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Article info:

Received 18.06.2024.

Accepted 25.12.2024.

DOI – 10.24874/IJQR19.03-12



ACHIEVING SUSTAINABILITY IN PUBLIC GOVERNANCE: CHALLENGES AND PRACTICAL SOLUTIONS

Abstract: *The main objective is to create suggestions for guaranteeing sustainability and promoting growth in public administration while considering the intricacy of current challenges and crisis scenarios. Various methods were used, including literary analysis, comparative analysis, and empirical economic indicators research. The analysis identified fundamental problems and challenges in public administration and determined optimal solutions. The article discusses sustainability and sustainable development in public administration, specifically in conflict and crises. The article emphasises the importance of implementing comprehensive strategies and programmes to maintain sustainable management and support effective societal development. It underlines the significance of reforms in the economy, social sector, infrastructure, and active international cooperation to achieve these goals. The article highlights the importance of a comprehensive approach to ensure sustainability and development in conflict and crises, which can help stabilise the situation and ensuring future development.*

Keywords: *sustainability, sustainable development goals, public administration, multi-level governance, globalisation*

1. Introduction

Climate change, biodiversity loss, air, water and soil pollution require immediate and comprehensive action. Public administration plays a vital role in developing and implementing policies that will help reduce the negative impact on the environment. Inequalities in access to resources, services and opportunities, migration crises, and health problems require a comprehensive approach to sustainable development considering social aspects. Public administrations should implement policies to improve the quality of life for all citizens. Economic inequality, unsustainable economic growth and employment problems

affect social stability and well-being. Public administration should develop strategies to ensure sustainable economic development. Implementing international agreements, such as the Paris Agreement and the UN Sustainable Development Goals, requires the active participation of public administrations in the implementation of relevant policies and instruments. Using new technologies and innovative approaches can significantly increase the efficiency of sustainable practices. Studying tools for their implementation in public administration is an urgent task. Growing public awareness of environmental and social issues requires public administrations to be transparent, accountable and effective in implementing

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sustainable development policies.

These factors emphasise the need for research that contributes to a thorough analysis of the challenges and the development of practical tools for implementing sustainable development in public administration. Implementing the results of this study will contribute to increasing society's resilience and ensuring a sustainable future for future generations.

The study aims to examine and analyse the current challenges facing public administration in the context of sustainable development, as well as to identify and evaluate tools that can be used to implement sustainability principles effectively. This study seeks to contribute to a deeper understanding and implementation of the principles of sustainable development in public administration, which is critical for the long-term well-being of society and the preservation of natural resources.

2. Literature Review

Today, the scientific community is paying more and more attention to sustainable development (Ojstersek et al., 2022). The environmental problems caused by unsustainable development, the shortcomings associated with a fragmented approach to the development and implementation of public policy are discussed, and the issues of interpreting the concept of “sustainable development” are considered (Bartle & Leunenberger, 2006). The problems of environmental sustainability practices in public decision-making are investigated, and the role of sustainable development in managing social risks and promoting social justice using systemic approaches is discussed (Leunenberger & Wakin, 2007). Case studies of sustainable development practices in public administration have been conducted (Kryshtanovych et al., 2022). A comprehensive analysis of the complex relationship between public administration and environmental sustainability, where the

decisive role belongs to public authorities at the local and national levels, was carried out (Toader, 2023). The risk management system of innovative products in transferring innovations in Europe and the United States is studied (Bielialov, 2022; Megits et al., 2022). An attempt is made to understand the patterns and landscape of public administration for adopting the SDGs and the processes of their achievement in the world's current economic and political situation (Zhovnrchyk, 2024). A fascinating and relevant aspect of the current economic situation is the study of the mutual influence of such significant economic development factors as innovation and foreign economic activity (Solodovnik et al., 2021). A new approach to risk management of logistics systems is proposed, allowing more efficient planning, evaluation and control of logistics processes using information technology (Vakhovych et al., 2021). Several scientists systematically consider the management process in sustainable development, paying particular attention to the structural-functional and information-behavioural management subsystems (Shandryk, 2023). The connection between such fundamental concepts as “sustainable development – institutional sustainability – cooperation – organisational intelligence” has been established (Berceanu & Nicolescu, 2024).

