects of the dynamics of social moral norms. Formal definitions do not regulate moral obligations. They are also not determined by any status. Moral norms involve generally accepted notions of general social solidarity, consensus, empathy and kindness.

Law is based primarily on formally determined statuses of social belonging, which serve as the basis for developing and implementing a strategically important system of rights. The lack of stability in the global dynamics in the context of peace is due to both imperfect legal mechanisms to ensure it and an unstable moral and social climate.

Differentiation of moral principles for solving global problems in the legal field leads to differentiation of approaches to definitions and legal interpretations. Global

43) H. P. Sytnyk, *Philosophy of war and peace: a course of lectures*, (Kyiv: SAK Ltd., 2023). https://ipacs.knu.ua/pages/dop/336/files/15bf2766-7d67-41dc-8d14-49d0c0b9d714.pdf

44) J. Galtung, *Theories of Peace: A Synthetic Approach to Peace Thinking*, (Oslo: International Peace Research Institute, 2005).

45) United Nations Charter, (1945). https://unic.un.org/aroundworld/unics/common/documents/publications/uncharter/UN%20Charter_Ukrainian.pdf

46) N. M. Onishchenko (Eds.), *Law and progress: demands of civil society*, (Kyiv: Scientific thought, 2020).

institutions have a social mission to integrate the system of guarantees of law and peace, which is determined, among other things, by the level of moral consciousness of the subjects of lawmaking and legal activity.[47,48]

The Treaty on the European Union defines the purpose of the European Community (Article 3), which is to maintain global peace and people's well-being. The document stipulates that the priority is the standard security policy (Article 42). The European community has the right to apply several regulatory measures to guarantee international security and maintain peace.

Social guarantees are an important aspect of ensuring the human right to peace in times of geopolitical instability. The latter include, first and foremost, the right to an adequate standard of living. The definition of adequacy, however, varies widely, depending on the country's level of development.

The state should define and set minimum standards. Ensuring social rights involves the redistribution of wealth between segments of the population, the state guarantees disaster prevention, and ensuring that education, healthcare, and social security systems are accessible to the general population. Without an adequate level of implementation of social requirements by various institutions, it will not be possible to integrate the definition of social rights into the priority strategy of social development.

In the context of combining different aspects of this process, active global integration processes require conceptualizing the development strategies of leading countries and international institutions. The main issue is not the legal definition of the right to peace, but its practical guarantees, which requires the development of effective strategies for implementation and protection and the corresponding transformation of the system of regulation of international human rights.

The worldwide solidarity necessitates international collaboration, a common interest, and collaborative action in order to sustain not just the fabric and existence of international society, but also to attain collective goals. The right to peace shares all measures employed to attain this global goal, because collaboration for maintaining international security is a fundamental requirement for exercising this right. If the right to peace is enshrined as a new human right, it will serve as a solid foundation for peace guarantees. Its acceptance would also provide new fuel to the fight against violence and attitudes based on force, imposition, and gender inequality.

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47) Yu. S. Shemshuchenko, N. M. Onishchenko, N. M. Parkhomenko and S. O. Suniehin, *Social policy: society's requirements, time challenges, and human needs research and analytical report*, (Kyiv: V. M. Koretsky Institute of State and Law of the National Academy of Sciences of Ukraine, 2016).

48) Z. V. Valiullina, "Military theory of C. Clausewitz in theoretical discourse", *Effective economics*, Vol. 11 (2017). http://www.economy.nayka.com.ua/?op=1&z=5881

Conclusion

The study found that enacting the right to peace is a varied undertaking. In many respects, it is more than just a right; it is a value fashioned, developed, established, and conditioned by historical events.

The value of peace is consistently positioned as one of the defining categories of scientific, legal and philosophical discourse. A gradual transformation of its essence characterizes the modern evolution of this definition.

The right to peace is fundamental in the third generation of human rights. It is predicated on assertions and expectations that human rights would be upheld in all national, regional, and international activities. Even though it is widely acknowledged that all human rights are interconnected, indivisible, and interdependent, it is important to consider the characteristics and extent of the guarantees to peace as the third generation of main human rights. It is required for acceptance as a distinct. International norms serve as the foundation for the third generation's guarantees of peace. Currently, this is not considered the duty of one nation or area to maintain and safeguard peace, growth, and the environment. Their entire essence points to the necessity of extensive and deep international cooperation, driven by a strong feeling of global solidarity. However, this suggests that governments will restrict their portion of freedom for the benefit of all people without ceding sovereignty.

Existing geopolitical conflicts have demonstrated international legal institutions' inability to ensure global peace adequately. Given the numerous potential ways to circumvent existing sanctions, the current sanctions policy is ineffective. There is a need to implement a reference International Sanctions Code that will guarantee the rigidity of sanctions policy and prevent the aggressor from using military methods to resolve conflicts.

The important values in the social sphere, particularly human health and safety, honor and dignity, can only be realized in peace. This requires early warning of military threats, ensuring national security guarantees and a high level of efficiency of relevant institutions. Strengthening the right to peace in the international environment requires ensuring a synergy of strategic vision and determination in the process of multi-level peace guarantees. The correctness of legislative regulation of regulatory processes determines the practical effectiveness of the system of global legal guarantees.

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Research Article

PROMOTING COMMUNITY PROSPERITY BY OVERCOMING GENDER AND MIGRATION CHALLENGES

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Forcing in the framework of modern society, one of the major tasks is the provision of the stability of communities within the context of growing gender and migration requirements, the specific need for their adaptation, and addressed integration on behalf of globalization. To build a socially stable environment, the focus is on creating policies that should include gender and cultural projects in specific aspects. The study aims to reveal the attitude towards gender and migration difficulties and their influence on the quality of life of migrating women as the target population in the framework of the modern migration policy. The methodological framework is a parallel use of the gender inequality index, migration statistics, and the case study approach to analyze migrants' social inclusion. The study indexes show that economic, social, and cultural factors are crucial in migrant integration and eradicating gender barriers.

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Keywords: Community Well-Being, Gender Challenges, Migration, Social Integration, Gender Equality, Inclusive Policy, Migrant Adaptation, Economic Stability,

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Adaptive Public Governance and Institutional Reform

* The complete affiliations of the authors are available in our website: http://transatlanticpolicy.com/article/1296/promoting-community-prosperity-by-overcoming-gender-and-migration-challenges

The contemporary tasks associated with the gender aspects of social inequality and migration settings compromise the stability of a society. They ought to be responded to with suitable and coordinated strategies. Globalization and population mobility are transforming societies and enhancing the oli, cultural, economic, and political approaches to these processes. Migration and gender issues, consequently, lead to abrupt changes in the changes in societies' structure of residents' living conditions and changes in access to resources and opportunities for women and migrants.

This paper aims to investigate the effects of gender and migration difficulties on well-being and identify solutions to the challenges in the context of implementing inclusion strategies. The primary research questions of the study include exploring various existing trends of gender inequality, analysing the migration movement and its effects on the sociopsychoeconomic nature of communities, and evaluating the efforts aimed at migration integration and gender equality.

The increasing mobility ratifies the concept of topic flows and eliminates the gender gap, which is socially essential to maintain order and coherency. The gender-sensitive and culture-appropriate integration program is well articulated in several scholarships by reputable scholars such as Bastia and Piper,[1] Boyd,[2] Cantor and Maple,[3] and others on gender perspectives of migration and social reintegration. The article presented, in general, seeks to determine essential factors that affect the integration of migrants and fight against gender exclusion; enumerate barriers that hinder the provision of gender equality; propose among the most comprehensive solutions to increase integration and create enumerate barrier that hinders gender equality.

