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BOGOS, Tatiana

IMPACT OF RELATIONSHIP PUBLIC INTEREST AND DECISION-MAKING PROCESS ON MODERNIZATION OF LOCAL PUBLIC ADMINISTRATION IN THE REPUBLIC OF MOLDOVA

SUMMARY

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Doctoral Committee:

1. **VARZARI Pantelimon, Chairman,** Habilitated PhD in Political Science, University Professor, Institute of Legal, Political and Sociological Research of the Moldova State University
2. **SACA Victor, Scientific Advisor,** Habilitated PhD in Political Science, University Professor, Department of Political and Administrative Sciences, Moldova State University
3. **Referent 1 - CORNEA Sergiu,** Habilitated PhD in Political Science, Associate Professor, "B.P. Hașdeu" State University from Cahul
4. **Referent 2 - SOLOMON Constantin,** Habilitated PhD in Political Science, University Professor, Moldova State University
5. **Referent 3 - BOGUȘ Angela,** PhD in Economic Sciences, Associate Professor, Academy of Economic Studies of Moldova

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The Chairman of Doctoral Committee:

VARZARI Pantelimon,
Habilitated PhD in Political Science, University Professor, Institute of Legal, Political and Sociological Research of the Moldova State University

PhD Supervisor:

SACA Victor, PhD in Political Science, University Professor, Moldova State University, Department of Political and Administrative Sciences

Author:
BOGOS Tatiana

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CONCEPTUAL BENCHMARKS OF RESEARCH

Timeliness and Importance of Problem Proposed for Research. The actuality and importance of the problem proposed for research is determined by the degree of continuous connection of the investigative effort to social practice, by identifying and highlighting those solutions to overcome the challenges that the society faces, the solution of which could improve the activity of the local public administration.

The value of the research topic at the current stage is due to the synergy of two correlative elements "public interests - decision-making process" that form a whole in the context of the governing act and influence the modernization process of the local public administration in the Republic of Moldova. Since the action of the state materializes in the decisions taken, it is necessary to examine the relational triad public interests - decision-making process - modernization of local public administration, which helps us to clarify and develop the subject under research. At the same time, on the agenda in the public administration scientific field remains current the further research of processes related to the consolidation of relationship public interests - decision-making process from the perspective of local public administration modernization, a topic researched mainly tangentially within several conceptions, dimensions and scientific variables developed by researchers from the Republic of Moldova, but also by specialists in the field from the West, Romania, the Russian Federation.

The tendency of states towards modernization creates premises for the development of standards regarding local public administration and the implementation of reforms in the administrative system. The importance of research theme increased especially with the approval of Strategy for Public Administration Reform of the Republic of Moldova for the years 2023-2030 [6]. Thus, significant additional efforts are needed to strengthen political, administrative and especially local administration autonomy, to improve the quality of local services, facilitate citizen involvement, increase local administration accountability and promote an open and inclusive intergovernmental dialogue on decentralization and local public administration reform.

An effective reform tool that could solve the fundamental problems faced today by the local administrative system in the Republic of Moldova is voluntary amalgamation, a subject that acquired a new applicative value with the adoption of Law No. 255 of 31.07.2023 regarding voluntary amalgamation of administrative-territorial units [5]. Encouraging small town halls to join together will ensure the optimization of spending at the local level and solving the main problem facing the Republic of Moldova, the depopulation of country. The Republic of Moldova needs a modern administration oriented towards results and the citizen, whose needs and requirements must be placed at the center of administrative activity. And, amalgamation is absolutely necessary as a

tool that will allow the increase of local revenues and investments, as well as the effective use of money at the local level and the satisfaction of public interests.

The topicality of studying the impact of relationship between public interests and the decision-making process on the modernization of the LPA in the Republic of Moldova will be able to expand the perspectives of improving the entire public administration system in the state. Therefore, the research problem is a real one, specific to the local administrative system in the Republic of Moldova, which requires continuous scientific examination and development.

Description of Situation in Research Field. The impact of relationship between public interests and the decision-making process on the modernization of the LPA in the Republic of Moldova represents a multivalent, current and major social interest topic, so that theorists and practitioners in the field of public administration are increasingly concerned with the examination and continuous development of the research problem.

The conceptual landmarks of research in part regarding public interests, the decision-making process and the phenomenon of local public administration modernization, are identified in the works of different authors from a comprehensive geographical area. In this context, the works of researchers from the West, who devoted their efforts to examining the principles of organization and operation of local public administration, are relevant. Among these researchers we mention: J. Christiansen, L. Bunt [31], M.D. Cohen [32], M. Halaskova, R. Halaskova [33], G. Jenei, A. Barabashev and Frits van den Berrg [34], E. Rekosh [35], A. Schantl, N. Hochholdinger, L. Rucker, E. Stafa [36] and others.

Of particular importance are the works of authors from the scientific circuit of Romania, especially those related to the analysis of administrative science, the mechanisms for formulating, evaluating and implementing public policies, the governance process, the decision-making process, the impact of political power and institutional reform, the phenomenon of modernization. In this context, the works and studies signed by: A. Trandafira [27], M. Tomescu [26], A. Profiroiu [18], I. Alexandru [7] and others are relevant.

A valuable contribution to the study was made by researchers from the Russian Federation, who devoted their time to examining the methodological and conceptual issues of the governance process. We highlight in particular the works of the authors: A.A. Degtyarev [37], L.T. Chikhladze [38] and others.

A relevant support for the examination of investigated subject is the specialized literature from the Republic of Moldova, which includes a specific theoretical-empirical analysis of the component elements of the relational triad examined separately in the respective study. In this sense, we highlight the works of the authors: I. Creangă [9], M. Iațco and V. Borș [13], V. Tincu [25], C.

Solomon [23], V. Saca [19]; [20], A. Sîmboteanu [22], O. Solomon [24], A. Zubco [30], V. Mocanu [16] and others. The visions and opinions of these authors allowed for a complex analysis of the investigated subject, and the theoretical research and practical applications proposed by them, facilitated the highlighting of factors, circumstances and difficulties faced today by the public administration system in the Republic of Moldova, viewed in the process of modernization through the lens of achieving the relationship public interests - decision-making process. However, until now, no fundamental synthetic research has been identified regarding the theoretical valorization of the triadic relationship public interests - decision-making process - modernization of local public administration in the Republic of Moldova. This fact outlines the importance and topicality of the research problem, but also the need for continuous research and development of the examined subject for theorists and practitioners in the field of public administration.

Research Problem: Theoretical and practical research of the impact of relationship public interests - decision-making process on the modernization of local public administration in the Republic of Moldova.

Purpose and Objectives of Thesis. The *purpose* of this work consists in the theoretical and practical research of the impact of relationship public interests - decision-making process on the modernization of the local public administration in the Republic of Moldova, the identification of problems and solutions to ensure an efficient and modern local public administration.

Achieving this goal determined the setting and realization of the following ***objectives***: the complex analysis of relationship public interests - decision-making process from the perspective of modernization of local public administration in the international and national specialized literature; examination of the theoretical - methodological and structural aspects of the relationship public interests - decision-making process in the area of LPA modernization; the research in comparative aspect of the practice of countries of the European community space, as well as of the experience of states of the Eastern Partnership regarding the relationship between public interests - decision-making process - modernization of the LPA; investigating the possibilities of implementing the practices of other states in order to modernize the local public administration in the Republic of Moldova; studying the specific peculiarities of the relationship public interests - decision-making process from the perspective of modernization of the local public administration in the Republic of Moldova; determining the impact of local public policies on the relationship public interests - decision-making process in the context of LPA modernization; analysis of the role of implementing the public-private partnership and the community partnership, as an imperative for boosting local initiatives in the Republic of Moldova; identification of the priority directions of perspective of the innovation of relationship public interests - decision-making process - modernization of the LPA.

Research Hypothesis. The relationship public interests - decision-making process can have a major impact on the modernization of local public administration in the Republic of Moldova, but the correlation between the three components would be difficult without the development of a qualitative and effective decision-making process at the level of local public administration, without its proximity to the citizens in order to satisfy local public interests.

Synthesis of Research Methodology and Justification of Chosen Research Methods. Starting from the specifics of public administration as a social phenomenon, a lot of methods are used in investigative practice. And, in the research and analysis of the impact of relationship public interests - decision-making process on the modernization of local public administration in the Republic of Moldova, among the most important methods are the following:

Comparative method - enables a comparative study on the manifestation of relationship public interests - decision-making process in some countries of the European community space, but also in the states of the Eastern Partnership.

