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**THE ORGANIZATION AND DELIVERY OF PUBLIC SERVICES AT THE
LOCAL LEVEL IN THE CONTEXT OF ADMINISTRATIVE
DECENTRALIZATION**

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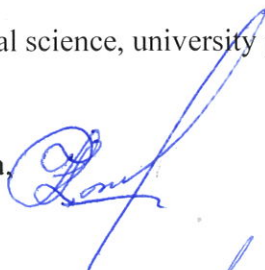
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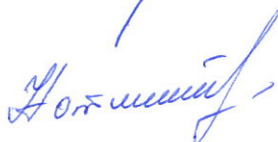
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CONCEPTUAL FOUNDATIONS OF THE RESEARCH

The relevance of the subject and research theme is justified by the necessity to seek contemporary innovative models for providing local public services amidst the reforms and modernization of public administration and the construction of a modern national system of high-quality public services in the Republic of Moldova, adhering to pan-European standards of organization and delivery of public services.

The significance of the research theme has considerably increased following the signing and ratification of the "Association Agreement between the Republic of Moldova, on the one hand, and the European Union and the European Atomic Energy Community and their Member States, on the other hand" in 2014 [4]; the official application of the Republic of Moldova for European Union membership as a candidate country as of June 23, 2022 [10]; and the European Parliament's adoption on April 19, 2023, of a resolution to initiate negotiations by the end of 2023 regarding the accession of the Republic of Moldova to the European Union [11].

The growing importance of the research theme, in our view, is attributed to the synergy of three factors, which determine the extent of modernization of the national system of public services, along with its inherent regularities, paradigms, concepts, and theories.

The first factor pertains to the European trend in the modernization of the Republic of Moldova. Exploring the historical experiences of European Union countries in constructing a unified and balanced European system of public services provides an enormous opportunity for Moldova to borrow, adapt, and construct its own nationally-oriented progressive system of public services without additional financial, organizational, and time resources.

The second factor involves investigating national processes of organizing and delivering public services amid public administration reforms and decentralization in the Republic of Moldova, with the aim of synchronizing and integrating the national system of public services into the pan-European system. The search for contemporary and efficient resource models for providing local public services, determining the optimal balance between volume and quality of organized and provided local public services, and examining positive and negative internal and external factors influencing the process of organizing and providing local public services by local public administration bodies serve as potent organizational-political and financial-economic stimuli for conducting scientific research in this area. The endorsement by the Government of the Republic of Moldova on March 15, 2023, of the "Strategy for Public Administration Reform for 2023-2030" further motivates the investigation of the processes related to organizing and delivering local public services [9].

The third factor, determining the high degree of significance in conducting research in the field of organizing and providing local public services, lies in the presence of latent potential within the framework of regional development policies, particularly in stimulating motivational activities of local public administration bodies in delivering high-quality, economically viable, and scientifically substantiated types of local public services. The endorsement by the Government of the Resolution on January 26, 2022, "National Strategy for Regional Development of the Republic of Moldova for 2022-2028," substantiates this thesis [8].

The relevance of researching the process of organizing and providing local public services by local public administration bodies in the context of administrative decentralization and reforms will, in conjunction with the aforementioned directions, expand the prospects for modernizing public administration as a crucial institutional entity within the national system of public services.

The degree of exploration and publications on the issue is represented by a complex of diverse research vectors concerning the system of public services, studied both by domestic and foreign science. Through the analysis of scientific works on the subject of public services, the following pertinent aspects of the research topic were identified. Among the principal ones are investigations into the evolution of the public service system, issues of actualizing and systematizing the content of the core concept of "public services" and its derivatives, as well as inquiries related to constructing a universal classification system for public services. Research on the reformation of the public service system and its synchronization with the decentralization of the governance system has been synthesized. Studies exploring the development of the public service system in historical-legal and managerial-governmental aspects have been examined. Additionally, research on normative-legal regulatory mechanisms and institutional-subject provisions for the process of organizing and providing public services has been systematized.

The etymological refinement of the concept of "public service" and the investigation of the evolution of the public service system are reflected in the works of researchers such as Sauter V. [145], Groote Paul [116], Karell David [102], Gilles Guillelmi [117], Plato M. [138, 139], Simbotyanu A. [154, 155], Dinke D. [106], Tinku V. [158], Bivol V. [95], Manda L. and Manda S. [123], Avanesova G.A. [172], Pogrebinskaya V.A. [250], Tereshchenko L.K. [271], Ponkin I.V. [251, 252], Kostyukov A.N. [228], Barcits I.N. [178].

Issues of actualization, systematization, and classification of public services were analyzed in the works of J. Le Grand [121], V. Sauter [145], J.M. Pontier [253], Kandrina N.A. [222], Tikhomirov Yu.A. [274], Melanina E.N. [235], Tereshchenko L.K. [271], Profiry A. [142], Parlagi A., Iftimoaye K. [136].

The investigation of the mechanisms of normative-legal regulation and legislative support of the process of providing public services was conducted by authors such as Helmut Vollmann and Gerard Marque [170], Simbotyanu A. [152], Alexandru I. and Matey L. [84], Jorgovan A. [119], Trif N. [164, 165], Bordian M. [96], Putilo N.V. [254], Gritsenko E.A. [207], Vasilieva A.F. [189].

The analysis of reforms, modernization, and decentralization of public governance in the system of public services, as well as the study of decentralization as a process stimulating the organization and provision of quality public services, is reflected in the works of Chikhladze L.T. [284], J. Védelay [193], Breban [185], M. Evans [111], R. Drago [210], J. Davis [103, 211], Simbotyanu A. [151], Manda K. and Manda S. [123], Nistor L. [132], Alexandru I. and Popescu-Slăniceanu I. [82], Mokanu V. [125, 126], Castrashan T. [98], Cherkasov A. [283], Khutinaev I.D. [281].

The role and influence of central authorities of state power on the process of organizing and providing public services have been investigated in the works of Duigi L. [108], Völker M. [167], Achtenberg N. [85], Kilin A.F. [226], Richter I. and Schuppert G.F. [256], Dillinger U. [105], Ruchelman L. [143], Osborn D. and Gebler E. [135], Simbotyanu A. [152, 153], Tinku V. [158], Osadchi A. and Furdui V. [134].

Research directions in the field of modernization and optimization of the public service system are reflected in the works of Sadler D. [262], Greve K. [115], Machkovich L. [122], Kurlyandskaya G.I. [230], Georgitsa T. [114], Bejenaru K. [91], Porchesku N. [141], Novak N., Cherbu A. [133].

The influence of state budget and financial policies on the public service system has been analyzed in the works of Stephen J. Bailey [87, 90], J. Wilson [169], Vadhwani E.G. [168], Tinku V. [159].

The conducted scientific research has revealed that the organization and provision of local public services require further in-depth investigation, synthesis, and systematization. Key directions for such research include: a comprehensive analysis of the theoretical scientific foundation devoted to the normative-legal regulation of the institutional system of public services; the study of factors influencing the modernization and optimization of entities involved in organizing and providing public services; analysis of the content and structure of the state's budget and financial policies; examination of the relationship between the volume and quality of organized and provided public services; exploration of untapped regional resources to ensure the quality of local public services by local public governance bodies, among others.

These findings have defined the objectives and tasks of the research on the presented subject in the field of organizing and providing local public services by local public governance bodies in the context of public management reforms and decentralization in the Republic of Moldova.

The goal of the research is to conduct a comprehensive analysis of the process of organizing and providing local public services aimed at meeting the needs of the population through improving the activities of public administration bodies in the context of administrative decentralization.