3. Methods

An empirical analysis of sustainability and sustainable development in public administration was carried out using the methods of system analysis, scientific abstraction, and graphical representation of the globalisation of sustainable development. Several scientific papers, government reports, legislative acts and sustainable development strategies of different countries were studied during the study. The author analyses the opinions and recommendations of scholars and practitioners on the challenges and tools for implementing sustainable development in the current transformational conditions of the

global economy. The article uses a benchmarking analysis to compare the policies and practices of different countries or regions to identify the most effective approaches. The strengths and weaknesses, opportunities and threats associated with implementing sustainable development in public administration were assessed. Using the data obtained made it possible to outline the challenges and tools for implementing sustainable development and to identify recommendations for improving sustainable development practices in public administration, which is necessary for developing effective policies and strategies, particularly in Ukraine.

4. Results

Sustainability and sustainable development are often used synonymously, as both concepts refer to the danger of consuming resources faster than they can be replenished. However, careful analysis reveals the nuances that distinguish them.

Sustainable development is a broad term that describes managing resources without depleting them for future generations. This concept encompasses environmental sustainability related to the Earth's natural resources and economic and social sustainability, which considers people's current economic and social needs without compromising future generations.

Sustainable development involves improving long-term economic well-being and quality of life without compromising the ability of future generations to meet their own needs. Those who understand these two basic concepts can help meet the current needs of society and plan for the future. Sustainability professionals can use their knowledge to integrate sustainability and sustainable development principles into organisations' operations. They can also advise governments and business leaders on developing sustainability goals, measuring success, and

analysing the impact of their decisions. Their actions can have an impact on equity, responsibility and social equality.

Many governments face challenges related to the Sustainable Development Goals (SDGs) as they try to promote sustainable growth. Local governments tend to implement SDG policies regardless of political ideology (Bisogno et al., 2023).

Using the concepts of “sustainability” and “sustainable development” is essential in public administration to ensure long-term well-being and efficient resource management. Let us outline the main similarities and differences between them. The standard features include a focus on ensuring a lasting positive impact on society and the environment; efficient and economical use of natural, financial and human resources; achieving a balance between economic growth, social justice and environmental protection; the main goal is to improve the quality of life for all citizens. The distinctive features are grouped by goal, objectives, approaches and focus (see Table 1).

In general, sustainability is part of a broader concept of sustainable development, where resource conservation is an important but not the only component.

Legislation on sustainability and sustainable development in public administration varies from country to country, but some general international frameworks and agreements influence national policies. It is crucial to consider the main international legislative acts and agreements in this area (see Table 2). International legislation on sustainability and sustainable development in public administration is multilevel and integrated, covering international, national and local initiatives. Coordination between different levels of government and the involvement of all stakeholders is essential to achieve effective results.

Table 1. Main Distinguishing Characteristics between the Concepts of Sustainability and Sustainable Development in Public Administration

Feature	Sustainability	Sustainable development
Aim	Focuses on preserving current resources and conditions for future generations	Focused on developing and improving living conditions while ensuring environmental sustainability
Objectives	Includes policies and measures aimed at resource conservation, environmental monitoring and ecosystem support	Includes strategies and plans aimed at economic development, reducing social inequality, improving the quality of life and preserving the environment
Approach	More static, focused on maintaining the status quo and avoiding resource depletion	Dynamic, focused on development, innovation and improvement, taking into account the needs of both present and future generations
Focus	Energy saving, reduction of fossil fuel consumption, waste minimisation	Developing renewable energy sources, creating green jobs, investing in environmentally friendly technologies

Source: compiled based on (Megits et al., 2022; Rădulescu et al., 2023; Berceanu & Nicolescu, 2024)

Table 2. International Regulations on Sustainability and Sustainable Development in Public Administration

Regulations	Main points
UN Sustainable Development Goals – 17 SDGs (UN, 2015a)	The basis of many national strategies and policies covering sustainable development's economic, social and environmental aspects. They include poverty reduction, quality education, climate change, clean water and sanitation, gender equality.
Paris Agreement (UN, 2015b)	It aims to limit global warming to well below 2°C above pre-industrial levels, to limit the temperature rise to 1.5°C. Countries pledged to reduce greenhouse gas emissions, increase adaptation capacity and financial support for developing countries
AGENDA 21 (UN, 1992)	Focused on promoting sustainable development at the global, national and local levels by integrating environmental and social considerations into decision-making
The Convention on Climate Change (UNFCCC, 1997)	It aims to stabilise greenhouse gas concentrations in the atmosphere. Countries must report regularly on their emissions and take action to reduce them.
European Green Deal (EUR-Lex, 2019)	Aims to make Europe climate neutral by 2050
Fit for 55 packages (EPRS, 2021)	A set of legislative initiatives, part of the European Green Deal, aims to achieve the goal of reducing greenhouse gas emissions by 55% by 2030 compared to 1990 levels.