Functional analysis - allowed the determination of role and specifics of public administration as a social phenomenon, viewed through the lens of relationship public interests - decision-making process.

Documentary research - through which monographs, studies and publications were analyzed both from the international scientific circuit and from the specialized literature from the Republic of Moldova, which reflect authentic facts with reference to the research problem.

Normative method, with the help of which we studied the legislation in force, which regulates the organization and operation of LPA, but also transparency in the decision-making process.

Method of case studies - is used in the examination of specifics of the relationship public interests - decision-making process in the context of the LPA modernization in the Republic of Moldova, as well as in some EU states and Eastern Partnership countries.

Method of analysis and synthesis facilitated the formulation of general conclusions and recommendations on the research problem under examination, and highlighting the importance of the relationship public interests - decision-making process in the modernization of local public administration in the Republic of Moldova.

Sociological methods (content analysis, soft analysis, observation), as well as the *interview*, thanks to which the research contains the results of 14 personalized interviews, conducted between September 23, 2022 and October 13, 2022, with theorists and practitioners in the field of public administration at the level of administrative units - territorial level I and level II.

The statistical method, the systemic analysis, the inductive method, the deductive method, the structural-organizational method, as well as the institutional method were also used.

Examining *the administrative science methodology* allowed the formulation of generalizations and syntheses of different concepts, theories and beliefs that emphasized the importance of research problem for theorists and practitioners in the field of public administration.

The scientific novelty: resides in the in-depth research for the first time in the domestic scientific space of the relational triad "public interests - decision-making process - modernization of local public administration". This allowed the bibliographic, theoretical-methodological, empirical analysis and conclusions and recommendations of the respective relationship, by framing it in temporal and geographical parameters. The innovative character of the research is also explained by the author's attempt to determine the importance of relationship public interests - decision-making process of some states in the European Union and the countries of the Eastern Partnership in the process of modernization of the local public administration in the Republic of Moldova. The evaluation of impact of the relationship public interests - decision-making process on the modernization of the LPA in the Republic of Moldova allowed the highlighting of main tools for strengthening the examined relational triad. All these component elements form the valuable substance of the research problem and represent in themselves what we call scientific novelty and originality.

Theoretical Importance and Applied Value of Work. The theoretical arsenal of the research is reflected in the complexity of correlational aspects and specific pecularities of the relationship public interests - decision-making process in the area of LPA modernization, identified and analyzed by the author in an accessible, coherent form, in the most current sources of local and foreign authors, from different historical periods and different fields of inquiry. This fact favored the conceptual substantiation of the component elements of the research problem and the formulation of certain own definitions. Of particular importance is the theoretical-applicative examination and comparison of international practices, which allowed the generalization and deduction of the most suitable models of local administrative systems for the Republic of Moldova, a fact that is important for the theory and practice of administrative science. *The applicative value of the work:* it is explained by the conclusions and recommendations proposed by the author, with reference to the perspectives of further research; applying the material to university courses in the field of public administration, to continuous development courses for civil servants, local elected officials and persons with positions of public dignity; and as theoretical support for decision-makers in the decision-making processes of central and local public administration authorities. At the same time, they can also serve as conceptual and structural benchmarks for completing the normative

framework of the Republic of Moldova regarding the organization and functioning of the central and local public administration.

Approval of Results. The results of research were reflected in 13 scientific publications, including *5 articles in specialized journals* (Transylvanian Journal of Administrative Sciences; Methodical-Scientific Journal of Public Administration; Moldoscopy; Journal of Philosophy, Sociology and Political Sciences) and the results of research were reflected in 13 scientific publications, including 5 articles in specialized journals (Transylvanian Journal of Administrative Sciences; Methodical-Scientific Journal of Public Administration; Moldoscopy; Journal of Philosophy, Sociology and Political Sciences) and 8 scientific communications in the materials of international scientific conferences organized by the Academy of Public Administration (2020-2022), the International Scientific Conference organized by the Moldova State University (2020) and the international conferences organized by the Continuing Education Academy from Dnipro, Ukraine (2022).

At the same time, the researcher, participating in the Conferences, was also a member of the organizing committee at the International Scientific Conference "Contribution of Young Researchers to Development of Public Administration" 6th edition of February 28, 2020; a participant, moderator and member of the editorial board at the International Scientific-Practical Conference "Contribution of Young Researchers to Development of Public Administration", the 8th edition of February 25, 2022; including being the winner of the Government Scholarship in scientific fields for PhD students in the 2020-2021 period.

Volume and Structure of Thesis. The thesis is structured in annotation, introduction, three chapters, general conclusions and recommendations, bibliography of 264 titles, 163 pages of basic text, 5 appendices.

Key Words: Republic of Moldova, public interests, decision-making process, relationship between public interests - decision-making process, modernization, efficiency, governance, local public administration, local communities, decentralization.

THESIS CONTENT

In the **Introduction**, the topicality and importance of the problem addressed are scientifically presented and demonstrated; the research problem is identified; the research purpose and objectives, and the research hypothesis are formulated; the research methodology, the scientific novelty, the theoretical significance and the applied value of the work, the approval of results, as well as the summary of thesis sections are highlighted.

Chapter 1, with the title **Bibliographical, Theoretical-Methodological and structural Analysis of Relationship Public Interests - Decision-Making Process in Context of Modernization of Local Public Administration**, consists of three sub-chapters and includes the analysis of bibliographic benchmarks for the investigation of relationship public interests - decision-making process - modernization of local public administration, the establishment of research methodological framework, as well as the analysis of structural delimitations of public interests and decision-making process in the area of local public administration modernization.

The first subchapter ***1.1. Bibliographic Highlights of Investigation of Relationship Public Interests - Decision-Making Process from Perspective of Local Public Administration Modernization: Approaches of Foreign and Local Authors***, includes the analysis of relevant works, regarding the impact of relationship public interests - decision-making process on the modernization of local public administration in the Republic of Moldova. The respective sub-chapter contains approaches to both the international bibliographic benchmarks for investigating the issue under research, as well as the scientific works of researchers from the Republic of Moldova.

A continuous scientific concern in the research of relationship public interests - decision-making process in the context of local public administration modernization, we identify it with ***the Western researchers***, who devoted their efforts to examining the principles of organization and operation of local public administration, including conceptual approaches and methodological issues of to the decision-making process, among which we can mention M.D. Cohen [32], J. Christiansen and L. Bunt [31], M. Halaskova and R. Halaskova [33], E. Rekosh [35] and others. The theme of local public policies, which boosts the significance of relationship between public interests and the decision-making process in a modern administrative system, is addressed by several researchers in the field of public administration, including G. Jenei, A. Barabashev and Frits van den Berrg [34]. Other topics addressed by public administration researchers in the respective scientific space, tangential to the research problem, refer to the way of organization and operation of local public administration, the challenges in the context of administrative

modernization, as well as the importance of society's involvement in public affairs. According to researchers in the field, only the synchronization of both trends ensures administrative efficiency.

We identify the subject of relationship between public interests and the decision-making process including ***in the scientific circuit in Romania***. The mechanisms for formulating, evaluating and implementing public policies are one of the concerns of specialists in that area [27]. The researchers M. Tomescu [26] and A. Profiroiu [18] stood out with a significant contribution, who devoted their efforts to the analysis of administrative science, but the impact of relationship between public interests and the decision-making process in the modernization of the LPA cannot be demonstrated without the research of this science which is the foundation of research problem examined.

Other topics in a junction with the research problem in the present study, such as the governance process, the decision-making process, the impact of political power and institutional reform, the phenomenon of modernization, are also addressed by specialists from the Romanian scientific space, such as researcher I. Alexandru [7].

Complementary to the research influences of the authors from the West and Romania, we identify a significant scientific concern for the development of the problem under research of the ***researchers from the Russian Federation***, who dedicated their time to the examination of methodological and conceptual problems of the governance process, with a special emphasis being placed on the problems related to of the decision-making process, the stages and requirements that must be respected, as well as the impact of decisions taken in increasing the quality, efficiency and modernization of local public administration. In the view of the Russian researcher A.A. Degtyarev [37], the decision constitutes a balance of interests, and the decision-making mechanism depends on the dominant government model in the state. At the same time, researchers from that area (L.T. Chikhladze [38]) present an analysis of the forms of public participation in the decision-making process. And the main objective of involving the public in the decision-making process is to give quality and efficiency to the governance process.