The research tasks include:

1. Investigating the theoretical foundations of the process of organizing and providing local public services in the context of public management reforms and administrative decentralization.
2. Analyzing the methodological basis of contemporary studies on the local public service system to ensure a comprehensive approach to interpreting this topic.
3. Conducting a comparative analysis of the evolution and current state of local public services in different European Union countries with established democracies, in some countries of the former socialist bloc, and in the Baltic countries.
4. Researching the normative-legal framework for regulating the organization and provision of local public services by local public administration bodies in the Republic of Moldova.
5. Undertaking a comprehensive analysis of the institutional foundation of the process of organizing and providing local public services in the Republic of Moldova.
6. Analyzing internal and external factors influencing the modernization of local public services in the context of administrative decentralization of public management in the Republic of Moldova.
7. Assessing the impact of budgetary and financial policies on the administrative capacity of organizing and providing local public services by local public administration bodies in the Republic of Moldova.
8. Conducting a comprehensive analysis of the regional system of local public services in the Autonomous Territorial Unit of Gagauzia and identifying its peculiarities in the context of administrative decentralization of public management.

9. Analyzing current trends in the development of public services in the context of implementing modern strategies for regional development, decentralization of public management, and modernization of the public service system in the Republic of Moldova.

The hypothesis of the research is based on the assertion of the increasing role of various mechanisms and factors: normative-legal, institutional, budgetary-financial, the relationship between volume and quality, parameters of motivational policy optimization, and reforming the public service system. It also focuses on the influence of regional development policies on the process of organizing and providing local public services with the aim of modernizing the social life of society.

The methodology of the research stems from the defined goal and tasks, which determined the methodological toolkit of the study. The research utilizes both traditional and innovative methods, encompassing theoretical methods such as analysis and synthesis, comparison, abstraction and concretization, generalization and formalization, induction and deduction, idealization and analogy, as well as empirical methods like analysis of statistical data and normative acts, problem formulation, hypothesis setting, and observation. The application of these methods adhered to several principles of scientific knowledge, including objectivity, integrity, systematicity, and historicism.

Various methodological, conceptual, and historically conditioned scientific approaches were applied to the study of the public service system. The research employed general methods of cognition, general scientific methods, and specific methods of understanding the object of research, i.e., local public services.

The organizational-structural method was used to examine the institutional structure of the local public service system and identify invariant relationships between the entities involved in organizing and providing local public services. This method helped identify unified structural regularities in transforming the characteristic properties of entities into innovative acquired systemic properties.

The functional method was utilized to analyze the functional characteristics of the entities involved in organizing and providing local public services. It enabled the examination of the dynamics of the functionality (tools) of the entire unified public service system and analyze the regularities of its harmoniously functioning local public services.

The historical method was applied in a comprehensive study of the genesis and evolution of conceptual interpretations of the core concept "public service" and its derivatives, such as "local public service" and "state public service." This method was also used to analyze the evolution of the normative-legal framework of the Republic of Moldova since gaining independence and the dynamics of the institutional structure of entities organizing and providing public services, as well as the establishment and development of the regional public service system in Gagauzia.

The comparative method was employed to analyze the public service systems of European countries. In addition to analysis and synthesis methods, the comparative approach allowed revealing the peculiarities of the regional public service system in Gagauzia. It was also used to compare different conceptual approaches to defining the concept of "public service" and various approaches to the classification paradigm of public services.

The normative-legal method was applied in analyzing the legislative framework to understand the nature and causes of extrinsic disharmony between the normative-legal acts of the Parliament of the Republic of Moldova and the normative acts of

the People's Assembly of Gagauzia. This method was also used to investigate the public service system of Gagauzia and uncover the incompleteness of the process of optimizing the institutional structure of the Executive Committee of Gagauzia.

The logical and causal analysis method helped to understand the need for synchronizing the national public service system of the Republic of Moldova with the pan-European public service system and identify causal relationships between the quality of national policies in the field of local government reform, the volume of local public services, and their quality.

The systems analysis method, in conjunction with empirical methods such as analysis, observation, identification of singular and general, followed by generalization and well-founded conclusions, enabled a comprehensive study of the national public service system. This approach allowed the development of theoretical generalizations and practical recommendations on the organization and provision of local public services in the Republic of Moldova.

The scientific novelty of this study lies in its distinctiveness compared to previous research in the field of organizing and providing Municipal Public Services (MPS) by Local Public Authorities (LPA). Its essence is the author's attempt to identify the patterns of functioning within the system of public services at various administrative and governmental levels: pan-European, in countries with well-established systems of public services, and in countries undergoing the formation and adaptation of national systems of public services with intergovernmental systems of public services. A particularly crucial aspect, from our perspective, is the comprehensive factor-based approach employed in analyzing the functioning of the regional system of public services in the Republic of Moldova during the period of reform and decentralization of public administration, taking into consideration various institutional, administrative-territorial, and regional reforms.

The formulation of the research task within this study necessitates the scientific-analytical substantiation of conclusions regarding the role of institutional subjects of LPA in the organization and provision of MPS, in the context of functioning within the overall national system of public services influenced by a diverse range of internal and external, static and dynamic factors in the Republic of Moldova.

The theoretical significance of this research lies in the deepening, broadening, and generalization of fundamental concepts related to the system of public services, such as "service," "public service," "local public service," "institutional subject of public service," "organizational factor," and "provision factor" of local public services. Throughout the study, patterns of MPS functioning were identified, contingent upon the balance between the volume and quality of the provided MPS by LPA. The institutional structure of the MPS system in the Republic of Moldova was analyzed, and the regularities of interaction between LPA and de-concentrated and decentralized services were revealed in matters concerning the organization and provision of public services amid a variable environment.

The practical significance of this research lies in the identification and synthesis of existing practical knowledge regarding the functioning of local systems of public services. It also involves formulating and presenting proposals that serve as a basis for introducing amendments to the legislative framework governing the system of competencies between first and second-level LPA in the Republic of Moldova. Practical conclusions have been researched, supplemented, and summarized for representatives of LPA in the Republic of Moldova on the factors and mechanisms of organizing and providing MPS in the context of reform and decentralization of public administration. Furthermore, the specific features of the institutional structure and the content of the legislative sphere of the regional system of public services in Gagauzia ATU (Gagauz Territorial

Autonomous Unit) have been uncovered, holding practical value in the matters of synchronizing and adjusting the interaction between Gagauzia ATU and LPA of the Republic of Moldova.

The scientific outcomes proposed for defense are based on substantiating the thesis that the system of public services represents a complex multi-level functional social system, subject to the influence of various national and international environmental factors. The structure of the proposed thesis includes the following assertions:

- The integration tendency of the Republic of Moldova into the community of European countries implies the synchronization of structural, functional, legislative, institutional, financial, and regional development policies of LPA and LPU (Local Public Unions) to modernize the national system of public services.

- The optimal and efficient functionality of the MPS system necessitates the modernization of the legal framework of the Republic of Moldova, ensuring the regulatory function of LPA's activities, including de-concentrated and decentralized services and LPU.

- The rational institutional structure of the MPS system is the basis for achieving an optimal balance between the volume and quality of MPS in the context of reform and decentralization of public administration.

- Strengthening the administrative capacity of LPA and LPU stimulates motivational policies for the optimization and reform of the system of public services.

- Scientifically substantiated budgetary and financial policies of regional development determine the prospects for the development and modernization of the local public services system in the Republic of Moldova.

The implementation of scientific outcomes was carried out in both theoretical and empirical aspects. The theoretical aspect involved conducting research and publishing it in scientific journals, as well as participating in national and international scientific-practical conferences related to the topic of MPS research. The application of research results was put into practice during the 5 mandates as the head of the Local Public Authority (Mayor) and within 8 years of leadership in the Association of Mayors of the Gagauzia Autonomous Territorial Unit (Gagauzia ATU), collaboration with the Central Association of Local Governments (CALM) and active involvement in the work of specialized committees of the People's Assembly and the Executive Committee aimed at developing regulatory legal acts also contributed to the practical application of the research findings.

Dissertation structure: abstract, introduction, three chapters, general conclusions and recommendations, bibliography of 292 titles, 19 diagrams, 5 tables, 7 appendices, 150 pages of main text and 33 pages of additional part. The results obtained are published in 7 scientific papers.