Source: compiled by the authors

Sustainable development legislation in public administration differs from country to country, but all aim to ensure balanced economic, social, and environmental development (see Table 3).

Ukraine has also developed several legal acts to achieve sustainable development goals and regulate various aspects of socio-economic and environmental development (see Table 4).

Table 3. Benchmarking Analysis of National Legislative Acts on Sustainable Development in Public Administration of Developed Countries

Country	Legislative act	Objective
USA	NEPA (2019)	The National Environmental Policy Act requires environmental impact assessments for all significant federal actions
	Clean Air Act	A law that regulates the emission of air pollutants to ensure public health and environmental protection
Japan	The Basic Environment Law and Basic Environment Plan (MEGJ, 1993)	Establishes a framework for environmental protection and sustainable development
	Japan's initiative towards net zero GHG emissions by 2050 (MFAJ, 2021)	A strategy that defines measures to reduce greenhouse gas emissions and adapt to climate change
	Act on Promotion of Global Warming Countermeasures (JLT, 1998)	It is one of Japan's two essential climate laws, as well as the Energy Conservation Law. The purpose of the Law is to reduce greenhouse gas emissions resulting from anthropogenic activities
Germany	Die Deutsche Nachhaltigkeitsstrategie (BMUV, 2022)	The main document defining the strategic goals of sustainable development for Germany in all spheres of public life, aligned with the UN Sustainable Development Goals
	Klimaschutzplan 2050 (BMWK, 2016)	The strategy aimed at achieving climate neutrality by 2050 includes measures to reduce greenhouse gas emissions
	Erneuerbare-Energien-Gesetz, EEG (Clearinghouse, 2000)	Aimed at stimulating the production of electricity from renewable energy sources through fixed electricity tariffs

Source: compiled by the authors

Table 4. Ukrainian Legislation to Ensure Sustainable Development Goals

Regulatory act	Focus
Law of Ukraine “On Environmental Protection” (LU, 1991, 1264-XII)	Regulates relations in the field of environmental protection, biodiversity conservation and rational use of natural resources
Law of Ukraine “On Alternative Fuels” (LU, 2000, 1391-XIV)	Stimulates the production and use of alternative fuels to reduce dependence on imported energy and reduce environmental impact
Law of Ukraine “On Energy Efficiency of Buildings” (LU, 2017, 2118-VIII)	Aimed at improving the energy efficiency of buildings, reducing energy consumption and reducing greenhouse gas emissions
Law of Ukraine “On Strategic Environmental Assessment” (2018, LU, 2354-VIII)	Provides for strategic environmental assessment of state strategies, programmes and plans to ensure sustainable development and environmental protection
Sustainable Development Strategy “Ukraine-2020” (DPU, 2015, No. 5/2015)	Defines critical areas for the country's development, including economic stability, good governance, energy independence and environmental sustainability
On the Basic Principles (Strategy) of the State Environmental Policy of Ukraine for the period up to 2030 (LU, 2019, 2697-VIII)	A document aimed at ensuring environmental safety and improving the quality of the environment

Source: compiled by the authors

In order to gain an accurate understanding of the impact of implemented legislation and regulations on sustainable development, it is essential to examine the countries of the Organisation for Economic Co-operation and Development (OECD), an international organisation. For more than 30 years, the OECD has been working closely with the countries of Central Asia and the South Caucasus, as well as the Republic of Moldova and Ukraine. The OECD promotes the policy and institutional reforms needed for sustainable, inclusive and resilient growth. Through its engagement in the region, the OECD also supports developing and implementing policies to strengthen competitiveness, improve the business

environment and facilitate the transition to greener, more inclusive and innovative growth models. In recent years, Eurasia has faced multidimensional economic challenges, including pressure on public finances and rising inflation, exacerbated by a complex geopolitical landscape. There has been a sharp decline in GDP for 2019-2022 in recent years. The main reasons are the global COVID-19 pandemic and Russia's military aggression against Ukraine, which has affected not only Ukraine and Moldova but also countries in Europe and Asia. For Ukraine and Moldova, 2014-2015 was also a critical year when Russia first showed aggression in the east (see Figure 1).