With reference to the relationship between public interests and the decision-making process in the context of local public administration modernization, as a subject of scientific research in ***the specialized literature of the Republic of Moldova***, a specific approach is identified. Examined as a whole, such a relationship is determined first by the intrinsic relations between the local public administration system and the political factor, but also by the complex and difficult social transformations that the Republic of Moldova is going through at the current stage in the context of society's democratization. According to the author I. Creangă [9, p.66], "the efficiency of government is reflected in the degree of democratization of the decision-making process, namely

at the local level the roots of democracy are formed, and this determines the place of LPA in the entire administrative system". The importance of local administrative system, whose operation must be based on democratic principles, facilitating the provision of public services according to society's needs, is examined by researchers M. Iațco and V. Borș [13]. Authors from the local scientific space emphasize in their works in particular the role of administrative decision in the functioning of public administration, the quality of which also depends on the quality of administrative act.

The problems of public administration and the need to carry out an administrative-territorial reform are also treated by the researcher V. Tincu [25] who emphasizes the main difficulty at the current stage that the public sector is facing - the lack of human resources, the unprecedented economic and energy crises, including the external factors that have influenced the administrative-territorial reforms in the Republic of Moldova with the achievement of its independence up to the current stage, as well as the challenges and benefits resulting from these reforms.

Professor V. Saca, an expert in national interest and public interest research, has developed numerous scientific studies that contribute to the development of research problem [19]; [20]. In these works, the author approaches one of the most fundamental problems of the state and society, the subject of evaluation and promotion of the national interest and the public interest, researching and analyzing their static and dynamic aspects, as well as their degree of manifestation in the transient society and their evaluation in the context of European integration trends.

The author C. Solomon particularly addresses "the relations between the Republic of Moldova and the European structures that are moving to a qualitatively higher level, that of political association and economic integration with the European Union" [23], a very relevant topic that directly influences the internal policy of the state and the role of LPA in the entire administrative system. Other topics of major importance treated by researchers from the domestic scientific space are: the transitional dimensions of public administration in the Republic of Moldova, the impact of Association Agreement with the European Union on the administrative system and the reforms, analyzed by the researcher A. Sîmboteanu [22].

Finally, the relationship public interests - decision-making process and its impact on the modernization of local public administration, represents a subject that is predominantly tangentially researched within several concepts, dimensions and variables developed by researchers from the Republic of Moldova, specialists from the West, Romania and the Russian Federation in monographs, publications, collections of articles, course materials, materials of scientific conferences, etc. The extensive analysis of examined subjects allowed the finding of correlation between the three variables, which, examined as a whole, constitute the research

problem, the determination of examined relationship impact for the local public administration, the identification of main problems and potential solutions that would improve the LPA activity.

Subchapter ***1.2. Conceptual and Methodological Aspects of Relationship Public Interests - Decision-Making Process in Accordance with Local Public Administration Modernization*** is dedicated to the foundation of constituent elements of the relationship public interests - decision-making process - the LPA modernization in conceptual-theoretical and methodological dimensions of the research problem.

The concept of interest has a very broad spectrum of content (with connotations and of public interest), broadly being the mobile, the real cause of actions, facts, social relations of different communities, which follow from the immediate urges, motives, ideas of these communities [20, p.69].

In certain Western dictionaries, public interests represent: 1. the general welfare of public that justifies recognition and protection; 2. something in which the public as a whole has a stake, an interest that justifies government regulation; 3. public interests are what is best for society as a whole, the activity that is carried out for the general good of all people [35, p.1]. In this context, public interests are legal interests of the public.

In the view of research author, public interests represent needs, utilities and advantages that belong to society and ensure the well-being of people in their capacity as members of the public. Public interests are a right of citizens that prevails over personal interests, and they become the object of public officials' activity from the moment they obtain the status of public officials or local elected officials. In another sense, public interests represent a set of needs, social problems, economic, social, infrastructural, of very large social groups, from an administrative-territorial unit, the solution of which falls within the competence of local public authorities.

Public interests are best seen as objectives to be achieved in the context of decision-making process, that is why it is important to perceive not only the conceptual field of public interests and their path to decision, but also the conceptual aspect of public decision in relation to public interests. The decision-making process must be qualitative, effective, correspond to the purpose of initiating this process and the expected result - the satisfaction of public interests. Or, the degree of efficiency of the local public administration is measured through the prism of administrative decisions, considered as a product of the decision-making process, capable of reflecting the best alternatives or solutions, ensuring the solution of the most important problems the society faces. In this context, the decisions developed and adopted by the public administration authorities must have a direct connection with the realities and real needs of the population. For this reason, in our opinion, *the public interests - decision-making process relationship* represents the conceptual

connection between the set of actions taken by various administrative structures at the local level, in order to solve the main problems of economic, social, cultural, demographic, legal, financial and infrastructural from the administrative-territorial unit (ATU) they represent, what ensures administration and social welfare.

The examination of relationship public interests - decision-making process and its impact on the modernization of public administration is based on the study of theoretical and practical material, by consulting doctrinal opinions, but also by analyzing the normative-legislative framework, which highlights the way the administrative system is organized and functions (at central and local level), to explain the procedure for carrying out a decision-making process, the rules applicable to ensure transparency in the decision-making process carried out by public authorities, and to emphasize the importance of valorizing public interests in a modern, developed society, with principles and democratic values. This fact allows us to emphasize the correlation between public interests, the decision-making process and the modernization of local public administration.

The present research was carried out on the basis of a complex methodology, with intra- and inter-relational manifestations, which included in particular *structural-organizational method, comparative method, functional analysis, sociological methods (interview, content analysis, soft analysis, observation), documentary research, normative research, and institutional method,* etc., all of which are used in particular, as well as in certain correlations in scientific research activity. Examining *the methodology of administrative science* allowed the formulation of generalizations and syntheses of different concepts, theories and beliefs that emphasized the importance of research problem for theorists and practitioners in the field of public administration.

In subsection ***1.3. Structural Delimitations of Public Interests and Decision-Making Process in Area of Local Public Administration Modernization*** is reflected an analysis of the structural elements of public interests and the decision-making process, which through their interference and interconnection contribute to highlighting the relationship between these components. This fact allows to ascertain the impact of respective relationship on the efficiency and modernization of the administrative system in general.

Modernization represents the improvement of mechanisms for organization and operation of the administrative system, through the prism of rigid political institutions, relationships, regulatory norms, information technologies, and a body of qualified civil servants, with integrity and administrative culture to the extent of a democratic society, which acts in order to satisfy the general interests of society. Starting from this idea, governments must be open and accessible,

accountable and responsive, act to serve citizens; or, the main goal that emerges from the mission of public administration should be to satisfy public interests.

In the opinion of professor V. Saca, public interests represent the totality of objective and subjective features of public actors, members of the public related to the factor of necessity, utility, advantage, purpose, value that substantially influences public decision and behavior, actions and socially significant relationships [19, p.14]. The respective definition allows the identification of the structural components of public interests under the conditions of a changing society. These structural elements include: 1. *The public actor or public agent* as a carrier, promoter and reformer of public interests; 2. *The social position of the public actor (agent)*; 3. *The degree of awareness by public actors of their social position*; 4. *The goals and tasks of public actions and activities*.

The decision-making process, in turn, is a special human activity oriented to the selection from a set of available alternatives (variants, strategies) of one or a few, which fully meet the requirements and satisfy the set objectives, the preferences of decision-maker or some qualities previously defined [12, p.16]. From that definition we find the component elements of a decision-making process: *the problem* (consisting of objectives, criteria and the decision-making environment, the environment in which information is presented and in which the object/system functions, and in which the problem is solved); *the alternatives* (those options, possible variants); *the procedure* (the method of choosing the alternative); additional analysis of the chosen decision, its consequences and the development of a plan for its implementation; taking measures to achieve the decision and reducing the unfavorable consequences [12, p.17-18].

In our opinion, there is a mutual connection between the structural elements of public interests and the decision-making process, they manifest themselves from the general to the particular and vice versa.

Following the above-mentioned, we deduce that the relation public interests - decision-making process in the context of LPA modernization, examined as a whole, represents a set of structural elements whose inter-conditioning gives it generality and specificity, importance and functionality.