The Latest Research and Publications Analysis

This section discusses numerous pieces of literature on gender and migration difficulties that confer the welfare of societies. For example, Bastia and Piper[4] and Christou and Kofman[5] stress the inclusion and social integration of migrant women

1) T. Bastia and N. Piper , "Gendered migration in the Global South: An intersectional perspective on inequality", in *Palgrave Handbook of South-South Migration and Inequality* (Palgrave Macmillan, 2024). https://doi.org/10.1007/978-3-031-39814-8_18

2) M. Boyd, "Women, gender, and migration trends in a global world", in C. Mora and N. Piper (Eds.), *The Palgrave handbook of gender and migration* (Palgrave Macmillan, 2021)., pp. 19–36. https://doi.org/10.1007/978-3-030-63347-9_2

3) D. Cantor and N. Maple, "Contemporary perspectives on internal displacement in Africa: An introduction to the Refugee Survey Quarterly special collection", *Refugee Survey Quarterly*, Vol. 40, No. 2 (2021), pp. 139–143. https://doi.org/10.1093/rsq/hdab008

4) T. Bastia and N. Piper (2024).

5) A. Christou and E. Kofman, *Gender and Migration: IMISCOE Short Reader* (Springer, 2022). https://doi.org/10.1007/978-3-030-91971-9

due to the implementation of social policies for the needs of women. Boyd[6] and Fleury[7] paid much attention to cultural factors that exclude migrant women from resources in the labor market. Furthermore, Elomäki and, Kantola,[8] and Dodson[9] have argued that greater engagement in legal norms is a definite way of achieving gender equality to enhance the integration of migrants. Furthermore, Heider et al.[10] examine the effects of migration on development; they speak about the issue of balance in income distribution.

According to expanding migrants, especially women, and their role in public life, Castles[11] exclaimed that economic factors are important. They all point out the significance of institutional support and social services accessibility, which are considered crucial to minimize the social marginalization of immigrants, as Di Matteo and Scaramuzzino,[12] Cantor, and Maple.[13] Park Wee[14] and Zucca Micheletto[15] categorized and discussed the assimilation experiences and challenges that affect migrants and women, explicitly calling for a shift from cultural prejudice. Regarding international aspects of gender equality in migration processes, references should be made to Anghel et al.[16] and Mora and Piper,[17] who provide global analysis by paying attention to the role of social policies.

6) M. Boyd (2021).

7) A. Fleury, "Understanding women and migration: A literature review" *KNOMAD Working Paper*, Vol. 8 (2016). https://doi.org/10.2139/ssrn.2873710

8) A. Elomäki and J. Kantola, "Theorising feminist struggles in the triangle of neoliberalism, conservatism, and nationalism", *Social Politics: International Studies in Gender, State & Society*, Vol. 25., No. 3 (2018), pp. 337–360. https://doi.org/10.1093/sp/jxy013

9) B. Dodson, "Gender and gender relations in skilled migration: More than a matter of brains" in *The Palgrave Handbook of Gender and Migration*, (Palgrave Macmillan, 2021), pp. 203–220. https://doi.org/10.1007/978-3-030-63347-9_13

10) B. Heider, P. Stroms, J. Koch and S. Siedentop, "Where do immigrants move in Germany? The role of international migration in regional disparities in population development", *Population, Space and Place*, Vol. 26, No. 8 (2020), e2363. https://doi.org/10.1002/psp.2363

11) S. Castles, "Cosmopolitanism and freedom? Lessons of global economic crisis", in *Migration, Citizenship and Identity*, (Edward Elgar Publishing, 2017), pp. 154–170. https://doi.org/10.4337/9781788112376.00015

12) C. Di Matteo and R. Scaramuzzino, "Gender-based violence (GBV) against women in precarious legal status and their access to social protection in advanced welfare societies: An analytical contribution to reconstruct the research field and its institutional development", *Comparative Migration Studies*, Vol. 10 (2022), article 40. https://doi.org/10.1186/s40878-022-00314-z

13) D. Cantor and N. Maple (2021).

14) J. S.-Y. Park and L. Wee, "Nation-state, transnationalism, and language", in S. Canagarajah (Ed.), *The Routledge handbook of migration and language*, (Routledge, 2017), pp. 33–48. https://doi.org/10.4324/9781315754512-3

15) B. Zucca Micheletto, "Gender and migration: A historical and inclusive perspective", in B. Zucca Micheletto (Ed.), *Gender and migration in historical perspective*, (Springer, 2022), pp. 1-35. https://doi.org/10.1007/978-3-030-99554-6_1

16) R. G. Anghel, M. Fauser and P. Boccagni (Eds.), *Transnational return and social change: Hierarchies, identities and ideas*, (Anthem Press, 2019). https://doi.org/10.33134/njmr.346

17) C. Mora and N. Piper (Eds.). *The Palgrave handbook of gender and migration*, (Palgrave Macmillan, 2021). https://doi.org/10.1007/978-3-030-63347-9

In turn, Uprety[18] and Xiao et al.[19] analyze the effect of the economic and social integration of migrants on their mental health, the results of which are critical for the formation of an inclusive approach. Lu explains several governments' efforts towards integrating migrants[20] and prompts a particular focus on migrant women in social life. Last, Kofman and Raghuram,[21] Wojtynska, and Skaptadóttir[22] focus on the role of political choices influencing the migration process and the gendered constraints on social integration in the host countries. Krause and Segadlo[23] have noted that several migrated women suffer forced movement and conflicts; they can access shelters but not safe shelters. However, reviewing Idahosa,[24] it is revealed that the social construction of gender can be a barrier to women in gainful employment and education, particularly in migration. The issues of migrants' exclusion and vulnerability to the effects of an economic downturn are discussed by Wojtynska and Skaptadóttir,[25] Vershinina,[26] which is why the calls for the elaboration of the relevant social reintegration and economic security policies are getting stronger. In this sense, Boucher and Piper[27] agree with this work when dealing with the institutional role, highlighting that access to resources is essential to eliminate gender barriers.

Therefore, improved gender and migration opportunities suggest that multiple levers must be addressed simultaneously. The accumulation of the analyzed sources exemplifies that only an economic, legal, and cultural solution can be successfully implemented to enhance the position of female migrants in the host countries.

Research Methods

The study was carried out to identify the factors of gender and migration which affect

18) D. Uprety, "The impact of international trade on migration by skill levels and gender in developing countries", *International Migration*, Vol. 58, No. 4 (2019), pp 117–139. https://doi.org/10.1111/imig.12666

19) Y. Xiao, S. Miao and C. Sarkar, "Social ties, spatial migration paradigm, and mental health among two generations of migrants in China", *Population, Space and Place*, Vol. 27, No. 2 (2020), e2389. https://doi.org/10.1002/psp.2389

20) V. C. Lu, "Mobilising home: Diasporic agitations and the global remakings of postwar southeastern Nigeria", *African Studies Review*, Vol. 65, No. 1 (2022), pp 118–142. https://doi.org/10.1017/asr.2021.118

21) E. Kofman and P. Raghuram, "Gender and migration: An introduction", in *Gender and Migration: IMISCOE Short Reader*, (Springer, 2022), pp. 1–12. https://doi.org/10.1007/978-3-030-91971-9_1

22) A. Wojtynska and U. D. Skaptadóttir, "Reproduction of marginality: The labour market position of unemployed foreign nationals during the economic recession in Iceland", *Migration Studies*, Vol. 9, No. 3 (2021), pp 702–720. https://doi.org/10.1093/migration/mnz037

23) U. Krause and N. Segadlo, "Conflict, displacement ... and peace? A critical review of research debates", *Refugee Survey Quarterly*, Vol. 40, No. 3 (2021), pp. 271–292. https://doi.org/10.1093/rsq/hdab004

24) G. E. Idahosa, "Dirty body politics: Habitus, gendered embodiment, and the resistance to women's agency in transforming South African higher education", *Gender, Work & Organisation*, Vol. 27, No. 6 (2020), pp. 988–1003. https://doi.org/10.1111/gwao.12425

25) A. Wojtynska and U. D. Skaptadóttir (2021).