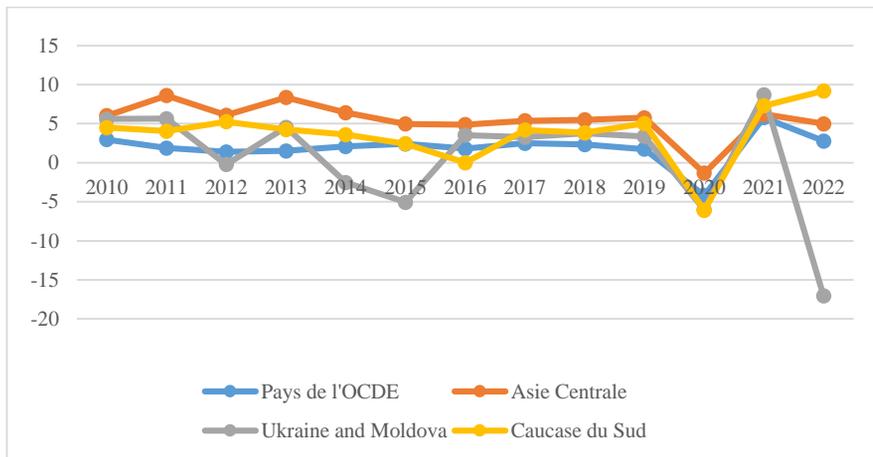


Figure 1. Annual Real GDP Growth Rates in OECD Countries, %
Source: OCDE (2023)

Even before the COVID-19 pandemic, growth rates in the region, while higher than in the OECD, were too low to sustain convergence with OECD productivity and income levels. For Eurasian countries to recover from these external and regional shocks and return to a growth trajectory that brings them closer to OECD countries, policies to support the recovery must align with long-term structural needs (OCDE, 2023). For the Sustainable Development Goals, the UN Commission has developed a Global System of Indicators (ESG) on

Economic, Social and Cultural Rights in collaboration with other UN bodies and international partners (Starr, 2022; UNSD, 2024).

According to McKinsey's research for 2019–2023, the cumulative growth of products that make ESG claims averaged 28% compared to 20% for products that did not make such claims (McKinsey, 2023). Today, the global SDG indicator system (ESG) symbolises new types of political culture, facilitating the interaction of material, technical, political and organisational structures within which

statistical knowledge is produced, disseminated and transformed into global public policy (Tichenor et al., 2022).

Thus, the global challenges of sustainable development in public administration worldwide are complex and multifaceted, reflecting the diversity of social, economic and environmental conditions.

5. Discussion

Assessing the strengths, weaknesses, opportunities and threats associated with implementing sustainable development in public administration on the global stage can help understand how to achieve sustainable development goals more effectively and avoid potential problems (see Table 5).

Table 5. SWOT Analysis of Sustainable Development Implementation in Public Administration under Globalisation

Strengths	Global agreements and initiatives provide international support and coordination, technological advances, and growing public awareness
Weaknesses	Unequal level of development and resources; corruption and lack of transparency; Insufficient coordination between national governments, international organisations and the private sector
Features	Expanding markets for environmentally friendly clean technologies and goods; development of new financial instruments (green bonds), and attracting private investment; education and awareness raising
Threats	Geopolitical conflicts; economic crises; climate change; social and economic inequalities

Source: compiled by the authors

Summarising the information reviewed makes it possible to formulate the main challenges in ensuring the sustainable development of public administration and identify the main directions for their solution (see Figure 2).

The challenges of sustainable development in public administration and the proposed ways to address them are complex and interrelated, requiring integrated approaches and global cooperation to overcome them. Countries should develop and implement national strategies that consider these challenges and contribute to achieving the Sustainable Development Goals (UN DESA).

Today, many companies focused on sustainable growth face many challenges, including the specifics of their operations, including the need for effective communication with the media, social media and the public (Malynovska et al., 2022).

Thus, the implementation of sustainable development of public administration requires the use of various tools: political and regulatory; economic and information and educational; planning and management; use of modern technologies and public involvement (see Table 6).

These tools will ensure a comprehensive approach to sustainable development in public administration, promoting balanced economic, social, and environmental progress. Effective interaction between policymakers and civil servants will be necessary to turn the political vision of the SDGs into reality. Innovation and future-oriented thinking should be fostered to find better solutions. Finally, strong motivation to achieve the SDGs is needed to ensure that the civil service is focused (UNDP, 2023).