The Chapter 1 conclusions relate to the partial conceptualization of relational triad: public interests - decision-making process - LPA modernization from the perspective of bibliographic, theoretical-methodological and structural approaches. Thus, at the current stage, the relationship between public interests - decision-making process in the context of local public administration modernization represents a subject that is mainly tangentially researched within several conceptions, dimensions and scientific variables developed by researchers from the domestic scientific space but also by foreign authors. Specialists in the field pay increased attention to the

identification and elucidation of the problems that have emerged in the conditions of transition to democracy and the tendencies to reach European standards by carrying out reforms in the administrative system. And, the importance of knowing the structural elements of public interests and the decision-making process emerges from their interference and interconnection, a fact that contributes to the building of an efficient central and local public administration and to the modernization of administrative system in general.

Chapter 2 of the research, entitled **Relevance of Relationship Public Interests - Decision-Making Process of Certain States of European Union and Countries of Eastern Partnership in Process of Local Public Administration Modernization in the Republic of Moldova**, includes three sub-chapters, aimed at carrying out a comparative study on the degree of achievement of the relationship public interests - local administrative decision-making process in certain countries of the European community space, as well as the investigation of relational aspects of the respective trinomial in the Eastern Partnership countries, but also the examination of possibilities of implementing the practices of other states in order to modernize the local public administration in the Republic of Moldova.

In subsection ***2.1. Relationship Public Interests - Local Administrative Decision-Making Process in Certain Countries of European Community Space: A Comparative Study*** is presented a complex analysis of the main similarities and differences between the administrative systems in the countries of European community space (Romania, Sweden, Italy, Poland, Greece, Denmark, Bulgaria, France, Czech Republic, Estonia, Latvia and Lithuania), as well as the advantages and limitations of these administrative systems.

In the second half of the 20th century, most European countries changed their administrative-territorial structure by reducing the number of local public administration authorities and amalgamating neighboring authorities into larger municipal units. The main purpose of these mergings was to increase economic efficiency in the process of providing public services [28, p.8]. The local public administration authorities in the European Union states place special emphasis on the basic principles of local public administration (*local autonomy; decentralization of public services; eligibility of local public administration authorities; consultation of citizens on local issues of particular interest*), developing their administrative and financial capacities. Charged with an important spectrum of responsibilities, namely the provision of public services, local public authorities are delegated with powers in proportion to the allocated financial resources and effective leverage guaranteed by the legal framework, aimed at ensuring the satisfaction of public interests. As such, we find it in the provisions of the European Charter of Local Self-Government,

but also in art. 3 of the Administrative Decentralization Law, which invokes the principle of matching resources with competences [2].

During its evolution, the respective states were subjected to special reforms in the administrative-territorial organization, thus going through drastic transformations and adaptations, but absolutely necessary in the context of new trends and conditions of a democratic society.

The adhesion factors of the public administration in European countries, of a political, historical, geographical and social nature, which have contributed to the establishment of specific particularities, in the evolution of European model of public administration, are the following: *1. re-evaluation of the role of state administration in the management of public affairs ; 2. increasing the role of local communities in the exercise of administration; 3. the functioning of local self-government in real conditions; 4. the clear delimitation of powers between the central public administration and the local public administration; 5. beneficial collaborative relationships with civil society; 6. consultation of local communities in matters of special interest; 7. optimal dimensions of administrative-territorial units; 8. high degree of professionalism of public administration employees; 9. developed information system, including the electronic one* [22, pp.192-195].

The building of a new public administration system, based on principles of organization and operation that guarantee the safeguarding of local and regional authorities' rights to dispose of their own administrative structures, competences and financial resources, constitutes a premise of a democratic society. These trends are taking place in the conditions of a very pronounced integrationist environment, conditioned recently by the trends of adherence to the European model of public administration and the interference of modern administrative technologies, in symbiosis with the active participation of community members in the decision-making and settlement process of the problems of local communities [22, p.192]. In this context, public participation, in the opinion of researcher S. Cornea, is a very important tool in local development activities, giving quality to the decision-making process and strengthening the authority of decisions through the support offered by the public in their implementation [10, p.124].

Although the member states of the European Union are based on the same values and principles of organization and operation of local public administration, with similarities of culture and historical tradition, we normally identify some differences that give specificity to each state depending on the internal administrative system [33, p.62]. This truth is well confirmed, in our opinion, by the social practice both *lato sensu* and *stricto sensu* of the respective states.

Subchapter ***2.2. Relational Aspects of Trinomial Public Interests - Decision-Making Process - Local Public Administration Modernization in Eastern Partnership Countries: Main***

Similarities and Differences for Administrative System in the Republic of Moldova, reflects an analysis of the specific features of Eastern Partnership states (Armenia, Azerbaijan, Georgia, the Republic of Moldova and Ukraine), noted as examples to follow for the local administrative system in the Republic of Moldova. Since, in our view, these states have yielded to tradition in favor of innovation and modernization, they meet elements of the present, influenced by the democratic processes that take place in society under the impact of trends in advanced states in this field [8]. Therefore, in the Eastern Partnership states there have been significant changes in the political, socio-economic field, including in the behavior of people who live in these states, thus changing the interests and needs, the aspirations of European integration and alignment with the new European standards [21].

The change in the administrative structure in the Eastern Partnership countries was achieved by adopting the major political, administrative, financial and territorial decentralization reform. The decentralization processes in the Republic of Moldova, Georgia and Ukraine included comprehensive reforms of the administrative and territorial organization of the countries in question. Thus, at the local level, the number of administrative units was significantly reduced. However, it is important to consider that the success of local public administration reforms does not depend only on purely administrative and territorial reorganization, such as mergings. *The key is the effective allocation of roles and responsibilities and, most importantly, adequate resources across levels of government, leading to improved governance and services* [36, p.18].

Another very important and common element of the decentralization processes in the three countries is *financial decentralization* with the aim of strengthening the financial autonomy of local administrations, by increasing transfers from higher levels of government, improving options for increasing incomes and increasing their own powers of local authorities' taxation. Thus, decentralization reforms have increased the role of local governments in key strategic sectors such as public infrastructure, education, social protection and care, and public health, which have a major impact on long-term social and economic development. At the same time, financial decentralization reforms have been initiated in all countries, however, as expected, the degree of success and implementation differs significantly between the respective countries [36, p.19].

With reference to the assessment of impact of the relationship public interests - decision-making process - LPA modernization, examined in the Eastern Partnership countries, even if the mentioned states were influenced by the Soviet legacy, during the evolution each of them was built under a different institutional and civilizational aspect. This fact can also be deduced from the example of Ukraine and Belarus, considered at the current stage as two different societies, since one state managed to carry out an administrative-territorial reform (Ukraine), and another to keep

the centralized administration regime (Belarus, participation suspended since with June 28, 2021). The Eastern Partnership is an initiative that strengthens the values of democracy and offers opportunities and support in the realization of these values. However, change and reform in each state depends on the public actor's capabilities, the degree of its social position awareness, the quality of decision-making processes and the level of public interests satisfaction.

Finally, the efforts undertaken by the Republic of Moldova in order to approach the European Union standards were considerable, and the elaboration and implementation of the Action Plan, the negotiation, signing and gradual implementation of the Association Agreement as well as obtaining the status of a candidate country for EU accession in June 2022, they contributed relatively to political and social cohesion, the adoption of European practices, the adoption of democratic principles and values, which overall favored the modification of the state's internal situation.

Subchapter ***2.3. Possibilities of Implementing Practices of Other States in Order To Modernize Local Public Administration in The Republic of Moldova: Evaluations and Applications***, elucidates the main aspects of relationship public interests - decision-making process in the context of local public administration modernization in some countries in the European community, but also in the Partnership states, applicable in the administrative system of the Republic of Moldova.

The evaluation of peculiarities specific to the local public administration in the states of European community area, allowed the finding that the relationship public interests - decision-making process and its impact on LPA modernization differs from one state to another. Therefore, the principle of decentralization and local autonomy is what underlies the strengthening of local public administrations in different countries of the European community space, a specific characteristic including for the state of the Republic of Moldova. In this context, the fundamental principles of organization and operation of local public administration are stipulated in the national legislation: the Constitution of the Republic of Moldova [1], the Law on local public administration [3], the Law on administrative decentralization [2], and last but not least the Charter of local autonomy [4] to which the Republic of Moldova is a party (signed on May 2, 1996, ratified in 1997, and in 1998 it entered into force for our country).