26) N. Vershinina, *Gendered Migration Cycles*, (2024). https://www.regiowork.eu/

27) A. Boucher, *Gender, Migration and the Global Race for Talent*, (Manchester University Press, 2016). https://doi.org/10.7765/9781784997137

the welfare of communities. This ranking was calculated based on data collected from official international organization sources such as the United Nations Development Programme (UNDP) and the United Nations Department of Economic and Social Affairs (UN DESA). The material also presents the Gender Inequality Index and statistics of International migration for 2015–2023 in chosen countries, including Ukraine, Poland, Germany, Italy, and Türkiye.

In terms of methodology, the quantitative analysis of gender inequality and migration flows provided an understanding of the change dynamics and identified differences and similarities between countries. More specifically, literature criticized in prior research was employed to analyze the social and cultural factors of migrant integration. The computation also involved a graphical representation of the indicators obtained to obtain a more efficient visualization of the issue's essential features.

Research Results

Economic factors led to gender issues and migration challenges, which are available in the following categories: economic factors, social factors, cultural factors, legal factors, and political factors. All these factors affect migrants' experiences in terms of adjustment, absorption in the community, and combating gender hurdles.

1. Economic factors. Migration processes need economic context, and migrants' ability to integrate into new communities depends on economic conditions. Migrants undoubtedly face economic instability, unemployment, lack of access to resources, and limited income inequality in the places they migrate to, and in many cases, women may also face gender forms of discrimination in the labor market. The research reveals that gender differences in wages and employment greatly restrict migrant women's capacity to gain economic independence and integration.[28,29]

2. Social factors. Social isolation is usually a part of migration, as migrants often cannot make the social ties they lack and adjust to the new situation. Cultural stereotypes and gender expectations do not help migrant women to participate in public life. These types of challenges, however, can only be overcome by social factors like access to education, healthcare, and other social services.[30]

3. Cultural factors. Cultural differences hinder or facilitate migrants' integration into the local community. As a rule, migrants preserve their identity, and cultural conflicts will arise, especially if there is a contrast in views of the role of women in secular and religious people. The cultural heritage of migrants can become a source

28) M. Boyd (2021).
29) A. Wojtynska and U. D. Skaptadóttir (2021).
30) Di C. Matteo and R. Scaramuzzino (2022).

of potential other barriers to integration and social exclusion.[31,32]

4. Legal factors. A primary factor affecting a woman's conditions of stay and integration into the community is the existing legal norms governing migration and women's rights. Misplaced government practices intended to guard the immigrant against sexual abuse and violence also deprive migrant women of employment, social services, and legal protection, as there are no precise mechanisms in place. Additionally, essential laws that protect the rights of migrants and gender equality facilitate the development of community well-being and equitable society.[33,34]

5. Political factors. Migration success and overcoming gender inequality depend directly on political decisions and government policies on migration. Migration comes with openness, gender equality, and policies that promote participation by the inhabitants in public life. Policies that encourage migration integration and help to minimize the challenges that migration places on society, for example, would promote migrant integration and equal opportunity for women.[35,36]

However, these factors are related, and their interactions produce difficult and easy obstacles and opportunities to promote the crossing of gender and migration challenges among communities. The analysis of the existing research and publications related to gender and migration problems shows some significant trends that characterize current ways of studying and overcoming some of these issues. Studies that have been conducted recently focus on how integration processes work, gender inequality, how political and economic factors impact it, and cultural barriers.

1. Migrant adaptation and integration in communities. Studies like Christou and Kofman[37] examine how migrants adjust to new communities and focus on policies that ensure their well-being. The authors point out that migrants' integration into the host society is possible only when they have access to social services and opportunities for education and employment.

2. Gender inequality differs among migrants. Different studies note that migrant women are vulnerable not only as migrants but also in terms of gender barriers. For example, migrant women might face discrimination in the labor market, which impedes them from obtaining the kind of financial independence and social 'adaptation' the market is supposed to address, Fleury.[38] Bastia and Piper[39] suggest that strategies for integration must consider women's particular needs.

31) A. Christou and E. Kofman (2022).
32) A. Fleury (2016).
33) B. Dodson (2021).
34) A. Elomäki and J. Kantola (2018).
35) C. Mora and N. Piper (Eds.). (2021).
36) S. Castles (2017).
37) A. Christou and E. Kofman (2022).
38) A. Fleury (2016).
39) T. Bastia and N. Piper (2024).

3. How state policy affects migrants. Political approaches to regulating migration shape migrants' chances in new communities in very important ways. Castles[40] shows that national policies can restrict migrants' rights and allow integration. Social inclusion policies support migrants' inclusion into communities' economic and social life.

4. Coming from a cultural barrier and social stereotypes. According to research, cultural differences are a significant obstacle to integration. As such, migrant women experience stereotypes about their new position in the host country and need to overcome cultural standards, Boyd[41] points out. This is especially important for countries where cultural norms have been traditional, and women's gender roles are based on historical heritage.

5. It is institutional structures and social support. Cantor and Maple[42] reveal that social support and access to institutional resources are crucial for migrants. The Centre for Migrants and Social Adaptation programs help migrants integrate into the community and overcome adaptation obstacles.

Current research suggests the need for a comprehensive approach to overcoming gender and migration challenges. Inclusivity policies, access to social services, gender mainstreaming, and reducing cultural barriers are the main areas that can improve communities' well-being. Table 1 below shows the dynamics of gender inequality and migration flows in countries worldwide in recent years. The data includes the Gender Inequality Index (GII) and the number of international migrants (in millions), disaggregated by sex.

Table 1. Dynamics of gender inequality and migration flows in the countries of the world

Country	Year	Gender Inequality Index (GII)	Number of International Migrants (Million)	Share of Women Among Migrants (Percent)
Ukraine	2015	0,286	5,9	54,0
	2020	0,284	5,5	53,8
Poland	2015	0,140	0,6	51,2
	2020	0,115	0,8	50,9
Germany	2015	0,066	12,0	49,5
	2020	0,084	13,1	49,7

40) S. Castles (2017).
41) M. Boyd (2021).
42) D. Cantor and N. Maple (2021).

Country	Year	Gender Inequality Index (GII)	Number of International Migrants (Million)	Share of Women Among Migrants (Percent)
Italy	2015	0,083	5,8	52,0
	2020	0,085	6,3	51,8
Türkiye	2015	0,328	2,9	45,0
	2020	0,317	3,6	44,8

Source created by the authors.[43,44]

The Gender Inequality Index (GII) reflects inequality between men and women in three areas: reproductive health, empowerment, and economic activity. The values range from 0 (complete equality) to 1 (complete inequality).

The number of international migrants refers to the total number of people living in the country but born outside of it.

Share of women among migrants: the percentage of women among the total number of international migrants.

Despite some improvements in the gender inequality index in some countries, the share of women among migrants remains relatively stable. This highlights the need for further efforts to address gender and migration challenges in communities. Table 1 shows a gradual decline in the gender inequality index (GII) in most countries, except Germany and Italy, where the GII values have slightly increased. For example, in Poland, the index decreased from 0.140 in 2015 to 0.115 in 2020, indicating an improvement in gender equality conditions. In Germany, the GII increased from 0.066 to 0.084, possibly due to the growing economic burden and increasing gender disparities in employment. The number of international migrants increased in most countries, especially in Germany (from 12 million to 13.1 million), due to migration waves caused by conflicts in the Middle East and growing demand for labor. The share of women among migrants remains stable or slightly decreases, as in the case of Türkiye (from 45.0 percent to 44.8 percent), which may indicate limited opportunities for women in the migration process.