Key words: public services, local public services, decentralization, public administration, local autonomy, Republic of Moldova, local public administration, European Charter of Local Self-Government.

RESEARCH CONTENT

Introduction: Relevance of the research topic and subject matter, review of previous studies and publications on the topic, research objectives and tasks, hypothesis and research methodology, scientific novelty of the study, formulation of the research problem, theoretical significance and practical value, scientific results for defense and implementation, brief overview of the research sections.

Chapter 1. "Historiographical and Theoretical-Methodological Aspects of Public Services Research" comprises three paragraphs that delve into the genesis and evolution of conceptual interpretations of "public services," the parameters of European experience in organizing and providing local public services, as well as the methodological foundations and trends of contemporary research on the local public services system.

Paragraph 1.1. "Genesis and Evolution of Conceptual Interpretations of the Notion of 'Public Services': Historiographical Aspects" encompasses two research aspects. The first aspect includes studies focused on the genesis and evolution of the concept of "public service" from various conceptual doctrines (administrative, legal, cultural, social, economic, political, ideological) and fields of knowledge. It also considers different approaches to analysis, goals of scientific research, and interpretations of the concept. The second aspect explores the practical experience of organizing and providing public services in countries with varying levels of development and functioning of national public service systems.

The need for comprehensive research on public services is highlighted as a fundamental factor in modernizing the process of organizing and providing high-quality local public services. This research is essential as it influences the degree of competitiveness of the Republic of Moldova on the global stage in terms of quality of life and living standards. The analysis also includes an examination of encyclopedic interpretations of the terms "public services" and "local public services" within related fields of knowledge and from the perspective of various scientific theories and concepts.

Research on public services in European countries within the framework of the unified historical, geographical, financial-economic, and socio-cultural space of the European Union (EU) is presented through two directions. Firstly, an analysis is conducted on pan-European official sources (such as the European Commission's Green Paper, EU Acts, normative legal acts of EU countries, etc.) regarding the interpretation of the concept of "public service." Subsequently, research in European public service science is analyzed in alignment with the objectives of this study. These research areas include evolution of state public services, factors influencing the development of public services in different historical epochs, their normative and legal regulation, and classification approaches to the subject of research, modernization, decentralization, and concentration of public services, processes of privatization and financial support of the organization and provision of public services within the framework of the "single window" approach.

The analysis presents research by Russian scholars in the field of organizing and delivering public services. The predominant focus is on analytical studies that compare the public service systems of European Union countries and Russia. Specifically, the research includes administrative and legal investigations concerning the provision of public services in Germany and Russia [43], as well as comparative analyses of the public service systems in France and Russia [52, 54].

Analysis of research on public services by scientists from Romania and the Republic of Moldova justifies the conclusion of a similar thematic focus in their studies. This includes a scientific orientation towards exploring practical results in the organization and provision of public services, as well as comparable doctrinal approaches to classifying the system of public services, among other directions. Comparative analysis indicates that the identity of research themes in both countries is influenced by two factors. Firstly, it is due to the historical and evolutionary commonality in the development of the territories of both nations. Secondly, there are similar challenges related to modernization and the integration of national public service systems into the pan-European public service system.

Furthermore, the contribution of researchers from both countries to the understanding of national public service systems is examined. Romanian researchers have analyzed public services, focusing on the evolution of state services and aspects of decentralization and de-concentration [18] by Dinkă D, methods of organizing and providing public services [12] by Alexandru I. and Matei L., and issues of classification and systematization of public services [30] by Parlăgi A. and Iftimoaie K.

In the Republic of Moldova, researchers have conducted a fundamental analysis of public service systems. M. Platon explored the content of the concept of public services, analyzed the process of reforms, and the competencies of local public authorities in organizing and providing public services [32]. A. Symbotyianu contributed to the study of the role of the legislative framework in regulating public services, the analysis of aspects of modernizing state services through the implementation of e-government systemic services, as well as the examination of decentralization, modernization, institutional reorganization, and rational human resource management [36]. The research on local public management bodies as subjects of organizing and providing local public services was presented in the work of O. Balan, T. Shaptefrac, and A. Popovich. The evolution of the administrative system was shown, and the structure and resource base of local public management bodies in the Republic of Moldova were analyzed [13]. S. Kornea conducted research on the mechanisms of decentralization of public management and the redistribution of competencies among public management bodies in the Republic of Moldova [16]. T. Shaptefrac explored new standards and functional roles in government and concepts of new government management [38]. V. Tinku analyzed the problems of organizing communal services by state and local authorities, examined the division of powers and competencies within the existing legislation, and investigated inter-community cooperation [40]. V. Mokușanu analyzed the role of the normative-legal system in managing public services [26]. The efficiency of public services was noted in the works of M. Morar [27], while specialized public services in the field of water supply and sanitation were studied by A. Osadchiy and V. Furdui [29].

In general, the results of this paragraph highlight a wide spectrum of research in the field of evolutionary theories on public services, normative and legal regulation of the public service system, and more. It also points out a lack of research in several areas, including innovative approaches in organizing and providing local public services (Municipal Public Utilities - MPU), studies on the synergy of state budget and financial policies in providing resources for local public management bodies, research on regional factors influencing the modernization of public services, and the analysis of the institutionalization processes of subjects involved in organizing and providing public services.

Paragraph 1.2. "Parameters of European Experience in Organizing and Providing Local Public Services" is aimed at analyzing the dynamic and static parameters of the pan-European public service system. This section examines the practical experience of organizing and providing public services in European countries with varying levels of socio-economic development. The focus is on the targeted aspects of the comparative content of the system and types of public services in several European countries, which are necessary for conducting a comprehensive analysis of the issues related to the organization and provision of public services in the Republic of Moldova in the following chapters. To achieve this, the section begins with a comparative analysis of public services in countries with developed democracies such as the United Kingdom, France, and Germany, which are considered European standards. It then analyzes the results of reform and modernization of national public service systems in countries with transitional economies in Central and Eastern Europe (Hungary, Poland, Slovakia, and the Czech Republic) and Southeastern Europe (Bulgaria and Romania). The experience of reform and modernization in these countries' national public service systems, aiming towards democracy and the European market, while adopting functional structures from European institutions and utilizing the substantial financial and economic resources of the European Union, is considered invaluable for the Republic of Moldova. Furthermore, the section presents an analysis of the issues in the public administration of public service systems in the Baltic countries - Latvia and Estonia. This comparative experience is identified as relevant and timely for the forthcoming reforms and modernization of public administration in the Republic of Moldova's public service system.

At the beginning of the paragraph, a brief overview of the history and development of the public service system in the European context is presented, from the perspective of various doctrinal views of French [21], German, and British researchers [51]. The analysis focuses on the dynamic formation of the main characteristics of the pan-European public service system, both in terms of its dynamic and static aspects. It examines the normative-legal and classification-conceptual trends in the development of national public service systems in European countries. The section also includes an analysis of research related to the process of shaping the pan-European doctrine of public services (or public servants) and the concept of universal services [31]. Moreover, it discusses the institutionalization of the pan-European public service system at the national, regional, and local levels.

Next, a brief analysis of the public service systems of three European countries is presented: the United Kingdom, France, and Germany.

The experience of the United Kingdom in shaping, developing, and modernizing its state executive authority to improve the accessibility of public services is highly significant for research, despite the country's cessation of European Union membership from February 1, 2020. The analysis of the UK's public service system has revealed the mechanism for fulfilling its primary governmental function and regulating the activities of executive and private agents involved in organizing and providing public services. The two-tier administrative system is considered an example of decentralized management of the public service system, with two models of interaction: the partnership model and the agency model.