Another aspect that can be taken from the administrative system of certain states in the European community space, is the administrative capacity and powers delegated to local public authorities, so that no state is the only manager of public services. Part of the public services are taken under the management of local communities. The organization and operation of local public administration system originates from the existence of local interests, which derive from the natural

character of local communities as entities prior to the state emergence. From this their right to administer themselves follows [22, p.74].

Another peculiarity that emerges from the analysis of practices of the states in European community space, is identified at the level of consultation with local public administration authorities and the existence of permanent dialogue, collaboration between central and local authorities. Thus, many countries have consultation procedures that are clearly defined in the legal framework, and here we can mention in particular Poland, Romania and the Czech Republic.

With reference to the situation of Eastern Partnership states, from a historical point of view, it is demonstrated that the centralized system lost competition in a global aspect at the end of the 20th century, giving way to decentralized systems, based on democratic principles and values, which by their nature are more durable. However, political thought at the beginning of the 21st century continues to remain heterogeneous. It depends on the level of economic development of the countries, on the intellectual potential of nations, on the concrete-historical realities from which political thinking is fed. However, a general trend towards democratization and decentralization of administrative activity is observed [22, p.41].

This fact is confirmed, in our opinion, including by the experts, who, as a result of the interviews conducted by the author of research, affirmed that the local public administration plays an essential role in ensuring the well-being of citizens. And, really and not declaratively approaching citizens contributes to the accountability of authorities and public services, improving people's lives and strengthening their trust in local institutions. In this context, the relationship between public interests and the decision-making process contributes to boosting the modernization of local public administration, so that a local public administration with real human and administrative capacities can exercise, based on the principle of subsidiarity, an important role in the European integration process, implement effectively the necessary reforms from the perspective of community acquis and to provide citizens with quality public services.

The ratification of European Charter of Local Self-Government was crucial for the decentralization processes in the Eastern Partnership countries. However, the administrative systems in these states have been and still remain strongly influenced by the political processes taking place at the national level.

The decentralization processes in the Eastern Partnership countries, substantiated with the elaboration and implementation of Decentralization Strategies, resulted in the reduction of administrative units' number at the local level, as well as financial decentralization. These practices confirm that there are possibilities that can ensure the efficiency of LPA authorities' work, with the

clear establishment of roles and responsibilities and, most importantly, the allocation of adequate resources at the levels of government, leading to improved governance and services.

Therefore, even if financial decentralization reforms were initiated in all Eastern Partnership countries, however, under the influence of various factors (the political framework, the institutional framework, the impact of global and national crises, military conflicts and threats to national security and territorial integrity), the degree of success and implementation differs significantly between states. In this context, local governments in Georgia, the Republic of Moldova and Ukraine are highly dependent on transfers from higher levels of government, including regional governments.

However, emerging from the practices of analyzed states, in order for local authorities to be able to fulfill such "promise" and improve the quality and access to services, they must be equipped with adequate financial resources. Also, to be able to respond to local service needs and priorities with efficiency and effectiveness, local authorities must be able to use such resources in an "autonomous" manner, reflecting public interests, the local community needs. In short, fiscal decentralization and local fiscal autonomy are fundamental ingredients for decentralization and local public administration reforms [36, pp.18-20].

The conclusions of Chapter 2 highlight the relevance of relationship public interests - decision-making process in certain states of the European community space and in the Eastern Partnership countries, as well as the possibilities of taking over some models of administration and improvement of the LPA activity in the Republic of Moldova. Thus, the analysis of practices of the European Union states, as well as of the Eastern Partnership countries, allowed the following reasonings to be launched: the countries of European community place a special emphasis on the basic principles of local public administration, further developing their administrative and financial capacities. At the same time, the EP states have made progress in decentralization reform. However, additional efforts are needed to strengthen the political, administrative autonomy, especially of local administration, improve the quality of local services, facilitate citizen involvement, increase the responsibility of local administration and promote an open and inclusive intergovernmental dialogue on decentralization and local public administration reform. Moreover, the processes in question have not yet been completed, and progress in the respective countries remains uneven.

Chapter 3 of the research, entitled **Tools and Mechanisms for Strengthening Relationship Public Interests - Decision-Making Process as Premise of Local Public Administration Modernization in the Republic of Moldova**, is structured in four sub-chapters, aimed at researching the specificity of relationship public interests - decision-making process in the area of local public administration modernization from the Republic of Moldova, with a special

emphasis on the impact of local public policies, public-private partnership and community partnership, as a way to achieve the relationship examined in the respective study. Also, the author of research evaluates the perspective priority directions of the innovation of relationship public interests - decision-making process in the context of local public administration modernization.

In subsection ***3.1. Specificity of Relationship Public Interests - Decision-Making Process from Perspective of Local Public Administration Modernization in the Republic of Moldova. SWOT Analysis***, an analysis of the particular relationship between public interests and the decision-making process and its impact on the local public administration modernization in the Republic of Moldova is carried out. The SWOT analysis in the respective compartment allowed highlighting the strengths, determining the weaknesses, assessing the opportunities and analyzing the risks of relationship public interests - decision-making process - the local public administration modernization.

The modernization of public administration represents a major objective of our days, so that any state, including the Republic of Moldova, needs a modern administration oriented towards results and the citizen, whose needs and requirements must be placed at the center of administrative activity. One of the inherent elements of local public administration modernization is improving the quality of decisions adopted within it. In this context, it is necessary to strengthen relations with citizens, to eliminate corruption and to form a body of professional and politically neutral civil servants [24, p.68], to ensure the satisfaction of public interests.

The situation of the Republic of Moldova, which is in a protracted period of transition, demonstrates that the modernization process is also protracted, in parallel with the degree of democratization and democratic consolidation of society. We are witnessing a systemic political crisis, the lack of trust in the government system on the part of society, the inefficient decision-making processes that do not conform to public interests, the instability of internal and external policies, as well as the immaturity of decision-makers, etc.

In this context, the need to carry out a reform at the level of public administration is also mentioned by the experts (theoreticians and practitioners in the public administration field), who, in the interviews carried out by the author, state that a reform in the field of local public administration is absolutely necessary, since it requires a review of the level I ATU number, of the place occupied by the districts in the local public administration system and a clear delimitation of the powers of LPA authorities (*for example*: to offer a wider fiscal capacity to the LPA level I authorities so that the problem of local revenues insufficiency, as *a strong argument* for solving problems of public interest, to disappear). An effective reform tool that could solve the fundamental problems faced today by the local administrative system in the Republic of Moldova is voluntary

amalgamation, a subject that acquired a new applicative value with the adoption of Law No. 255 of 31.07.2023 regarding voluntary amalgamation of administrative-territorial units. According to the law, encouraging small municipalities to unite with each other will ensure the optimization of spending at the local level and solving the main problem facing the Republic of Moldova, the country's depopulation. Since in all localities the number of population decreases considerably, except for the municipalities of Chisinau and Balti, where the number of inhabitants is increasing due to internal migration. Thus, due to internal migration, external migration and temporary migration, there is a decrease in the number of population, a phenomenon that becomes more and more obvious with the passage of time. In this context, the city halls are left without people, and their administrative capacity decreases along with the increase in the costs for the maintenance of its apparatus.

It is important to highlight the fact that a reform of the local public administration must be carried out for the benefit of citizens, in order to satisfy the public interests. This must be well analyzed, rationally realized, assumed by all political forces, so that subsequently there are no discrepancies between visions, and the reform remains only at the initial stage of realization. For this reason, public interests have a significance with a colossal value content for the theoretical but also practical arsenal, acquiring the quality of mobile of social progress and the modernization of public administration.

Subchapter ***3.2. Impact of Local Public Policies on Relationship Public Interests - Decision-Making Process in Context of Local Public Administration Modernization***, reflects an analysis of the significance of local public policies in relation to the triadic relationship public interests - decision-making process - local public administration modernization.

Public policies occupy a central role in the economy of contemporary societies. Their area of manifestation covers any more complex way of social interaction, from educational and health policies to social redistribution policies, to policies that have a direct influence on the economic level. And, the level of development of a society is closely related to the commitment of decision-makers who have the role of ensuring that any individual benefits from elementary tools for development and survival [27, p.20]. Thus, the development and implementation of effective public policies is the key premise that ensures the well-being of society members and the satisfaction of public interests.