43) United Nations Development Programme, *Human Development Report 2020: The Next Frontier – Human Development and the Anthropocene,* (2020). Retrieved from https://hdr.undp.org/en/2020-report

44) United Nations, Department of Economic and Social Affairs, *Population Division. International Migrant Stock 2020*, (2020). Retrieved from https://www.un.org/development/desa/pd/content/international-migrant-stock

Table 2. Dynamics of gender inequality and migration flows in countries of the world (2021–2023)

Country	Year	Gender Inequality Index (GII)	Number of International Migrants (Million)	Share of Women Among Migrants (Percent)
Ukraine	2021	0,280	5,4	53,7
	2022	0,278	5,3	53,6
	2023	0,275	5,2	53,5
Poland	2021	0,110	0,9	50,8
	2022	0,105	1,0	50,7
	2023	0,100	1,1	50,6
Germany	2021	0,080	13,5	49,6
	2022	0,078	13,8	49,6
	2023	0,075	14,0	49,5
Italy	2021	0,082	6,4	51,7
	2022	0,080	6,5	51,6
	2023	0,078	6,6	51,5
Türkiye	2021	0,315	3,7	44,7
	2022	0,313	3,8	44,6
	2023	0,310	3,9	44,5

Source created by the authors.[45,46]

Table 2 shows a continuing downward trend in the Gender Inequality Index (GII) after 2021 in most countries. In Poland, the GII decreased from 0.110 in 2021 to 0.100 in 2023, reflecting active measures to promote gender equality. In Germany, the GII also decreased from 0.080 to 0.075, possibly due to policies aimed at supporting women in the labor market. The number of international migrants grew, particularly in Germany, from 13.5 million to 14.0 million, possibly due to increased global mobility following the pandemic. The share of women among migrants is gradually decreasing in all countries, which may be the result of limited opportunities for women migrants in the new environment and challenges in the process of adaptation.

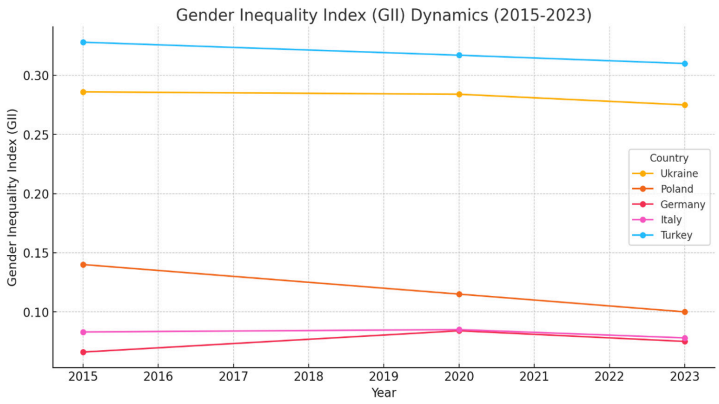
The three graphs below show the dynamics of critical aspects of gender and migration challenges in the selected countries for 2015–2023. The Gender Inequality Index (GII) (Figure 1) shows changes in gender inequality, with most countries showing a gradual decline in the index, indicating a reduction in gender inequality. Changes in the share of women among migrants (Figure 2) illustrate the share of women among international migrants. The share has remained relatively stable in most countries,

45) United Nations Development Programme (2020).

46) United Nations, Department of Economic and Social Affairs, Population Division. (2020).

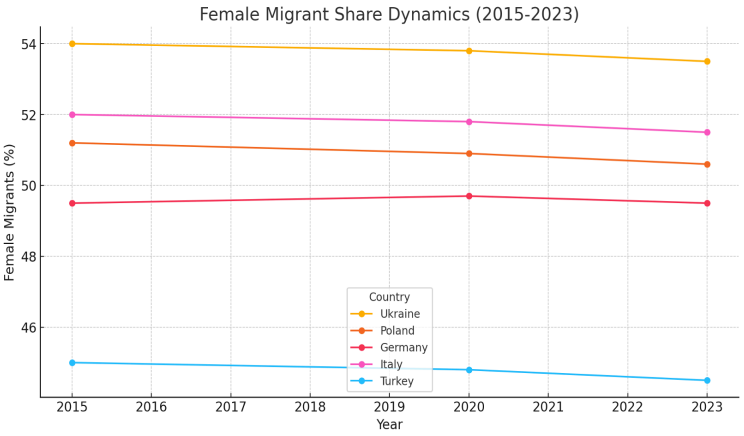
with minor fluctuations. Trends in the number of international migrants (Figure 3) reflect an overall increase in the number of international migrants, especially in Germany and Italy. This may be related to economic opportunities and the adoption of policies that facilitate labor inflows.

Figure 1. Dynamics of the gender inequality index (GII)



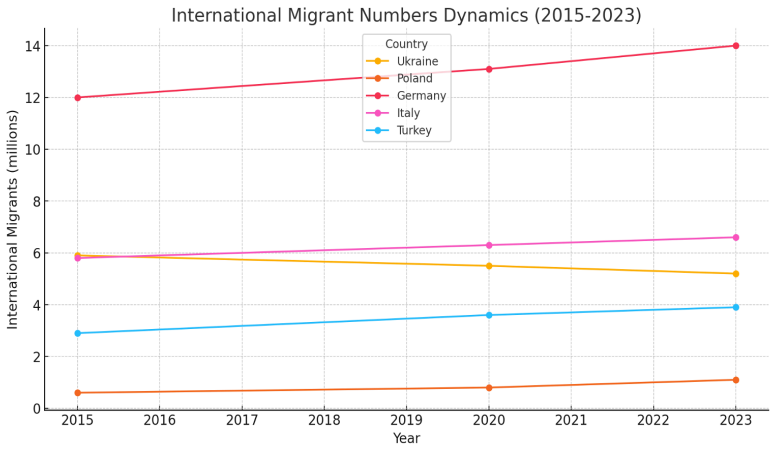
The graph shows that in Poland, the gender inequality index decreased from 0.140 in 2015 to 0.100 in 2023, indicating an improvement in gender equality. Over the same period, the index decreased from 0.286 to 0.275 in Ukraine. At the same time, in Germany, the index initially increased from 0.066 in 2015 to 0.084 in 2020 and then decreased to 0.075 in 2023, which may indicate temporary difficulties in ensuring equal opportunities.

Figure 2. Dynamics of the share of women among migrants



The share of women among migrants remained stable or slightly decreased. For example, in Türkiye, this figure fell from 45.0 percent in 2015 to 44.5 percent in 2023. In Germany, the share of women remained almost unchanged, with a slight increase from 49.5 percent in 2015 to 49.7 percent in 2020 and a decrease to 49.5 percent in 2023. This stability may indicate difficulties for female migrants in accessing economic opportunities.

Figure 3. Dynamics of the number of international migrants



In Germany, the number of migrants increased from 12.0 million in 2015 to 14.0 million in 2023, reflecting the country's attractiveness to migrants due to its stable economy. In Italy, the number of migrants increased from 5.8 to 6.6 early that year. Conversely, in Ukraine, the number of migrants decreased from 5.9 million in 2015 to 5.2 million in 2023, perhaps a result of the country's economic and political troubles.