The analysis of the French doctrine of public services justifies the idea of centralized government intervention in the process of organizing and providing public services based on the national legislative system. The four-tier state

management system (commune, department, region, and state) is highly centralized, characterized by a rigid administrative-territorial structure, and operated by a powerful centralized state apparatus comprising highly professional officials. The functioning of the public service system is based on three fundamental principles (known as the "Laws of Rolland"): the principle of continuity of public service operation, the principle of adaptability and continuous adjustment to socio-economic and political changes, and the principle of neutrality and equality.

Research on Germany's national system of public services demonstrates a competitive contrast to the French model. In Germany, the main emphasis is placed on a policy of small steps, with gradual and extensive citizen involvement in the constant exploration and testing of new approaches. There is a clear demarcation of responsibilities between levels of government and entities involved in providing public services. Germany's three-tier state structure (federal, state, and municipality) is formed from professional municipal self-government and the management system of German states, which serve as driving forces for the development of the public service system.

The uniqueness of the transformation and formation of public service systems in Central and Eastern European countries (Hungary, Poland, Slovakia, and the Czech Republic) and in Southeastern European countries (Bulgaria and Romania) is attributed to the extensive utilization of external resource potential (financial, economic, organizational, institutional) and the adoption of proven experiences from other European countries in modernizing their national public service systems.

The analysis of the modernization of local self-government in Latvia and Estonia is important for comprehending a comprehensive, scientifically justified picture of the reform and structuring of post-communist public service systems. The trend of shifting from central government control over state service systems to constructing systems of mutual cooperation with governmental structures to implement their own responsibilities and resources in organizing and providing public services serves as invaluable experience for the Republic of Moldova.

The conclusions drawn in this paragraph synthesize the historical experiences of constructing national public service systems in European countries with varying levels of socio-economic development, resource potential, and national characteristics of their public service systems. These findings hold scientific and practical interest for the Republic of Moldova.

Paragraph 1.3. "Methodological Foundations and Trends in Modern Research on Local Public Service Systems" represents a comprehensive analysis of the methodological approaches, methods, and principles employed by contemporary science to track trends in modern research on public service systems. The paragraph's content analyzes a crucial thesis: along with the evolution of dominant ideologies about public service systems, ranging from the socio-communal ideology, the ideology of the "welfare state," to modern ideologies such as "new public management," concentricity ideology (the theory of conscious management), or the ideology of "public value," the researcher's methodological toolkit also evolves. The emphasis in this paragraph is placed on the necessity of professionally combining the researcher's theoretical and empirical, general and specific, universal and specialized methods of knowledge acquisition, depending on the operational goals and strategic tasks in investigating public service systems.

In addition to analyzing the concepts of "method," "methodology," and "methodological toolkit," the content of the paragraph presents a classification system of general and specific methods used by the author in the process of researching public services by chapters. The author examines the content and explores the application of action methods and operational methods in investigating theoretical and practical aspects of the public service system. The results of studying works by national and international authors in conjunction with the methodological toolkit for researching public service systems are demonstrated.

The analysis of trends in modern research on public service systems revealed two regularities. The first is a general trend in the research process of public service systems: from exploring theoretical foundations to practical aspects of differentiating public services. The second trend is the progression from deeper investigations into the mechanisms of implementation and legal regulation of the process of organizing and providing public services to analyzing the activation of self-organization and self-governance processes by social entities within the public service system, with the aim of enhancing the social effectiveness of government management.

The paragraph summarizes, emphasizes, and presents the areas of the research process for the public service system in a logical and historical-dynamic sequence: decentralization, reintegration, reorganization, digitization, and digitalization in the public service system; the study of the parameters of conscious management - concentricity, and the deepening of factors related to "public value" in the process of organizing and providing public services.

The conclusions of Chapter 1 contain generalizations about the diversity of modern conceptual interpretations of the term "public services" depending on doctrinal views, conceptual interpretations, dominant ideologies, areas of knowledge, research objectives, and tasks. The analysis of national public service systems in three different groups of European countries, situated at various levels of modernization in the development of public service systems, has confirmed the existence of unique and tested administrative, organizational, and legal experiences necessary for modernizing the national public service system of the Republic of Moldova. A regularity has been identified regarding the interdependence between trends in contemporary research and the dynamics of public service development.

Chapter 2. "Local Public Services in the Context of Reform and Decentralization of Public Governance in the Republic of Moldova" consists of three paragraphs presenting the results of research on institutional and normative-legal aspects of organizing and providing public services, evaluating the relationship between the volume and quality of local public services in the context of reform and decentralization of public governance, and the influence of budgetary and financial policies on the administrative capacity to deliver quality local public services in the Republic of Moldova.

Paragraph 2.1. "Institutional and Normative-Legal Foundations of the Process of Organizing and Providing Public Services in the Republic of Moldova" reveals the characteristics of the institutional structure and the basis of normative-legal regulation in the national public service system of the Republic of Moldova. To visualize the logical sequence of analysis of the research subject, a roadmap is presented, and the results of a comparative analysis of the dynamics of the institutional structure of the national system of local public services are demonstrated. The

dynamics of normative-legal regulations are examined, and the results of the analysis of progressive and regressive phenomena in the system of local public services are accumulated.

The research findings on the concept of "institutionality" are provided based on the study of works by foreign and domestic researchers, substantiating the significance of the subjects-actors in organizing and providing public services. The subjects of public services in the Republic of Moldova are systematized based on two criteria: their belonging to the level of public governance in the Republic of Moldova and the content of permanent and labile characteristics of public services. The author proposes an algorithm for the emergence and establishment of a new public service through three consecutive stages: awareness and determination of the need for organizing and providing a new (or modernized) public service; identification and empowerment of the subject responsible for organizing and providing the public service; and establishment of a normative-legal act regulating the process of organizing and providing the public service.

The results of the research on the national system of public services in the Republic of Moldova are presented in the form of a block diagram, reflecting the component-functional institutional structure. An aggregated table of the normative-legal framework, including a set of laws, legal norms, acts, and regulatory rules governing the activities of central state authorities of public power and local public management bodies in organizing and providing public services, justifies the need to comply with basic national and international principles of normative-legal regulation.

The quintessence of the research on the establishment and development of the national system of public services in the Republic of Moldova lies in the identification of progressive and regressive phenomena that influence the dynamics of the development of the institutional structure of local public services.

Research on the dynamics of the national public services system has led to the conclusion that progressive phenomena in this area include the foundations of democratic values laid down since the adoption of the "Declaration of Sovereignty"; normative and legal acts that justified economic decentralization since the early 1990s; the revision of the previous structure and content of the local public services system; and the constitutional entrenchment of the legal basis for the autonomy of local public administration bodies, proclaiming the decentralization of the management of public services [1, p. 109].

Among the regressive trends that have had a destructive impact on the dynamics of the functioning of the unified institutional system of local public services, the following have been identified:

- a) The existence of incompatible contradictions between the provisions of laws on local public authority and the laws regulating administrative-territorial organization in the Republic of Moldova [33].
- b) Excessive fragmentation and duplication of powers between the local public administration bodies of the 1st and 2nd levels.
- c) Partial, unfinished, and truncated decentralization of public administration [20].

Paragraph 2.2. "The Relationship Between the Volume and Quality of Local Public Services in the Context of Public Administration Reforms and Decentralization" presents the results of studying the institutional structure and normative-legal framework of the system of local public services in the Republic of Moldova. The

research demonstrates the findings regarding the relationship between the volume and quality of local public services during the period of public administration reforms and decentralization - as a factor in modernizing the national institutional system of local public services.

Examining the dynamics of institutional subjectivity and the normative-legal framework of the system of local public services in the Republic of Moldova has allowed the generalization of several factors. These factors include the variability in the volume of public services, fluctuations in the quality of provided public services, and changes in the nature of relationships within the subject-object system of organizing and delivering local public services. The presented results support the idea of the necessity for continuous monitoring of the process of delegating responsibilities in the organization and provision of public services, identifying new types of public services, controlling the process of achieving an optimal balance between the volume and quality of public services, and other factors that ensure the functionality of the system of local public services.