The formulation of local public policies starts from the existence of problems and needs of the population at the level of administrative-territorial unit. In the view of research author, a governance policy must be strictly citizen-oriented, correspond to public interests, and ensure the provision of quality public services in continuous evolution and adapted to new requirements. This

fact could only be achieved by: promoting economic cooperation and supporting town twinning projects; encouraging community partnerships, international collaboration with other localities; training and supporting qualified specialists through educational programs and personal development; promoting viable and efficient local services, with a quality local infrastructure; planning long-term investments; supporting young entrepreneurs who want to start a business and attracting investments for the sustainable development of localities. In general, the projects at the current stage occupy a very important role in the development of localities. The purpose of these actions is to reduce poverty and create an atmosphere of harmony and well-being in society.

In the specialized literature, we identify several definitions of public policies, all of which have the same meaning - public policies are the effect of decisions made by governors.

Institutions have the main role in the effective provision of public policies, as a general form of human interaction. The function of local public administration authorities is to represent the interests of local communities and to express the concerns and needs of society members, favoring and building a constructive relationship between citizens and administrative authorities and channeling the visions of local communities, the processes of developing and implementing public policies based on the parameters and the principles agreed with the members of society. We believe that both public policies and the relationship between public interests and the decision-making process represent an objective derived from the component of local public administration modernization. And, the intrinsic relationships between the public administration system, public policies and the rapport public interests - decision-making process reflect the interconnection between different political and administrative elements, thus emphasizing the complementary relationship between them.

Subchapter ***3.3. Public-Private Partnership and Community Partnership - Imperative to Boost Local Initiatives in the Republic of Moldova*** contains an analysis of the importance of partnerships in the development and modernization of local public administration.

The analysis of real statistical data regarding the economic and financial situation of the localities demonstrated that regardless of the degree of state support of the local budget, the size of local budget, the demographic situation, the number of businesses in the locality - all city halls potentially need intercommunal partnerships to solve the problems related to the development and infrastructure maintenance [30, p.60]. This fact is confirmed by the economic, social and cultural reality present in many localities in the Republic of Moldova, in the transition period, where the meaning of a "decent life" at the level of administrative-territorial units differs greatly from what persists in Germany, Italy or France.

For the Republic of Moldova, whose economy needs serious incentives to overcome the crisis situation, the realization of *public-private partnership* can bring visible results in attracting investments in infrastructure and other fields, applying private management in the public sector, diversifying and increasing the quality of public services. This fact could only be achieved through the prism of a modern administrative system, with a special emphasis on the quality of governing act and the main goal being to achieve the general interests of citizens both at the central and local level [16, pp.6-8]. In this context, in recent years, in the Republic of Moldova, the public-private partnership is gaining more and more ground, being an effective method of involving and attracting private capital in the realization of public interest projects.

Finally, the public-private partnership is one of the most important tools for overcoming the "infrastructure deficit" faced by both developed and transition countries. The state's interest in the public-private partnership is conditioned by the expectation of high efficiency from the partnership; the access to new sources of investment; the high probability of obtaining a positive result; the use of innovative approaches to the creation and administration of public infrastructure within the public-private partnership. The interest of private partner in the public-private partnership is to obtain possession and long-term use of state assets, which implies a probable stability of obtaining a long-term profit; obtaining of investment recovery guarantees [29, p.63].

Therefore, the public-private partnership represents a viable option that offers microeconomic benefits, combining the public sector elements with the private sector elements, in order to improve the efficiency of activities carried out and the fulfillment of precisely defined responsibilities: high-quality services, solving major problems of community interest and satisfying the public interests.

Another tool for optimizing and improving the quality of public services at the local level, which appears more and more often in public discourses and research studies - is the intercommunity cooperation. According to the definition presented by the authors J. Jackson, M. Balducci, R. Hertzog and P. Swianiewicz, *intercommunity cooperation* takes place when two or more local public authorities agree to work together on any of their tasks, in order to obtain mutually advantageous benefits [15, p.10]. Thus, inter-community cooperation allows any local public administration to face the challenges it faces by working with other local public administrations in order to satisfy public interests. Its essence, in the researchers' view, does not consist in certain organizational-legal forms or financing mechanisms [15, p.13]. The purpose of inter-community cooperation is related to the quantitative (service level) and qualitative (performance) improvement of the public services provision, due to the identification of the most appropriate, financially accessible technologies (the more people benefit from a certain service, the more costs per unit are

lower), feasible from an economic point of view, which respects the environment and acceptable from a political point of view, as well as due to the focus of efforts on economic factors, by achieving a positive ecological impact for the population of the Republic of Moldova [11, p. 122].

The importance of intercommunity cooperation results from the international models and practices (Romania, the Czech Republic, the Republic of North Macedonia) taken over by the Republic of Moldova, which, once implemented, demonstrated efficiency, generated positive results and boosted the achievement of proposed objectives, so that 40 rural city halls and 100 000 citizens gained access to quality communal services [14, p.102].

Subchapter ***3.4. Priority Directions of Innovation Perspective of Relationship Public Interests - Decision-Making Process in Context of Local Public Administration Modernization*** reflects a complex analysis of the significance of innovation, considered to be an indispensable tool for public administration authorities, which ensures the improvement of public sector capacity to continuously and productively deal with problems and societal challenges.

The administrative system has task to provide a wide range of public services to the citizens it serves. To cope with the complexity of transformations and uncertainties, governments and other public authorities need to put a special emphasis on innovation in public policy processes and practices. Thus, the constant need to adjust public policies to the changing conditions of society and focus on valorizing public interests reappears, and so does also the need for collaboration between decision-makers, researchers and practitioners. Such fact will be achieved in order to explore and establish new decision-making principles based on digital technology, social sciences and scientific experimentation, in order to identify options and possibilities that ensure an efficient activity of public institutions [31, p.3]. However, innovation constantly establishes new horizons, directions and incentives in the decision-making process.

The extent of innovation is primarily reflected in the relatively high rates of development of new products and technologies, but changes are not only about tangible things. Innovation manifests itself in society at large, materializing in new strategies, concepts, ideas, organizations and institutions that address social needs - from the labor market and working conditions to education, health and community development. The importance that the activities of introducing the new have today can be explained from the perspective of transformations in the economy and society, determined by the increase in competition, and especially by the unimaginable development of information technologies. The real source of prosperity and capital in this new era is not material goods, but human thought, knowledge and innovation [17, p.5].

The conclusions of Chapter 3 are based on the idea that the impact of relationship public interests - decision-making process on the local public administration modernization in the Republic

of Moldova is influenced by special tools and mechanisms that ensure the efficiency of public administration system. The administrative system has task to provide diverse and complex public services to the citizens it serves. In order to cope with the complexity of social transformations and uncertainties, governments and other public authorities need to place a special emphasis on innovation in public policy processes and practices. Thus, there is again the invariable need to use effective tools and mechanisms in the field of public administration, with a constant role of attracting funds and donations, increasing the economic level, developing the capacity to attract investments and improving the quality of citizens' life, provision of quality services, satisfaction of general interests of local communities, strengthening of trust in public institutions and finally massive stopping of migration processes, especially from rural areas.

And the development and implementation of local public policies, the use of innovation, the creation of community partnerships, public-private partnerships, and the realization of sustainable development projects for the community would significantly contribute to solving some fundamental problems faced by local communities, including the development of locality in complexity, but also to improve the activity of local public authorities and its modernization, according to the desired relationship public interests - decision-making process.

GENERAL CONCLUSIONS AND RECOMMENDATIONS

Based on the study carried out on the impact of relationship public interests - decision-making process on the local public administration modernization in the Republic of Moldova, the following ***conclusions*** were drawn:

1. The impact of relationship public interests - decision-making process on the local public administration modernization in the Republic of Moldova is largely influenced by the attitude of public authorities towards local communities, as well as by the efficiency of public administration system. LPA is an important catalyst of continuous and sustainable development in a society, and the efficient use of financial resources, respecting the legal framework and applying transparent procedures in its activity, and promoting democratic values in the relationship with the citizen, will strengthen society's trust in the administrative system and its ability to serve and satisfy public interests.

2. Researchers from the international scientific space, but also from the Republic of Moldova, approach the research problem through the prism of visions and concepts correlative to the triadic relationship public interests - decision-making process - LPA modernization. At the current stage, no fundamental synthetic research has been identified regarding the theoretical valorization of relationship public interests - decision-making process - LPA modernization in the Republic of Moldova. This fact generates the idea that the research problem is a real one, specific to the local administrative system in the Republic of Moldova that requires continuous scientific examination and development.