Table 3. Recommendations for improving community well-being by addressing gender and migration issues

Direction	Recommendations	Expected Result
Economic Support	Introduce financial support programs for migrant women, including training and retraining to improve their competitiveness in the labor market.	Increase the economic independence of migrant women and reduce unemployment among them.
Social Integration	Establish migrant support centers to provide information and psychological assistance and facilitate social adaptation.	Increasing the level of social cohesion and reducing the level of social isolation of migrants.
Legal Support	Develop legislative initiatives to protect the rights of migrant women in the labor market and social security.	Increase the level of legal protection of migrant women and reduce gender discrimination.

Direction	Recommendations	Expected Result
Education and Professional Development	Introduce free educational programs to learn the host country's language and acquire new professional skills.	Increasing migrants' education and integration into the community will expand their opportunities in the labor market.
Cultural Adoptation	Organise events, such as cultural festivals and educational seminars, to exchange cultural experiences and promote understanding between migrants and locals.	Reducing cultural barriers, fostering positive community attitudes towards migrants.
Inclusive Policy	Implement policies that promote gender equality and inclusion in society, such as quotas for women in professional development programs.	Ensuring equal opportunities for all and reducing gender inequality.

The recommendations focus on building migrants' integration, women's economic benefit, social cohesion, and discrimination reduction.

Discussion

The observations demonstrate that there are colossal gender and migration challenges that undermine the riches of the communities and highlight the significance of a generalized approach to resolve them. Furthermore, our results regarding the decline of the gender inequality index in Poland and Ukraine correspond with previous studies that illustrate the positive effect of government initiatives on gender inequality.[47,48] However, at the same time, the stable or only slight decrease in the share of women among migrants, like in Türkiye and Italy, is indicative of persisting social and economic barriers to female migrants, as shown by the work of Fleury[49] and Di Matteo.[50] The fact that gender needs have to be factored into the policies that apply to migration means that policies must be adapted. In addition, the results suggest that the number of international migrants in Germany and Italy is growing, and stable economic conditions and the active migration policies of these countries also explain that. According to Castles,[51] such positive attitudes toward migration and 'making opportunities for economic integration' expand the migrant stocks. Nevertheless, cultural and social barriers can explain the contradiction that migration growth is not matched with rising labor market opportunities for women, as Christou and Kofman[52] have shown for the persistence of gender stereotypes in host communities.

This study also finds that the number of migrants in Ukraine has decreased because

47) M. Boyd (2021).
48) T. Bastia and N. Piper (2024).
49) A. Fleury (2016).
50) Di C. Matteo and R. Scaramuzzino (2022).
51) S. Castles (2017).
52) A. Christou and E. Kofman (2022).

of economic instability and the onset of internal crises. That is in line with the assumptions of Di Matteo and Scaramuzzino,[53] who argue that economic uncertainty dramatically impacts migration processes. These results suggest the importance of additional research to examine how economic stability affects the flow of migrants and the opportunity for integration. These findings suggest that further research could be carried out studying how effective specific policies are in facilitating women migrants in various countries, paying particular attention to countries where gender inequality continues to be high. In a nutshell, policies of a more adaptable nature aiming to address immigrant women's economic and cultural requirements simultaneously are still required for sustainable and inclusive community development.

Conclusion

The study finds that solving gender and migration challenges matters a lot to the well-being of communities. The decrease in the gender inequality index in some countries indicates positive changes in gender equality. However, the stability or slight decrease in the share of women among migrants shows that social barriers for women remain relevant. Despite the expected progress in ensuring equal opportunities for women migrants, cultural and social barriers limit their access to economic resources. The growth of migrant populations in countries such as Germany and Italy confirms the demand for migrants and favorable economic conditions but also points to the importance of improving policies to adapt migrant women.

In contrast, the decline in migration flows to Ukraine highlights the constraints faced by countries with difficult economic situations, which affect the attractiveness of potential migrants. The novelty of this study lies in the emphasis on the importance of simultaneously considering the economic, social, and cultural aspects of migrant integration, particularly for women. However, a limitation of the study is the insufficient data to analyze specific social and cultural barriers in each country, which requires additional qualitative research to gain a deeper understanding of these aspects. Further research in this area should focus on the impact of individual policies and programs to support migrants in their economic integration and social adaptation, especially with a focus on gender. It is also advisable to evaluate the effectiveness of existing approaches in the context of global migration challenges, which would allow for the development of more flexible and inclusive models to support migrants in host countries.

53) C. Di Matteo and R. Scaramuzzino (2022).

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Research Article

APPLYING DESIGN THINKING TO HELP PUBLIC SERVANTS OVERCOME COVID-19 CHALLENGES

DOI: 10.58867/KBTG2256

This article explores the potential of design thinking in developing and implementing strategies to respond to the COVID-19 pandemic in public administration. It explores how this approach can be used to develop civil servants' professional and personal competencies. An attempt to separate these competencies as independent indicators of managerial performance is also considered. The paper describes the structural components of design thinking, their characteristics, and their significance for the public sector. The article provides a rationale for formulating a comprehensive mechanism for adapting civil servants to the challenges of the pandemic and their professional growth. Attention is focused on integrating the concept of design thinking based on the Stanford model into the activities of public authorities in Ukraine. This article describes important principles that enable strategic and operational cross-functional leadership in public administration.

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Keywords: Covid-19, Coronavirus, Pandemic, Design Thinking, Public Administration.

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The modern revision of design thinking creates prospects for various institutions that require innovative and creative approaches to address modern challenges and threats. In the face of change and global upheaval, the public sector faces the challenge of optimizing management processes and increasing the efficiency of their implementation.

In most cases in the public sector, management decisions are made on behalf of professionals who are expected to have sufficient knowledge to make competent decisions for the purposes at hand. Applying design thinking to civil servants' training can contribute to improvement through developing hard and soft skills.

In the Ukrainian context, the key challenge is to develop and implement a methodology that integrates effective practices from advanced countries. These approaches are based on a set of principles and stages for improving the corporate culture of the civil service. Together, they will increase productivity and stimulate the search for unconventional but well-balanced management solutions.

In both cases, the focus is on fostering empathy, communication skills and emotional intelligence, which positively contributes to the internal atmosphere of government structures.

The impact of the 2019-2020 pandemic COVID-19 is one such event that continues to threaten the state apparatus and global governance system. Using the existing human resource potential to manage the risks, mitigate possible threats, and ensure that improvements are fully implemented is important.

Civil servants make a significant contribution to the development and adoption of effective management decisions. The new circumstances require the adoption of public administration systems for higher quality public administration and its sustainability.

Literature Review

The researchers Bason, C., and Austin, R. D. studied the means and possibilities of design thinking and its applications and strategies. They analyzed its potential for use in developing and applying a comprehensive mechanism to alleviate the effects of the Covid-19 pandemic.[1] In their turn, Podolchak et al.[2] identified this approach as the most effective public administration. The conclusions are based on the analysis of

1) C. Bason & R. D. Austin, "Design in the Public Sector: Toward a Human Centred Model of Public Governance", *Public Management Review,* Vol. 24, No. 11 (2022), p. 1727–1757. https://doi:10.1080/14719037.2021.1919186

2) Podolchak et al. , "Mitigating Risks for Effective Personnel Management in the Organisation of the Energy Sector Due to the COVID-19 Pandemic", *Sustainability* (Switzerland), Vol. 14, No. 16 (2022). https://doi.org/10.3390/su141610055

its adaptation and improvement in the state structures of developed countries.

According to Volkova and Jakobsone,[3] design thinking combines holistic and innovative approaches that offer practical solutions to emerging problems. It is a particular aspect of modern management that helps to improve and optimize management procedures.