The examination of factors influencing the relationship between the volume and quality of organizing and providing public services in the Republic of Moldova has led to the identification and classification of three groups of such factors. These groups include factors related to the subject-organizer of local public services, factors related to the object-consumer of local public services, and systemic macro-factors of local public services.

The research on the normative-legal acts regulating the volume and quality of local public services from 1991 to 2020 has allowed for the generalization and classification of legislative areas of regulation. The identified areas include the activities of local public administration bodies of the 1st and 2nd levels concerning the organization and provision of local public services, the functioning of secondary subjects involved in organizing and providing local public services under the authority of local public administration bodies, the regulation of processes related to public administration decentralization and regional development, and the legislative domain governing the volume and quality of local public services. The analysis has also revealed the dynamics of changes in competencies and powers regarding the organization and provision of public services by the local public administration bodies in the Republic of Moldova. From 2006 to 2022, a total of 57 changes and amendments were made, out of which 32 amendments were related to the delegation of powers to local public administration bodies of the 1st level in 14 specific areas of activity sectors.

The research has confirmed a disharmony in the system of defining competencies, powers, and spheres of activity of local public administration bodies in the Republic of Moldova. In the law "On Administrative Decentralization," only in 5 out of 16 spheres of activity of local public administration bodies of the 1st level, both the local council and the mayor, as the head of the executive body responsible for organizing activities related to the provision of local public services, have specified powers. In 6 spheres, there are no powers specified for either the local council or the mayor. In three spheres, only the powers of the local council are mentioned, and in two spheres, only the powers of the mayor are specified.

An important finding is that the activities of the local council within the current 18 (!) out of the originally approved 26 points of competence and the activities of the mayor within the current 14 (!) out of the originally approved

25 points of competence do not align with the spheres of activity of local public administration bodies indicated in the 2006 law "On Administrative Decentralization."

In section 2.3. "The Impact of Budgetary-Financial Policy on the Administrative Capacity to Provide Quality Local Public Services," the concepts of "budgetary-financial policy" and "administrative capacity" of local public administration bodies in the Republic of Moldova are explored. The international and national levels of legislative regulation of budgetary policy concerning local public services are examined and identified. Factors from both the internal and external environments that shape and catalyze the administrative capacity of local public administration bodies in organizing and providing local public services are analyzed and summarized. Identified contradictions in the legislation of the Republic of Moldova that influence the regulation of budgetary-financial policy of local public administration bodies in the area of organizing and providing local public services are also summarized.

The budgetary-financial policy of central public authority plays a fundamental role in the administrative capacity of local public administration bodies for organizing and providing local public services. An analysis of the managerial capacity of local public administration bodies has revealed general and specific administrative capacities presented in the works of researchers and formulated in the normative-legal acts of the Republic of Moldova [3].

The administrative capacity of local public administration bodies in the Republic of Moldova concerning the formulation of budgetary-financial policy for the organization and provision of quality local public services is governed by two levels of legislative regulation: international and national. An analysis of the national-level legislative framework has revealed three sub-levels of regulation: constitutional, central, and local levels of legislative regulation related to the process of organizing and providing local public services by local public administration bodies of the 1st and 2nd levels. Normative-legal acts regulating administrative capacity for organizing and providing local public services are classified into two directions: those that regulate the entire administrative activity of local public administration bodies [3] and those that regulate specific budgetary and financial sectors [2, 5].

The research on budgetary-financial policy for ensuring the administrative capacity of local public administration bodies has allowed identifying types and the significance of various factors. These factors can be categorized as external (international and national) and internal factors that exert direct and indirect influence on the process of organizing and providing local public services [45]. The research has also uncovered contradictions in the legislation of the Republic of Moldova concerning the regulation of budgetary-financial policy of local public administration bodies in the area of organizing and providing local public services. These contradictions have led to the formulation of a fundamental thesis about the necessity of developing and adopting a more thoughtful and rational budgetary-financial policy aimed at strengthening local autonomy, a multi-sectoral system of local public services, and modernizing the material-technical and budgetary-financial infrastructure of local public administration bodies.

The conclusions of Chapter 2 are formulated in 7 points, highlighting the significance of decentralization of local public administration bodies for strengthening the statehood of the Republic of Moldova. The thesis on the role of budgetary-financial policy in determining the volume and quality of provided local public services for enhancing the administrative capacity of local public administration bodies is substantiated. The research on the relationship

between the volume and quality of local public services has allowed the identification of variable indicators within the system of local public services, evolving alongside the modernization of the legislative framework in the Republic of Moldova.

In paragraph 3.1. "Motivational policy of optimizing and reforming the system of public services at the regional level" the content of the basic concepts: "motivational policy", "optimization", "reforming" was studied. The features of similarities and differences between the concepts of "optimization" and "reform" in the system of local public services are generalized, an interpretative definition of the concept of "motivational policy" is given.

The governmental policies of reforming public administration, regional development, and decentralization of public management are analyzed, representing additional components of the motivational policy aimed at optimizing and reforming local public management, ultimately leading to an improvement in the quality of local public services. The implementation of these aforementioned strategies into a unified set of governmental policies forms the basis of the motivational policy for optimization and reform of the local public services system in the Republic of Moldova.

The structure of components of the motivational policy for the optimization and reform of the local public services system in the Republic of Moldova has been modeled. The basic components of the motivational policy, identified as a result of the analysis, are as follows:

1. Action Plan for the reform aimed at modernizing public services for the period 2017-2021. [6]
2. State Governance Reform Strategy for the years 2023-2030. [9]
3. Regional Development Strategy for the years 2016-2020 (2028). [5]
4. Strategies for the decentralization of public management for the years 2012-2015 (2018). [7]

The research presents a chronological analysis of the establishment of the aforementioned strategies, which represent the quintessence of the motivational policy for the optimization and reform of the local public services system in the Republic of Moldova. The study of state policies concerning the modernization of the public services system in the Republic of Moldova is structured by various directions. It begins with a statistical analysis of measures aimed at modernizing the local public services system. Subsequently, the results of the comparative assessment of organizers of local public services are presented. The examination of structural and functional aspects of specific objectives complements the generalized schematic structure of the action plan for the modernization of public services in the Republic of Moldova.

Furthermore, the state policy for the regional development of local public services is analyzed. The research presents the results of the investigation into the evolution of regional development policies in the field of public services in the Republic of Moldova. An overview of the legislative framework is provided, and the activities of entities coordinating regional programs for local public services are studied, including national, regional, and local development strategies.

To highlight the process of modernizing the local public services system in the Republic of Moldova, a comparative analysis of two directions is presented: the area of state governance reform and the decentralization of public management.

The studies of the components of the motivational policy for the optimization and reform of public management in the modernization of the local public services system have led to the substantiation of the objective necessity to review the institutional structure and the normative-legal system of local public management bodies in the Republic of Moldova.

In Section 3.2. "Peculiarities of the regional system of public services in the ATU Gagauzia" the system components of the unified national system of public services of the Republic of Moldova - the regional system of local public services of the ATU Gagauzia were studied. The results of studies of the concept of "feature of the regional system of public services" and the analysis of the characteristic features of similarities and differences are presented. The signs of similarity between the national system of public services and the regional system of local public services include a single nationwide legal system; the identity of the institutional entities of the organization and provision of state and LPA; a single economic basis for organizing the provision of public services; unified legislative, functional, financial and structural environment for the functioning of local public administration bodies; a single control space for the performance of its functions by the State Chancellery.

However, being a component of the unified national public services system of the Republic of Moldova, the regional public services system in the Autonomous Territorial Unit of Gagauzia (ATU Gagauzia) possesses distinctive properties that give it a sense of "specificity" and "distinctiveness." Thus, we have identified the following specific features of the regional public services system in ATU Gagauzia:

- a) The configuration of the administrative-territorial structure of ATU Gagauzia;
- b) The presence of regional institutional subjects involved in organizing and providing local public services in addition to those at the national level;
- c) The powers and competencies of second-level local public administration bodies in the adoption of their own local regulations;
- d) The existence and implementation of local strategies for the regional development of ATU Gagauzia, in conjunction with national regional strategies;
- e) The specific allocation of state transfers from the Republic of Moldova and central budget transfers to ATU Gagauzia;
- f) The functioning of local public administration bodies in ATU Gagauzia as organizers and providers of local public services under the conditions of "dual" legislative regulation: both at the central and local levels.