3. The methodological framework characteristic of research in the field of administrative sciences favored the formulation of generalizations and syntheses of different concepts, theories and beliefs that allowed the examination of some problems at the level of society, and the identification of some solutions to these problems in order to satisfy public interests by the decision factors. And, the combination of research methods, but also the particular application, favored the determination of the impact of relationship public interests - decision-making process on the local public administration modernization in the Republic of Moldova.

4. The analysis of structural delimitations of the trinomial examined in the research, allows us to deduce the importance of knowing the structural elements of public interests and the decision-making process, which through their interference and interconnection contribute to the building of an efficient central and local public administration, as well as to the modernization of administrative system in general. Namely, a rational and qualitative decision-making process, whose purpose and mission is based on the satisfaction of public interests, will generate modernization.

5. The reform regarding the reduction of number of the local public administration authorities and the amalgamation of neighboring authorities into larger municipal units, carried out in most countries in the European community but also in the Eastern Partnership countries, constitutes an example to be followed for the Republic of Moldova, in order to increase social-economic efficiency in the decision-making process of providing public services, obtaining greater economies of scale with the increase in size of the higher-level administrative units (regions), as well as in order to achieve the most efficient relationship between public interests and the decision-making process in the governing act.

6. Despite the fact that the Eastern Partnership states have made progress in decentralization reform, in order to promote an open and inclusive intergovernmental dialogue on decentralization and local public administration reform, additional efforts are needed to strengthen political, administrative and especially administrative autonomy local.

7. The efforts undertaken by the Republic of Moldova in order to approach the European Union standards were considerable, and the elaboration and implementation of the Action Plan, the negotiation, signing and gradual implementation of the Association Agreement, as well as obtaining the status of a candidate country for EU accession in June 2022, contributed to political and social cohesion, the adoption of advanced European practices, the adoption of democratic principles and values. All this, taken as a whole, favored the modification of the state's internal conjuncture, as well as highlighting the impact of relationship public interests - decision-making process on the LPA modernization.

8. The evaluation of tools and mechanisms for strengthening the relationship public interests - decision-making process, as a premise of the local public administration modernization in the Republic of Moldova, resulted in specifying the significance of local public policies, public-private partnership, community partnership and innovation, and determining the importance their use for the efficiency of administrative activity. The appropriate application of tools analyzed in the research content, could contribute to the modernization and increase of the economic level in rural localities, the improvement of level of the services provided, as well as the identification of solutions to overcome the problems and challenges faced by society, thus allowing the constant establishment of new horizons, directions and incentives in the decision-making process.

Based on the research results and examination of the impact of relationship public interests - decision-making process on the local public administration modernization in the Republic of Moldova, we can formulate the following ***recommendations***:

1. The central public administration authorities of the state: The Parliament and the Government of the Republic of Moldova should ensure:

- adjustment of the normative framework that regulates the organization and operation of LPA in the Republic of Moldova, in order to determine the public interest roles and responsibilities at the LPA governing levels, to ensure the fulfillment of relationship public interests - decision-making process in the governance process, in the context of current trends of the public administration modernization and alignment with European standards, in accordance with the proposals contained in the thesis and in the related publications, which are in full accordance with the objectives assumed by the National Development Strategy "Moldova 2030";
- strengthening the financial autonomy of local public administrations, by keeping all the financial resources accumulated in the ATU at the local level, in accordance with the opinion expressed in this paper and in those relevant to the research theme, being a way of realizing the opportunities of relational trinomial of public interests - decision-making process – LPA modernization;
2. Local public administration authorities of the state: deliberative and representative authorities should ensure:
- mandatory development of Strategic Plans in each locality, to ensure the local collective with a vision, and the LPA authorities with a clear, coherent mission regarding the implementation of triadic relationship public interests - decision-making process - LPA modernization in the governance process, taking into account the conclusions formulated in the work and in the publications on its theme;
- valorization, motivation and continuous training of civil servants, encouraging civil servants regarding the fulfillment of powers assigned by law through the lens of achieving the relationship public interests - decision-making process, in accordance with the conclusions formulated in the research and related works, the respective ideas being a way to modernize the local administrative system from the Republic of Moldova;
- motivation and active involvement of civil society (non-governmental organizations, community organizations, mass media, philanthropic organizations, political organizations, etc.), which express the interests and will of citizens and can contribute to strengthening the relationship public interests - decision-making process, as well as supporting certain new reforms to improve and modernize the local governance act;
- appropriate application of the tools and mechanisms analyzed in the research (local public policies, public-private partnership, community partnership, innovation) in the governance process, further ensuring the achievement of relationship public interests – decision-making process, in accordance with the opinion expressed in this paper and in those relevant to the research topic, being a way of ensuring the modernization of local public administration and the satisfaction of public interests;

- promoting and stimulating citizens' participation in local self-government processes, which will increase public awareness and enable society to actively participate in the materialization of relationship public interests - decision-making process in the local government process, in accordance with the conclusions formulated in the research and in related works, the respective ideas being a way to solve societal problems and modernize LPA.

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ADNOTARE

Bogos Tatiana, "Impactul relației interese publice - proces decizional asupra modernizării administrației publice locale din Republica Moldova", teză de doctor în științe administrative, Chișinău, 2024

Structura tezei: Adnotare, introducere, trei capitole, concluzii generale şi recomandări, bibliografie din 264 de titluri, 5 anexe, 163 pagini de text de bază, rezultatele obținute sunt publicate în 13 lucrări științifice.

Cuvinte-cheie: Republica Moldova, interese publice, proces decizional, relația interese publice - proces decizional, modernizare, eficiență, guvernare, administrația publică locală, colectivități locale, descentralizare.

Scopul cercetării: cercetarea teoretică şi practică aprofundată a impactului relației interese publice - proces decizional asupra modernizării administrației publice locale, identificarea problemelor și soluțiilor care ar asigura o administrație publică locală eficientă și modernă.

Obiectivele cercetării: analiza complexă a relației interese publice - proces decizional din perspectiva modernizării administrației publice locale în literatura de specialitate internațională și națională; examinarea aspectelor teoretico-metodologice și structurale ale relației examinate; cercetarea sub aspect comparativ a practicilor în țările din spațiul comunitar European, precum și a experienței statelor din Parteneriatul Estic privind relația triadică interese publice - proces decizional - modernizarea administrației publice locale; investigarea posibilităților de implementare a practicilor altor state în vederea modernizării APL din Republica Moldova; studierea particularităților specifice relației interese publice - proces decizional din perspectiva modernizării administrației publice locale din Republica Moldova; examinarea importanței principalelor instrumente (politici publice locale, parteneriat public-privat, parteneriat comunitar și inovație) în realizarea relației interese publice - proces decizional în contextul modernizării administrației publice locale din Republica Moldova.

Noutatea şi originalitatea științifică: rezidă în cercetarea aprofundată a triadei relaționale interese publice - proces decizional - modernizarea administrației publice locale. Acest lucru a permis analiza bibliografică și teoretico-metodologică, prin încadrarea lor într-o arie concretă temporală și geografică. Caracterul inovator al cercetării se explică și prin încercarea autorului de a determina importanța relației interese publice - proces decizional a unor state din UE și a țărilor Parteneriatului Estic în procesul de modernizare a administrației publice locale din Republica Moldova. Evaluarea impactului relației interese publice - proces decizional asupra modernizării administrației publice locale din Republica Moldova a permis evidențierea principalelor instrumente de consolidare a triadei relaționale examinate, ceea ce reprezintă elemente aparte de noutate și originalitate.

Rezultatele obținute care contribuie la soluționarea problemei științifice importante: fundamentarea științifică a impactului relației interese publice - proces decizional asupra modernizării administrației publice locale din Republica Moldova, fapt care a contribuit la identificarea problemelor și posibilităților de soluționare a lor, în vederea formulării concluziilor și recomandărilor.

Semnificația teoretică a lucrării: arsenalul teoretic al cercetării este reflectat în complexitatea de aspecte corelaționale și particularități specifice ale relației interese publice - proces decizional în aria modernizării administrației publice locale, identificate și analizate de către autor în cele mai actuale surse ale autorilor străini și autohtoni, din diferite perioade istorice și diferite domenii de investigare, ceea ce a favorizat fundamentarea conceptuală a elementelor componente ale problemei de cercetare și formularea unor definiții și generalizări proprii. O importanță deosebită constituie examinarea și compararea teoretico-aplicativă a practicilor internaționale, care a permis generalizarea și deducerea celor mai potrivite modele administrative pentru Republica Moldova.