Applying design thinking in international areas is widespread in government and business structures. This experience can be adapted to the Ukrainian context, from educational institutions to government departments, and this approach will be efficient. Lihonenko,[4] argues that design thinking has significant power to promote improved creative problem-solving abilities, higher emotional intelligence, and favourable conditions for developing important management skills.[5]

As the application of design thinking contributes to personal and team growth, it requires an assessment of the conventional methods used by civil servants. This concept is rapidly becoming a key element of additional educational offerings in modern public sector organizations, as it allows for the acquisition of practical skills and knowledge that significantly increase managers' effectiveness.[6]

In a study of design thinking in business education, Dunne[7] points out that design thinking is a positive factor in performing teamwork and maintaining a positive business environment and corporate culture. It also helps to focus attention on the essential issues and encourages supporting analysis to build a solution that addresses new challenges and risks. In innovations and strategies formulated in the commercial and public administration sectors, design thinking helps to introduce new concepts, methods and approaches.

As noted by Lewis,[8] expanded infrastructure, thorough employee professional development plans, and a culture of self-education allows for better learning and better use of employee skills. In public institutions, using design thinking for workflow reengineering contributes to developing high-quality conditions for making rational and practical management decisions.

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3) T. Volkova & I. Jakobsone, "Design thinking as a business tool to ensure continuous value generation", *Intellectual Economics*, Vol. 10, No. 1 (2016)), p. 63-69. https://doi.org/10.1016/j.intele.2016.06.003

4) L. O. Lihonenko, "Design in Business Management: New Subject Areas of the Term Application", *Proceedings of KNEU*, (2020), p. 327-330 - available at. https://ir.kneu.edu.ua/bitstream/handle/2010/32953/sism_20_327330.pdf?sequence=1&isAllowed=y

5) R. Razzouk & V. Shute, "What Is Design Thinking And Why Is It Important?", *Review of Educational Research*, Vol. 82, No. 3 (2012), p. 330–348 - available at. https://edtechbooks.org/yk

6) G. Muratovski, "Towards Evidence-Based Research and Cross-Disciplinary Design Practice", In *Creativity, Design Thinking and Interdisciplinarity*, (2017). https://doi.org/10.1007/978-981-10-7524-7

7) D. Dunne, "Implementing Design Thinking in Organizations: An Exploratory Study", *Journal of Organization Design*, Vol. 7, No. 1 (2018), p. 1–16. https://doi:10.1186/s41469-018-0040-7

8) J. M. Lewis, "The Limits of Policy Labs: characteristics, Opportunities and Constraints", *Policy Design and Practice*, Vol. 4, No. 2 (2021), p. 242–251. https://doi:10.1080/25741292.2020.1859077

The COVID-19 pandemic continues to be a pressing issue due to its enormous negative impact on numerous segments of public life. In particular, it has affected how civil servants are prepared to confront current and future threats.[9]

Contemporary researchers Trischler and Westman Trischler[10] argue about how to develop a mechanism to overcome the consequences of the pandemic through design thinking or, more simply, what social structures and systems should be implemented. In addition to high-level planning and even programming, there is a need to respond to emerging challenges. Although current research has contributed significantly to understanding this issue, increasing the productivity of civil servants in the context of the COVID-19 crisis is still a puzzle that requires more work.

The aim is to find out how design thinking can help plan interventions that help mitigate the impact of COVID-19 on public administration.

Materials and Methods

The study used various methodologies to assess the possible application of design thinking to develop a reliable mechanism for minimising the adverse impact of the COVID-19 pandemic on civil servants' activities. In particular, the methods of analysis and synthesis helped to review a wide range of academic and modern theoretical and practical publications on implementing design thinking in challenging conditions for public institutions.

The obtained results were evaluated using a systematic analysis, which allowed the formulation of practical recommendations for further development and application of the approach to public administration. The article also applies a search method, which made it possible to identify the key elements of design thinking as a conceptual tool for improving public administration. This approach mitigates the adverse effects of external factors and prepares public administrators to anticipate potential challenges and formulate effective response strategies.

The comparison method was used to study two models - Stanford one and 4W one. The research has shown that this first model is the most effective in developing the adaptation of the design thinking concept to the development processes of Ukrainian society. In addition, to assess the level of professional competencies of civil servants, a study was conducted to determine the existing level of hard and soft skills development in different organizational structures.

The use of abstract heuristic memory retrieval allowed us to obtain data on the main

9) S. P. Osborne, "From Public Service-Dominant Logic to Public Service Logic: Are Public Service Organizations Capable of CoProduction and Value Co-Creation?", *Public Management Review*, Vol. 20, No. 2 (2018), p. 225–231. https://doi:10.1080/14719037.2017.1350461

10) J. Trischler & J. Westman Trischler, "Design for experience-a public service design approach in the age of digitalization", *Public Management Review*, Vol. 24, No. 8 (2022), p. 1251-1270. https://doi.org/10.1080/14719037.2021.1899272

problems that negatively affect civil servants' work and the quality of tasks performed. These problems, which counteract the decline in productivity, can be solved using developmental design thinking through the "Stanford Method." Such technologies should focus not only on overcoming the consequences of COVID-19 but also on building the necessary infrastructure and enhancing the professional competencies, knowledge and skills, and emotional intelligence of employees.

The stages of work carried out as part of the survey method helped formulate proposals and recommendations for improving management systems that ensure the effective functioning of public services, regardless of the pandemic.

Results

Design thinking has high hopes for improving management decisions and innovative approaches to achieving strategic goals and overcoming the long-term consequences of the COVID-19 pandemic. This concept is based on a holistic framework that includes various methods and tools to foster flexible, adaptive and organised thinking styles among managers.[11]

Given society's current development patterns, design thinking is particularly important for civil servants who need to use managerial skills to fulfil their tasks. It is based on a broad definition of thinking, including creative and unconventional problem-solving, critical reasoning, high motivation, and a strong desire for personal development.[12]

The introduction of design thinking principles should increase the productivity of government agencies and organizations, affecting the country's macroeconomic stability.[13]

With this in mind, formulation and practical implementation of the design thinking concept are among the top priorities for government institutions and authorities. Today, the most popular approaches to design thinking are the Stanford Design Thinking model and the 4W concept. The former is based on its intrinsic effectiveness, which is based on several key components.

Additional types of work:

1. Focusing is a unique way of working on a problem that requires a comprehensive approach.

11) L. Lorusso et al., "Design Thinking for Healthcare: Transliterating the Creative Problem-Solving Method Into Architectural Practice",*HERD*, Vol. 14, No. 2 (2021), p. 16–29. https://doi.org/10.1177/1937586721994228

12) The Total Economic Impact of IBM's Design Thinking Practice, (Forrester, 2018) - available at. https://www.ibm.com/design/thinking/static/Enterprise-Design-Thinking-Report-8ab1e9e1622899654844a5fe1d760ed5.pdf

13) D. P. Villa Alvarez et al., "Mapping Design Activities and Methods of Public Sector Innovation Units through the Policy Cycle Model", *Policy Sciences*, Vol. 55, No 1 (2022), p. 89-136. https://doi.org/10.1007/s11077-022-09448-4

2. Empathy is communication that builds emotional intelligence and allows you to understand the user's needs.
3. Prototyping is a functional or non-functional modelling of a product to provide feedback from potential users, which helps to assess its possible benefits.
4. Testing - monitoring and correcting HR, reassessment to find alternatives.[14]

An alternative model of design thinking is 4W. It is learned through the questions "What is it?", "What happens if...?", "What is the effect?" and "What works?". Each stage involves identifying the problem that needs to be solved and that has found a solution, the problems of creation, the mechanism for solving the problem and, accordingly, the choice of the optimal solution. Design thinking in the existing structures of the state intensifies the self-education of leaders and their readiness to develop soft skills. It also positively impacts the results of practical (complex) activities. The strengths, almost all of which are poorly formed for the civil service, are several central groups.[15]