In the study of each of the identified distinctive properties of the regional system of local public services of the ATU Gagauzia, a single algorithm of consideration was applied. At the beginning, normative legal acts are analyzed that provide a specific feature of the legislative basis of the regional system of public services. At the same time, some contradictions and inconsistencies were revealed between the legal acts of the Parliament of the Republic of Moldova and the normative acts of the People's Assembly of ATU Gagauzia, generating disharmony in the functioning of the unified national system of local public services. The results of the study of the functional features of the regional system of local public services, arising from the peculiarities of the institutional structure of local public administration entities

and synergy between regional and deconcentrated institutional entities, are presented. The analysis of the implementation of the local strategy of regional development in national strategies is systematized. The result of the study of the regional system of local public services of the ATU Gagauzia is summarized in a set of local regulations governing the process of organizing and providing local public services in the areas and according to a single scheme of functioning of institutional entities (regional and de-concentrated), ensuring the completeness and quality of regional local public services.

Section 3.3. “Prospects for the development and modernization of the system of public services by the local public administration of the Republic of Moldova” contains an examination of the prospects for the development and modernization of institutional entities in the primary and secondary sectors of the national system of public services of the Republic of Moldova. Studies in this direction have identified two topical directions for the modernization of the system of local public services in the Republic of Moldova. The first direction is related to the definition of areas of functional responsibility and areas of joint interaction between the central public authorities and local public authorities for the organization and provision of local public services. In the primary sector, the dominant role in the organization and provision of local public services belongs to the 1st and 2nd level local public administration authorities. In the secondary sector, the area of responsibility for the organization and provision of public services is assigned to the central public authorities of the Republic of Moldova.

The second direction is related to the external basic and internal basic prerequisites that determine the quality of formation of prospects for the development and modernization of the system of local public services of local public administration bodies of the Republic of Moldova.

External basic prerequisites we have identified: following international legal acts signed and ratified by the Republic of Moldova with the EU [4]; introduction of the well-established positive experience of modernizing the national systems of public services of European countries in the Republic of Moldova; synchronization of the national system of public services of the Republic of Moldova with the pan-European single standardized system of public services.

The internal basic prerequisites are: a comprehensive analysis of the goals and objectives of the modernization of the national system of public services of the Republic of Moldova, laid down in the "National Strategy for Regional Development of the Republic of Moldova for 2022-2028" [8]; the quality of the reform of public administration in the Republic of Moldova, according to the "Public Administration Reform Strategy for 2023-2030" [9]. When analyzing the internal basic prerequisites, we investigated and summarized six methodological approaches: territorial, sectoral, differentiated, institutional, legal and strategic.

The application of an integrated approach to the analysis of the current state of external public services made it possible to identify, systematize and generalize systemic problems in the national system of public services of the Republic of Moldova in the following areas: infrastructure, public finance, IT technologies, resource (labor, financial, intellectual, organizational, etc.)) provision of local public administration authorities in the organization and provision of local public services.

The determination of the prospects for the development and modernization of the system of public services in the Republic of Moldova is completed by summarizing the triune target task of reforming and modernizing the system of local public services. As a result of the analysis of the "Regional Development Strategy of the Republic of Moldova for 2022-2028", three main directions of prospects for the development and modernization of the system of local public services in the Republic of Moldova were specified, which include: the creation of 6 growth poles, the synergy of financial resources of national funds, the symbiosis of public programs for the modernization of public services.

Analysis of the process of modernization of public services in the context of regional policy determined the role of state policies and strategies in the field of reforming local public services at the regional level. This factor is the basis for the modernization of the system of local public services in the Republic of Moldova.

The conclusions to the 3rd chapter emphasized the importance of the synergy of state policies and strategies in reforming local public services at the regional level. The role of motivational policy in the field of optimization and reform of local public services is demonstrated and the increasing importance of regional policy in the modernization of the national system of local public services of the Republic of Moldova is substantiated.

GENERAL CONCLUSIONS AND RECOMMENDATIONS

Based on the study of the process of organization and provision of local public services in the context of the reform and decentralization of public administration in the Republic of Moldova, the following **conclusions** are formulated:

1. A comprehensive analysis of the theoretical foundations of the process of organizing and providing local public services, in the context of reforming and administrative decentralization of public administration, substantiates the thesis about the diversity of interpretation of the definition of "public services". This diversity is due to the level of development of public services; reform objectives and the degree of decentralization of public administration in different countries; scientific validity of the differentiation of competencies between subjects of public services; implementation of interstate relations with EU countries.

2. Analytical studies using various methodological, scientific, institutional, intellectual, organizational resources in the field of the genesis and evolution of conceptual, doctrinal, targeted interpretations of the concept of "public services" emphasized the high importance of the object of study for fundamental and applied domestic and foreign science, which is confirmed many scientific publications in various fields in this field.

3. Public service - as a historical product of the evolutionary formation of the system of public administration of the Republic of Moldova, dialectically develops in the context of modern innovative technologies of subjecting, legal regulation, decentralization of public administration, efficiency of optimization and systematization, with the aim of modernizing the system of public services.

4. The experience of European countries in the organization and provision of public services is at various socio-economic, historical and political levels of development. The functioning of supranational institutional entities in the context of an established legal and regulatory framework, a balanced budgetary and financial system for ensuring the process of organizing and providing public services, is a model for borrowing in order to modernize the domestic system of public services while maintaining national characteristics in the Republic of Moldova.

5. The study of the evolution of the national regulatory legal system, as a regulator and catalyst for the functioning of the unified system of public services of the Republic of Moldova, made it possible to classify legal acts into legislative acts and decisions of central public authorities (OCPV), ensuring the stability and efficiency of the functioning of the national system of public services ; local laws and resolutions of the People's Assembly and the Executive Committee of the ATU Gagauzia, providing additional mechanisms for regulating the regional system of public services on the territory of the ATU Gagauzia; provisions, regulations, statutes, decisions and orders of local public administration bodies that regulate and ensure the process of providing local public services.

6. The systematization of the subjects of the institutional structure of the national system of public services made it possible to classify them into traditional subjects, reflecting the subjective static nature, and into innovative subjects, reflecting the dynamism of the subjects of the institutional system of public services of the Republic of Moldova. An analysis of the origin of an innovative public service made it possible to determine a three-stage algorithm for its origin: the formation of an idea about the need to organize the provision of a public service; institutionalization of the public service; adoption of the legal basis for its regulation.

7. The study of the process of organization and provision of local public services made it possible to identify and summarize the groups of internal and external factors that have a direct impact on the process of organization and provision of public services, which are implemented in the process of administrative decentralization of public administration in the Republic of Moldova.

8. The analysis of the fiscal policy of the Republic of Moldova confirmed the thesis about the fundamental importance of the mechanism of distribution of public finances for strengthening the administrative capacity of local public authorities to organize and provide local public services. This fact made it possible to reveal the presence of a directly proportional relationship between the volume, quality and scientific validity of the budgetary and financial policy of the state in constructing a modern national system of local public services.

9. The study of the features of the regional system of local public services of the ATU of Gagauzia, as a component of the national system of public services of the Republic of Moldova, made it possible to identify the characteristic features of similarities and differences between them in the areas of: institutional structure, legal regulation, heterogeneity of competencies and powers, specific distribution of national and transfers from the central budget of the ATU of Gagauzia, the existence of a “double” legislative regulation of the process of organizing and providing local public services by local public authorities of the ATU of Gagauzia.