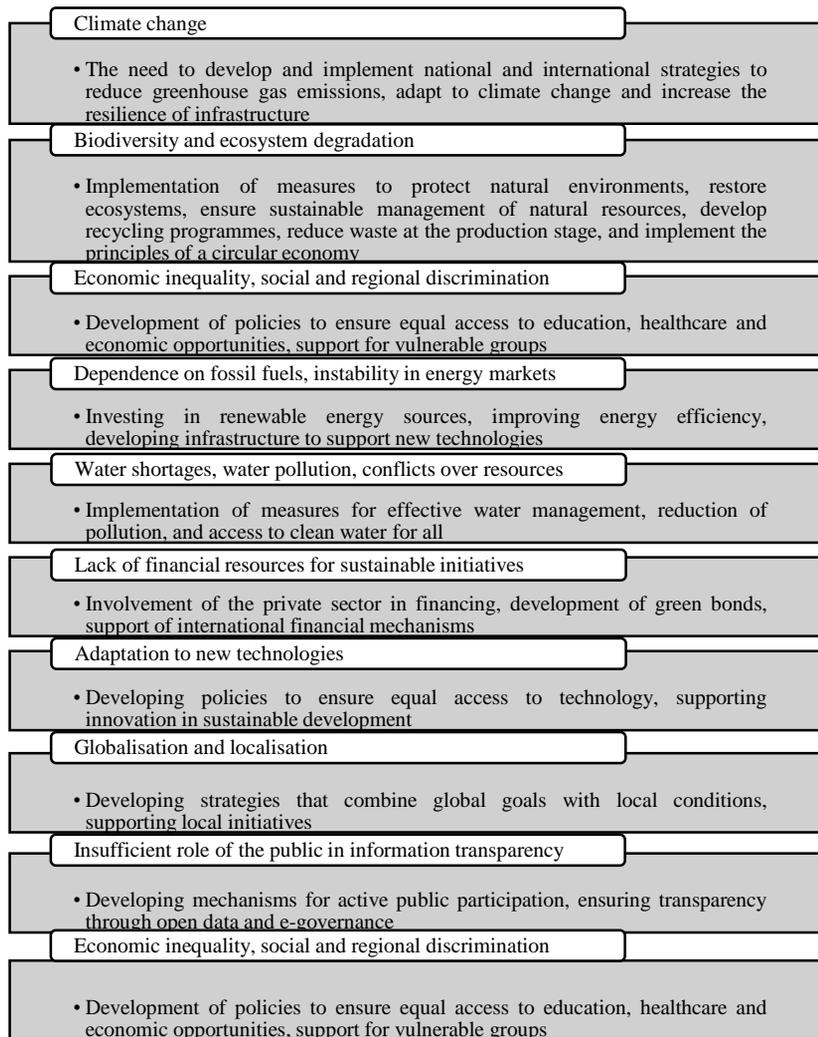


Figure 2. Challenges and Ways to Implement Effective Public Administration for Sustainable Development

Source: compiled by the authors

Table 6. Critical Tools for Implementing Sustainable Development of Public Administration

Tool	Characteristics
Legislation	Implementing laws and regulations supporting sustainable development, including environmental protection, energy efficiency, and reduced emissions.
Policies and strategies	Develop national and regional sustainable development strategies that include specific goals and action plans
Standards and regulations	Setting environmental standards and regulations for various industries
Tax incentives	Provide tax incentives for businesses and citizens who adopt environmentally friendly technologies and practices
Subsidies and grants	Financial support for projects that promote sustainable development

Payments for ecosystem services	Compensation for the preservation of ecosystems and biodiversity
Environmental assessment and strategic environmental assessment	Analysing the environmental impact of projects and policies before they are implemented
Project management	Using project management methodologies to implement sustainability initiatives
Local and regional planning	Integration of sustainable development principles into urban and territorial planning
Educational campaigns	Informing citizens about the importance of sustainable development and ways to achieve it
Educational programmes	Incorporating sustainable development principles into school and university education
Reporting and monitoring	Maintaining reports on the achievement of sustainable development goals and monitoring their implementation
Implementation of environmentally friendly technologies	Development and use of technologies that reduce environmental impact
Innovation and research	Supporting research and innovation in the field of sustainable development
Information and communication technologies	Used to optimise resources and increase management efficiency
Consultations with the public	Involving citizens in the decision-making process through public discussions and consultations
Public initiatives	Support for NGOs and initiatives aimed at sustainable development
Partnerships	Communication between government, business and the public sector to implement sustainable development projects

Source: compiled by the authors based on (NIQ, 2023; McKinsey, 2023; Zhovnirchuk, 2024)

6. Conclusion

Global trends in sustainable development in public administration indicate a growing awareness of the need for a balanced approach to the development of society. The integration of sustainable practices into all

aspects of public policy, international cooperation, the utilisation of innovations, public engagement, social justice, climate change adaptation, the transition to a circular economy and the localisation of production represents a significant contribution to the creation of a more sustainable and equitable world for future generations.

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