The first group consists of communication competencies, including persuasive speaking, active listening and articulation. The second category relates to the ability to establish productive relationships, which includes teamwork, conflict resolution and trust building. The third category contains personal competences, including emotional regulation, continuous self-development, stress tolerance, and creative and innovative problem-solving.[16]

Soft skills are described as general personality traits that are important and useful in almost all areas, the most prominent of which are emotional intelligence, communication skills, adaptability, leadership, problem-solving skills, creativity and collaboration. Feedback mechanisms, the development of emotional intelligence and creative thinking are of great importance in analysing the effectiveness of countering the COVID-19 pandemic. This corresponds to one of the Stanford Design Thinking System's main features, making it the most suitable for research. Figure 1 shows the main design criteria and benefits of this design framework.[17]

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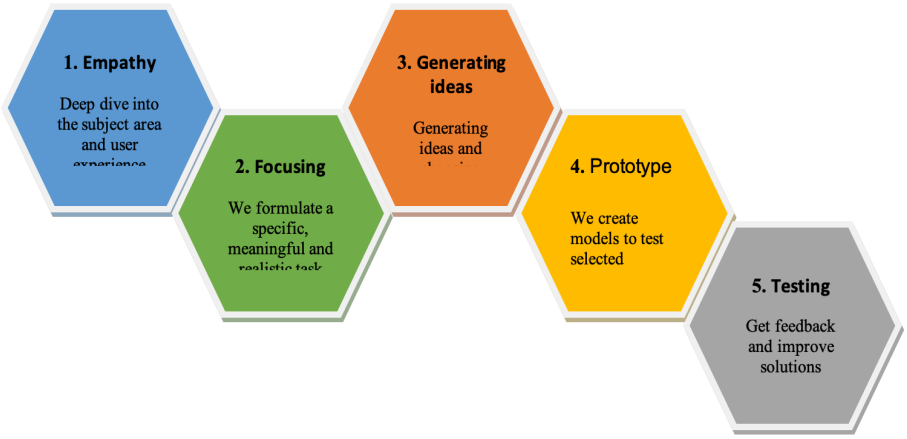
14) M. Howlett, "Challenges in Applying Design Thinking to Public Policy: Dealing with the Varieties of Policy Formulation and Their Vicissitudes", *Policy & Politics,* Vol. 48, No 1 (2020), p. 49-65. https://doi.org/10.1332/030557319X15613699681219

15) D. Formosa, "Design Thinking: Keynote Address", In *2013 Age Ideas International Design Week*, (Design Foundation, Melbourne, Australia, 2012, 2 May) - available at. http://www.agideas.net/coming-event/business-breakfast

16) R. Thaler, "Behavioral economics: Past, present, and future", *Revista de Economía Institucional*, Vol. 20, No. 38 (2018), p. 9–43. https://doi.org/10.18601/01245996.v20n38.02

17) K. D. Elsbach & I. Stigliani, "Design Thinking and Organizational Culture: A Review and Framework for Future Research", *Sage Journals*, Vol. 44, No. 6 (2018). https://doi.org/10.1177/0149206317744252

Figure 1. Principles of the Stanford Design Thinking Model



Source: Compiled by the authors.

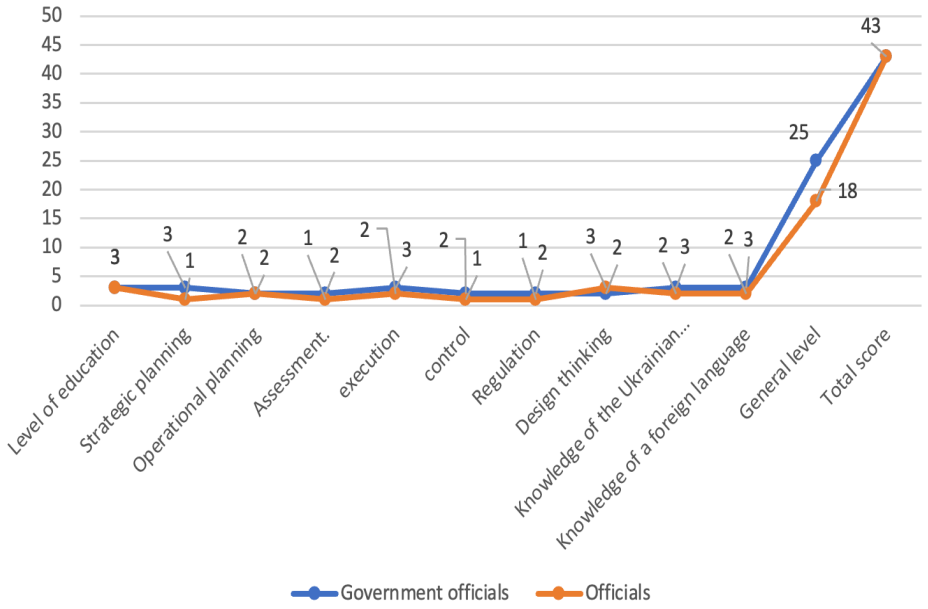
Interviews with government officials, state executives, and other professional functions measured the strength of the workforce's soft and hard skills and competencies. Based on the Stanford model, a forecast was also made on the potential impact of introducing design thinking. According to the study's analytical basis, the primary criteria for assessing the characteristics of skills that reflect the degree of readiness of civil servants to perform their duties are formulated.[18]

These include control of tasks and assessment results, level of education, operational and strategic planning, regulatory and design thinking, and knowledge and use of English and Ukrainian.[19] The results obtained on the quality of the so-called hard skills are presented in Figure 2.

18) P. A. Rodgers, "Articulating Design Thinking", *Design Studies*, Vol. 34, No. 4 (2013), p . 433–437. https://doi.org/10.1016/j.destud.2013.01.002

19) N. Shpak et al., "The influence of age factors on the reform of the public service of Ukraine", *Central European Journal of Public Policy*, Vol. 13, No. 2 (2019), p. 40-52. https://doi:10.2478/cejpp-2019-0006

Figure 2. Characteristics of civil servants' qualifications



Source: Compiled by the authors.

The results indicate a high level of professional preparedness, acquisition of practical skills and the ability of managers to apply skills effectively. In addition, all three state institutions have encouraging results regarding efficiency and an average score regarding design thinking as an operational activity and a busy workflow. The proposed model positively impacts improving communication, developing leadership, increasing motivation and perceptions of positive thinking, and even helping to find ways to improve these issues.[20]

The analysis shows that state institutions have a stable system in the face of COVID-19 and can serve as a competitive example for other state institutions. However, although their good performance positively impacts their efficiency, they have not yet reached optimal efficiency. This demonstrates the need to develop and implement practical solutions to increase civil servants' productivity and professional competence.