10. The application of a territorial, sectoral, differentiated, institutional, legal and strategic approach to the modernization of the system of local public services makes it possible to comprehensively synchronize the national, regional, sectoral and local development strategies that form the basis for reforming the system of local public services in the Republic of Moldova.

As a result of a comprehensive analysis of the process of organizing and providing local public services, problems were identified in the definition and application of the concept of "public service"; functioning of the mechanism of interaction between central public authorities and local public authorities; distribution of competencies and powers between the subjects of the organization and provision of public services; analysis of the impact of budgetary and financial policy on the administrative capacity of local public authorities in organizing the provision of local public services; legal regulation of the process of organization and provision of public services at the regional level. In order to promote a qualitative

transformation and modernization of the process of organization and provision of public services, *the following recommendations* are formulated:

1. In order to systematize and classify the concepts in the system of public services, the scientific community of the Republic of Moldova is invited to introduce the following concepts into the scientific lexicology: “the state system of public services”, which includes the concept of public services, the subject of organization and provision of which are the bodies of central public administration (deconcentrated services); "local public services", the subject of organization and provision of which are the bodies of local public administration; "municipal local public services" and "communal local public services" reflecting the subjectivity of the organizer of the provision of public services; "inter-municipal local public service", organized by the efforts of several local public authorities; "corporate public service" as a product of the unifying activity of the subject (or subjects) of local public administration bodies and the economic agent; “national system of public services”, “regional system of local public services”, as a component of the national system of public services on the territory of the Republic of Moldova.

2. In order to reduce subjective fragmentation in the institutional system of LPA, as well as to eliminate duplication of powers and competencies between local public authorities of the 1st level, 2nd level, deconcentrated services of central public authorities, the Parliament of the Republic of Moldova is invited to develop and adopt a separate law “On Public Services in the Republic of Moldova”, following the example of the experience of European countries, with the involvement of international experts, the scientific potential of the country and practitioners in the field of organization and provision of local public services.

3. The Parliament of the Republic of Moldova is proposed to amend: 1) the content of paragraph 2, Article 11, of the Law on Administrative Decentralization, by excluding from the criteria for granting the legal status of ATU, the amount of 30% of administrative expenses from the amount of income and the presence of a ceiling of residents, so how it is contrary to the provisions of the European Charter of Local Self-Government; 2) to the content of Article 4 of the Law “On Administrative Decentralization” and to the content of Article 14 and Article 29 of the Law “On Local Public Administration”, in order to make the areas of activity, powers and competencies of Local Councils and Mayors consistent.

4. The Government, in cooperation with local public authorities, is invited to develop and implement a national program to ensure the comprehensive implementation of unrealized subparagraphs 9.1, 9.2, 9.4, 9.6, Article 9 of the European Charter of Local Self-Government in the positions: compliance of the volume of financial resources with the volume of local public services, correlation and compliance of the volume of powers with their list in the legislation, development of public policies jointly with local public authorities, disproportion of the volume of local financial resources to the volume of powers.

5. Representatives of local public administration authorities of the Republic of Moldova to systematize efforts to promote, formalize and give local Associations and CALM the role of institutional

entities, enshrined in national legislation, systematically involved in monitoring, generalizing and disseminating knowledge and best practices of jointly organized and provided local public services subjects of local public administration authorities of the 1st, 2nd, special level, their subordinate subdivisions and deconcentrated services of central public administration authorities.

6. The Executive Committee of the ATU Gagauzia is invited to develop, and the People's Assembly of the ATU Gagauzia is invited to consider and adopt a new normative act "On the mechanism for distributing public finances in the ATU Gagauzia", which provides a legal mechanism for distributing the finances of the consolidated budget of the local public authorities of the 1st and 2nd - level in ATU Gagauzia, in order to strengthen the administrative capacity in matters of organization and provision of local public services, excluding subjectivity, elements of lobbying and the political context of the distribution process.

7. For the full implementation of the best European experience in the field of ensuring the optimal functioning of the institutional entities of the public service system of the Republic of Moldova, we consider it appropriate to develop a state program for the study, adaptation and promotion of ready-made practical mechanisms for managing national, regional and local public service systems in a number of European countries that have political, economic and cultural aspects similar to our country, involving representatives of scientific potential, central public authorities, local public authorities, CALM representatives, and specialists in related fields in the development of the program.

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LIST OF PUBLICATIONS OF THE AUTHOR ON THE TOPIC OF THE RESEARCH

I. Articles in scientific journals:

1. ГОТИШАН Н., «Межбюджетное выравнивание как фактор модернизации государственных услуг». În: *Administrarea Publică, revistă metodico-științifică trimestrială* Nr. 2 (114), 2022, p.132-142. ISSN 1813-8489, Tipul B.
2. ГОТИШАН Н., «Национальная система социальной защиты – как компонент системы публичных услуг Республики Молдова». În: *Administrarea Publică, revistă metodico-științifică trimestrială* № 4 (116), 2022, p. 119-137. ISSN 1813-8489, Tipul B.
3. ГОТИШАН Н., «Классификационные парадигмы системы социальных услуг». În: revista *MOLDOSCOPIE* № 1 (98), 2023, p. 62-82. ISSN1812 -2566, Tipul B.

II. Articles in scientific conference proceedings:

4. ГОТИШАН Н., «Роль местных органов власти Республики Молдова в организации и предоставлении публичных услуг». În: *Contribuția tinerilor cercetători la dezvoltarea administrației publice: Materiale ale Conferinței științifice internaționale*, ediția a IV-a, 23 februarie 2018. Chișinău, Academia de Administrare Publică, p. 110 - 117. ISBN 978-9975-136-69-3.
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ADNOTARE

Gotișan Nicolai, *Organizarea și prestarea serviciilor publice la nivel local în contextul descentralizării administrative*

Teza de doctor în științe administrative. Chișinău, 2023

Structura tezei: adnotare, introducere, trei capitole, concluzii generale și recomandări, bibliografie din 292 titluri, 19 diagrame, 5 tabele, 7 anexe, 150 pagini text de bază, 33 pagini text partea suplimentară. Rezultatele obținute sunt publicate în 7 lucrări științifice.

Cuvinte cheie: servicii publice, serviciile publice locale, descentralizare, administrație publică, autonomie locală, Republică Moldova, autorități publice locale, Carta europeană a autonomiei locale.

Domeniul de studiu: Științe sociale și economice.

Profilul științific: Științe administrative.

Scopul cercetării : studierea sistemică a procesului de organizare și prestare a serviciilor publice la nivel local orientat spre satisfacerea nevoilor populației prin perfecționarea activității autorităților administrației publice în contextul descentralizării administrative.

Obiectivele cercetării: studierea bazei teoretice și bibliografice a procesului de organizare și prestare a serviciilor publice locale de către autoritățile publice locale; analiza evoluției sistemului de servicii publice locale în vederea determinării principalelor tendințe de dezvoltare; studiul mecanismelor de interacțiune dintre autoritățile publice centrale și autoritățile publice locale ale Republicii Moldova în materie de organizare și prestare a serviciilor publice; analiza experienței țărilor Uniunii Europene în materie de creștere a eficienței sistemului de servicii publice în vederea modernizării sistemului național de servicii publice; analiza particularităților organizării și prestării serviciilor publice în UTA Găgăuzia; identificarea tendințelor actuale în dezvoltarea serviciilor publice locale în contextul descentralizării și integrării europene.

Noutatea științifică și originalitatea lucrării este de a analiza mecanismele de interacțiune dintre autoritățile publice centrale și autoritățile publice locale în materie de delimitare a puterilor și competențelor; determinarea perspectivelor de dezvoltare a sistemului național de servicii publice al Republicii Moldova, ținând cont de experiența formării și dezvoltării sistemului paneuropean de servicii publice; în studierea rolului sistemelor naționale de servicii publice ale țărilor Uniunii Europene în materie de modernizare; în studierea rolului actorilor instituționali în mecanismul de reglementare legală a organizării și prestării serviciilor publice locale; analiza factorilor politicii regionale în problemele modernizării sistemului de servicii publice.