Valoarea aplicativă a lucrării: se explică prin identificarea instrumentelor și mecanismelor de consolidare a relației interese publice - proces decizional - modernizarea APL, precum și din concluziile și recomandările propuse de autor, cu referință la perspectivele cercetărilor ulterioare; aplicarea materialului la cursurile universitare, şi în calitate de suport teoretic pentru factorii administrativi de decizie.

Implementarea rezultatelor științifice: a fost realizată prin publicarea articolelor științifice în reviste de specialitate naționale/internaționale și participarea la Conferințele științifico-practice internaționale care au inclus în tematica lor problema de cercetare.

ANNOTATION

Bogos Tatiana, "Impact of Relationship Between Public Interest and Decision-Making Process on Modernization of Local Public Administration in the Republic of Moldova", doctoral thesis in administrative sciences, Chisinau, 2024

Paper Structure & Contents: Annotation, introduction, three chapters, general conclusions and recommendations, bibliography of 264 titles, 5 appendices, 163 pages of basic text, the obtained results being published in 13 scientific works.

Key words: Republic of Moldova, public interests, decision-making process, public interests - decision-making process relation, modernization, efficiency, governance, local public administration, local community, decentralization.

The purpose of this research paper*:* in-depth theoretical and practical research of the public interests-decision-making process impact on the relation within the process of modernization of local public administration, the identification of problems and solutions that would ensure an efficient and modern local public administration.

The objectives of this research: the research of the historiographic landmarks used for the investigation of the public interests - decision-making process relationship from the perspective of the modernization of the local public administration; examining the conceptual and methodological aspects of the examined relationship; studying the structural delimitations of the public interests and the decision-making process in the area of the modernization of the local public administration; carrying out a comparative study on the relationship between public interests and local administrative decision-making process in some countries of the European Community area and in the Eastern Partnership countries and examining the possibilities of implementing the practices of other states; the research of the specificity of the public interests - decision-making process relationship in the modernization of the local public administration field, in the Republic of Moldova; analysing the importance of the main instruments in the execution of the public interests - decision-making process relationship in the context of the modernization of local public administration in the Republic of Moldova.

The scientific novelty and originalityof the present paper*:* is represented by the in-depth analyses of the relational triad: public interests - decision-making process - the modernization of local public administration and, respectively, in the broad analysis of its historiographical and theoretical-methodological dimensions, by framing it to a strict timeline and geographical area. The innovative traits of the present research also consists of determining the importance of the relationship between the public interests and the decision-making process of some EU states and in the Eastern Partnership states, in the process of modernization of local public administration in the Republic of Moldova. Besides that, identifying the specifics of the instruments and mechanisms for strengthening the public interests - decision-making process relation, as a condition for the modernization of the local public administration in the Republic of Moldova represents a special novelty element and originality of the present research paper.

The obtained results which contribute to the solution for the exposed scientific problem*:* the scientific substantiation of the relation of the public interests - decision-making process impact with the process of modernization of local public administration, in the Republic of Moldova, a fact that contributed to the identification of problems and possible solution, in order to formulate conclusions and recommendations.

The theoretical significance of the work*:* the theoretical arsenal of the research is reflected in the complexity of the correlational aspects and the specific particularities of the relation of the public interests-decision-making process and the modernization of local public administration, identified and analysed by the author in the most current sources written by local and foreign authors, from different historical periods and different fields of investigation, which favoured the conceptual substantiation of the component elements of the research problem and the formulation of some own definitions. The theoretical-applicative examination and comparison of international practices that allowed the generalisation and deduction of the most suitable administrative models for the Republic of Moldova is of particular importance.

The applicative value of the work*:* it is explained by identifying the tools and mechanisms for strengthening the relationship public interests-decision-making process-modernization of the Local Authorities, as well as from the conclusions and recommendations proposed by the author, with reference to the perspectives of further research; applying the material to university courses, and as theoretical support for decision-makers.

The implementation of scientific results*:* it was achieved by publishing scientific articles in national/international specialised journals and participating in international scientific-practical conferences that included the research issue in discussion.

АННОТАЦИЯ

Богос Татьяна, „Влияние взаимосвязи общественных интересов в процессе принятия решений на модернизацию местного публичного управления в Республике Молдова”, докторская диссертация административные науки, Кишинев, 2024

Структура диссертации: Аннотация, введение, три главы, общие выводы и рекомендации, библиография из 264 наименований, 5 приложения, 163 страниц основного текста, полученные результаты опубликованы в 13 научных трудах.

Ключевые слова: Республика Молдова, общественные интересы, процесс принятия решений, отношение общественного интереса к процессу принятия решений, модернизация, эффективность, управление, местное публичное управление, местное сообщество, децентрализация.

Цель исследования: углубленное теоретическое и практическое исследование влияния взаимосвязи общественного интереса и процесса принятия решений на модернизацию местного публичного управления, выявление проблем и решений, которые обеспечат эффективное и современное местное публичное управление.

Задачи исследования: поиск историографических ориентиров для исследования взаимосвязи общественного интереса и процесса принятия решений с точки зрения модернизации местного публичного управления; изучение концептуальных и методологических аспектов исследуемых отношений; изучение структурных разграничений общественных интересов и процесса принятия решений в сфере модернизации местного публичного управления; проведение сравнительного исследования взаимосвязи между общественными интересами и местным процессом принятия управленческих решений в некоторых странах пространства европейского сообщества и в странах Восточного партнерства и изучение возможностей внедрения практик других государств; исследование специфики взаимосвязи общественного интереса и процесса принятия решений в области модернизации местного публичного управления в Республике Молдова; изучение важности основных инструментов в исполнении отношений общественного интереса и процесса принятия решений в контексте модернизации местного публичного управления в Республике Молдова.

Научная новизна и оригинальность: данной работы заключается в глубоком исследовании реляционной триады: общественный интерес - процесс принятия решений - модернизация местного публичного управления и, соответственно, в широком анализе ее историографического и теоретико-методологического начала в конкретном временном и географическом пространстве. Инновационный характер исследования также заключается в определении влияния взаимосвязи между общественными интересами и процессом принятия решений некоторых государств Европейского Союза и в странах Восточного партнерства на модернизацию местного публичного управления в Республике Молдова. А выявление специфики инструментов и механизмов укрепления взаимосвязи общественного интереса и процесса принятия решений как условия модернизации местного публичного управления в Республике Молдова представляет собой особые элементы новизны и оригинальности.

Полученные результаты, которые способствуют решению выявленной научной проблемы: научное обоснование связи влияния общественного интереса на процесс принятия решений с процессом модернизации местного публичного управления в Республике Молдова, факт, который способствовал выявлению проблем и возможных решений, чтобы сформулировать выводы и рекомендации.

Теоретическая значимость работы: теоретический арсенал исследования отражается в комплексности корреляционных аспектов и специфических особенностях связи общественного интереса с процессом принятия решений и модернизацией местного публичного управления, выявленных и проанализированных автором в наиболее актуальных источниках, написанных отечественными и зарубежными авторами, из разных исторических периодов и разных областей исследования, что способствовало концептуальному обоснованию составных элементов проблемы исследования и формулированию некоторых собственных определений. Особое значение имеет теоретико-прикладное изучение и сравнение международной практики, позволившее обобщить и вывести наиболее подходящие административные модели для Республики Молдова.

Прикладная ценность работы: объясняется выявлением инструментов и механизмов усиления взаимосвязи общественных интересов-процесса принятия решений-модернизация органов местного самоуправления, а также выводами и рекомендациями, предложенными автором, со ссылкой на перспективы дальнейших исследований; применение материала к университетским курсам, а также в качестве теоретической поддержки для административных лиц, принимающих решения.

Внедрение научных результатов: достигнуто за счет публикации научных статей в национальных/международных специализированных журналах и участия в международных научно-практических конференциях, включающих обсуждаемый вопрос исследования.

BOGOS, TATIANA

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SPECIALTY 563.02: ORGANIZATION AND MANAGEMENT IN PUBLIC ADMINISTRATION INSTITUTIONS; PUBLIC SERVICES

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