The integration of quality communication elements into civil servants' professional practice contributes to effective teamwork and interagency cooperation aimed at achieving the desired results. The ability to express ideas, propose hypotheses, take alternative positions, and resolve conflicts quickly and politely is essential for the

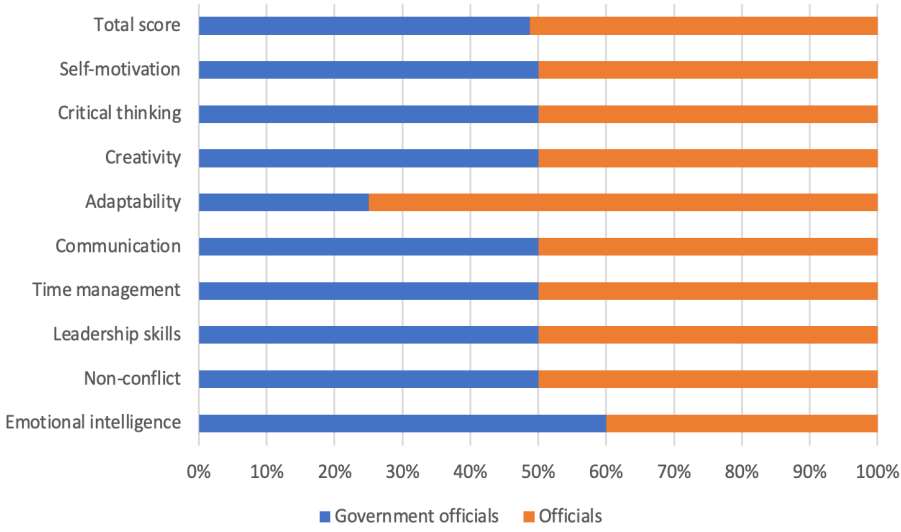
20) M. Camacho, "David Kelley: From Design to Design Thinking at Stanford and IDEO", *The Journal of Design Economics and Innovation*, Vol. 2, No. 1 (2016), p. 88–101. https://doi.org/10.1016/j.sheji.2016.01.009

success of communication in general.[21]

Creative and innovative thinking skills, as a criterion of soft skills, are essential for professionals in leadership positions. Creative thinking allows for the implementation of original ideas, subsequently allowing for competitive innovation development.

Among the indicators used to analyse the level of development of soft skills, the following can be distinguished: self-motivation, critical thinking, creativity, flexibility in changing conditions, communication skills, time management, leadership, conflict resolution, and emotional intelligence Figure 3.

Figure 3. Description of soft skills of civil servants



Source: Compiled by the authors.

Emotional intelligence, leadership, and communication skills are important characteristics that build flexible skills and deal with professional challenges without double loops. They directly impact the potential development of professional skills and form the basis for good management. Motivation, resilience, and adaptability explain a person's psychological state, willingness to make decisions, and use of resources for further development. They are also indicators of employability skills.[22]

For executives, possession of professional knowledge, skills, and practical experience

21) Problems with Creativity in the Workplace - available at. http://pararigroup.com/problems-with-creativity-in-the-workplace

22) Design Delivers 2018: How Design Accelerates Your Business - available at. https://ddc.dk/en/design-delivers-2018-how-design-accelerates-your-business

(hard skills) is no longer the only criterion for success in career development. It also includes the ability to self-improve, self-critique, participate in focused team efforts, and solve problems in unconventional ways without losing focus on personal growth. Often classified as communication skills, these skills are gaining strategic importance in modern management.

Managing time well and engaging in in-depth problem-solving is essential for more informed decision-making and for choosing the best ways to mitigate challenges in a high-stress environment. In addition, well-developed communication skills help to acquire specialised professional competencies better, which increases overall productivity and career advancement.[23]

These results show that due to the war and its aftermath, under extreme labor market conditions, there is a slow transformation of most work processes that focus on hard skills rather than flexible skills. In the event of a resumption of the COVID-19 pandemic, the lack of conditions for active measures to minimize the negative consequences will further promote the active use of design style. This will allow for more effective development of soft skills, thereby strengthening professional competencies. The most critical issues are the abolition of hierarchical delegation at the state level and the adaptation of the Stanford design style model, as implementing such measures can lead to significant improvements in the work of civil servants in the medium term.[24]

Discussion

Recent works by experts, such as Mintrom and Luetjens,[25] demonstrate the importance of the modern development of a comprehensive mechanism that would reduce the negative effects of the COVID-19 pandemic on civil servants' work. This requires the formation and implementation of a new concept of management systems.

An analysis of the views of other authors, in particular Villa Alvarez et al.,[26] suggests that a combination of managerial and design thinking plays a significant role in modern state-building. It is argued that a concept such as a project process or design in self-government is essential for improving work in the public sector. In

23) Human Capital Trends: International Deloitte Research 2021 (Deloitte, 2021) - available at. https://www2.deloitte.com/ua/uk/pages/about-deloitte/press-releases/gx-2021-global-human-capital-trends-report.html

24) L. Vinsel, "Design Thinking Is Kind Of Like Syphilis – It's Contagious And Rots Your Brains", Medium, (2017)- available at. https://medium.com/@sts_news/designthink-ingiskindoflikesyphilisits-contagiousandrotsyourbrains842ed078af29

25) M. Mintrom & J. Luetjens, "Design thinking in policymaking processes: opportunities and challenges", *Australian Journal of Public Administration*, Vol. 75, No. 3 (2016), p. 391–402. https://doi:10.1111/1467-8500.12211

26) D. P. Villa Alvarez et al., "Mapping Design Activities and Methods of Public Sector Innovation Units through the Policy Cycle Model", *Policy Sciences*, Vol. 55, No 1 (2022), p. 89-136. https://doi.org/10.1007/s11077-022-09448-4

particular, it contributes to the growth of emotional intelligence, motivation, and better communication among civil servants.

Other studies have focused on attempts to introduce design thinking into the functioning of public authorities to respond promptly to current and forecast challenges. Seminars and consultative meetings are also important for raising civil servants' and managers' awareness of effective management under uncertainty.[27]

Research conducted by scientists Rossokha and Cherednikova[28] has shown that one of the most important aspects of improving civil servants' performance is the gradual consolidation of practical experience. This research issue requires considerable attention, as it can contribute to the productivity of public institutions in Ukraine and the professional growth of each civil servant.

Knowledge of modern digital technologies improves today's actively developed management system. The key to success in the global digital transformation and the face of fierce competition for specialists is the improvement and development of flexible skills integrated into modern computer literacy.

Considering the societal context, researchers such as Howlett[29] have proposed a pioneering perspective on the role of soft skills and digital competence in the business ethics of "soft skills", which revolves around the flexibility of social skills that aid effective social interaction and teamwork.

Further research in this area should focus on improving the digital literacy of civil servants and introducing digital management tools.

Conclusion

As a concept, design thinking effectively addresses post-COVID challenges in the public sector. The key elements for this are creativity, clear business communication, emotional intelligence, and finding the best solutions that will ultimately lead to increased productivity.

The Stamford Model, designed around four main design phases, focuses empathetically on the problem, generation, creation, and testing. As the slogan says, "Trust your mind". The entire concept is for people, not abstract concepts or fiction. It will help demonstrate creativity and practical solutions to the global challenges placed on

27) N. Shpak et al., "The influence of age factors on the reform of the public service of Ukraine", *Central European Journal of Public Policy*, Vol. 13, No. 2 (2019), p. 40-52. https://doi:10.2478/cejpp-2019-0006

28) V. V. Rossokha & Ye. A. Cherednikova, "Marketing Technologies for Product Design", *Effective Economy*, Vol. 6 (2020). https://doi.org/10.32702/2307-2105-2020.6.4

29) M. Howlett, "Challenges in Applying Design Thinking to Public Policy: Dealing with the Varieties of Policy Formulation and Their Vicissitudes", *Policy & Politics*, Vol. 48, No. 1 (2020), p. 49–65. https://doi.org/10.1332/030557319X15613699681 21

you through your duties as public servants. The technology of management design thinking will not only increase the comfort level in the environment for teams but also reduce the adverse effects of the pandemic, manage and increase the emotional well-being of the responses, and focus on the result on people.

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NOTES

The complex global challenges of our time increasingly intersect across domains once considered separate. Public health crises expose weaknesses in governance; security threats now emerge from both state and non-state actors; human rights are under strain in conflict zones and authoritarian settings; and migration continues to test national capacities and collective values. This special issue —titled Adaptive Public Governance and Institutional Reform—brings together a diverse array of scholarly contributions that explore how states and institutions are confronting these overlapping pressures. Through interdisciplinary analysis and regional case studies, this issue offers critical insight into the evolving policy responses that define our era.

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