Problema științifică rezolvată în procesul de realizare a studiului este fundamentarea științifică a necesității de interacțiune între entitățile instituționale-organizatori ai prestării serviciilor publice locale și determinarea atribuțiilor și competențelor acestora în materie de modernizare a procesului de management al serviciilor locale.

Semnificația teoretică a studiului constă în studiul volumului și conținutului propriilor concepte despre procesul de organizare și furnizare a serviciilor publice locale; identificarea tiparelor și tendințelor moderne în modernizarea sistemelor naționale de servicii publice; în analiza conceptelor teoretice ale diverșilor autori străini și cercetători naționali în problemele modernizării managementului serviciilor publice locale.

Valoarea aplicată a studiului este determinată de recomandările și propunerile finale care pot fi utilizate de către angajați și autoritățile publice locale pentru a îmbunătăți abilitățile de gestionare eficientă a proceselor organizaționale și de furnizare a serviciilor publice locale în practică; pentru implementarea experienței cercetate în activitățile practice de organizare a serviciilor publice îmbunătățite în vederea furnizării de servicii publice de o calitate superioară.

Implementarea rezultatelor științifice sa realizat prin publicarea articolelor de cercetare în reviste științifice de specialitate, participarea la conferințe internaționale, participarea practică a autorului la implementarea proiectelor de organizare și prestare a serviciilor publice locale în calitate de primar cu 5 mandate.

ANNOTATION

Gotisan Nikolay, Organization and provision of local public services in the context of administrative decentralization

Doctoral dissertation in administrative sciences. Chisinau, 2023

Dissertation structure: abstract, introduction, three chapters, general conclusions and recommendations, bibliography of 292 titles, 19 diagrams, 5 tables, 7 appendices, 150 pages of main text and 33 pages of additional part. The results obtained are published in 7 scientific papers.

Key words: public services, local public services, decentralization, public administration, local autonomy, Republic of Moldova, local public administration, European Charter of Local Self-Government.

Field of study: Social and economic sciences.

Scientific profile: Public administration.

The purpose of the research: the systemic study of the process of organization and provision of public services at the local level oriented towards satisfying the needs of the population by perfecting the activity of public administration authorities in the context of administrative decentralization.

Research objectives: to study the theoretical and bibliographic basis of the process of organization and provision of local public services by local public authorities; analysis of the evolution of the system of local public services in order to determine the main development trends; study of the mechanisms of interaction between central public authorities and local public authorities of the Republic of Moldova in matters of organization and provision of public services; analysis of the experience of the countries of the European Union in matters of increasing the efficiency of the system of public services in order to modernize the national system of public services; analysis of the particularities of the organization and provision of public services in ATU Gagauzia; identification of current trends in the development of local public services in the context of decentralization and European integration.

The scientific novelty and originality of the work lies in the analysis of the mechanisms of interaction between central public authorities and local public authorities in matters of delimitation of powers and competencies; determining the prospects for the development of the national system of public services of the Republic of Moldova, taking into account the experience of the formation and development of the pan-European system of public services; in the study of the role of national systems of public services of the countries of the European Union in matters of modernization; in studying the role of institutional actors in the mechanism of legal regulation of the organization and provision of local public services; analysis of factors of regional policy in the issues of modernization of the system of public services.

The scientific problem solved in the process of conducting the study is the scientific substantiation of the need for interaction between the institutional entities-organizers of the provision of local public services and the determination of their powers and competencies in matters of modernizing the management process of local public administration bodies in the process of organizing and providing local public services.

The theoretical significance of the study lies in the study of the volume and content of their own concepts of the process of organizing and providing local public services; identifying patterns and modern trends in the modernization of national systems of public services; in the analysis of theoretical concepts of various foreign authors and national researchers in the issues of modernization of the management of local public services.

The applied value of the study is determined by the final recommendations and proposals that can be used by employees and local public authorities: to improve the skills of effective management of organizational processes and the provision of local public services in practice; for the implementation of the researched experience in the practical activities of the organization of improved public services in order to provide public services of a higher quality.

The implementation of scientific results was carried out through the publication of research articles in specialized scientific journals, participation in international conferences, the practical participation of the author in the implementation of projects for the organization and provision of local public services as a mayor with 5 mandates.

АННОТАЦИЯ

Готишан Николай, Организация и предоставление местных публичных услуг в контексте административной децентрализации
Докторская диссертация в области административных наук. Кишинев, 2023

Структура диссертации: аннотация, введение, три главы, общие выводы и рекомендации, библиография из 292 наименований, 19 схем, 5 таблиц, 7 приложений, 150 страниц основного текста, 33 страницы дополнительной части. Полученные результаты опубликованы в 7 научных работах.

Ключевые слова: публичные услуги, местные публичные услуги, децентрализация, публичное управление, местная автономия, Республика Молдова, местное публичное управление, Европейская Хартия Местного Самоуправления.

Область исследования: Социальные и экономические науки.

Научный профиль: Публичное управление.

Целью исследования является комплексный анализ процесса организации и предоставления местных публичных услуг, направленных на удовлетворение потребностей населения посредством совершенствования деятельности органов публичного управления в контексте административной децентрализации.

Задачи исследования: исследование теоретической базы процесса организации и предоставления местных публичных услуг ОМПУ; анализ эволюции системы местных публичных услуг с целью определения основных тенденций развития; исследование механизмов взаимодействия ОЦПВ и ОМПУ Республики Молдова в вопросах организации и предоставления публичных услуг; анализ опыта стран Европейского Союза в вопросах повышения эффективности системы публичных услуг с целью модернизации национальной системы публичных услуг; анализ особенностей организации и предоставления публичных услуг в АТО Гагаузия; выявление современных тенденций развития местных публичных услуг в контексте децентрализации и евроинтеграции.

Научная новизна и оригинальность работы заключается в анализе механизмов взаимодействия ОЦПВ и ОМПУ в вопросах разграничения полномочий и компетенций; определения перспектив развития национальной системы публичных услуг Республики Молдова с учётом опыта становления и развития общеевропейской системы публичных услуг; в исследовании роли национальных систем публичных услуг стран Европейского Союза в вопросах модернизации; в изучении роли институциональных субъектов в механизме нормативно-правового регулирования организации и предоставления местных публичных услуг; анализ факторов политики регионального развития в вопросах модернизации системы публичных услуг.

Научная проблема, решённая в процессе проведения исследования, заключается в научном обосновании необходимости взаимодействия между институциональными субъектами-организаторами оказания местных публичных услуг и определения их полномочий и компетенций в вопросах модернизации процесса управления ОМПУ процессом организации и предоставления местных публичных услуг.

Теоретическая значимость исследования состоит в исследовании объёма и содержания собственных понятий процесса организации и предоставления местных публичных услуг; выявлении закономерностей и современных тенденций модернизации национальных систем публичных услуг; в анализе теоретических концепций различных зарубежных авторов и национальных исследователей в вопросах модернизации менеджмента местных публичных услуг.

Прикладная ценность исследования определяется итоговыми рекомендациями и предложениями, которые могут быть использованы работниками и ОМПУ для совершенствования навыков эффективного управления процессами организации и предоставления местных публичных услуг на практике; для интеграции исследованного опыта в практическую деятельность организации усовершенствованных общественных служб с целью предоставления публичных услуг более высокого качества.

Внедрение научных результатов осуществлялось посредством публикации статей исследования в специализированных научных журналах, участия на международных конференциях, практическом участии автора во внедрении проектов по организации и предоставлению местных публичных услуг в качестве примара с 5-тью мандатами.

GOTISAN NICOLAI

**THE ORGANIZATION AND DELIVERY OF PUBLIC SERVICES AT THE LOCAL LEVEL
IN THE CONTEXT OF ADMINISTRATIVE DECENTRALIZATION**

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

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