Covid-19 Pandemic
A Vector Of Change in Public Administration Organizations.
A Comparative Approach for Eastern Europe

Ani MATEI
Dragoş Valentin DINCĂ
Faculty of Public Administration
National University of Political Studies and Public Admnistration
Bucharest, Roamania
amatei@snspa.ro
dragos.dinca@administratiepublica.eu

Abstract. *Practice and research describe the public sector in general and public administration in particular as highly resistant to change. However, the current crisis triggered by the coronavirus and its inevitable repercussions on the economic, social and behavioral field, have triggered and continue to trigger structural and functional changes across public administration organizations. The article proposed aims, on the one hand, to highlight the structural and functional changes in the organizations mentioned, mainly due to the so-called principle of "social distancing" and, on the other hand, determining and substantiating strategic principles designed to strengthen administrative capacity in emergency or risk situations. The research methodology has included both an in-depth desk research and socio-empirical investigations carried out in Romania and in other Eastern European countries. The bibliographic research will insist on the complex and specific reality of public administration in the South-Eastern European states, their relatively low level of institutional robustness compared to western European public administrations. At the same time, socio-empirical investigations will have as central topics the need to open the public sector, in general, and public administration, in particular, to change, to trust in government and public authorities, understanding and addressing emergencies, management culture under conditions of risk and uncertainty. Subsequent topics will address telework in public administration, participation in the public decision of the citizen and decision-making transparency. The changes identified were generated by a special, unique situation, such as we are unable to estimate their sustainability and the extent to which the end of the health crisis will lead to their preservation. The study is offering proof of the degree of change within public organizations, change generated by a pandemic crisis. In addition, it places these changes in a recognized theoretical model.*

Keywords: *public institutions, transformations, social distancing, pandemic, model.*

JEL: H51, I 2, I18, H83, J18, D73.

Introduction

The last years' experience poses challenges for public institutions. They must adapt to an unpredictable, unique context generated by the coronavirus pandemic. The traditional mode of operation is influenced, affected, by social distancing, seen as a solution to limit the spread of the new coronavirus infection. Public institutions must oversee observance of isolation measures in society, but they must also apply their own protection measures.

The new challenge is to identify the transformations that public institutions are undergoing during this period, on two levels: internal operation and the relationship with the economic environment/civil society. The objective is to identify a functioning/operational model, a list of measures required in an unforeseen situation of crisis, a model that will probably continue to operate in the post-pandemic period.

In order to achieve the proposed objective, the method of sociological research was used, based on a questionnaire answered by central and local public administration institutions from seven Eastern European countries: Romania, Bulgaria, Republic of Moldova, Lithuania, Latvia, Hungary, Poland.

A number of 222[1] countries are being affected by the coronavirus pandemic. It puts huge pressure on public institutions and resources. On the one hand, economic activities are affected and we are witnessing a decrease in the contributions collected to public budgets, on the other hand, new categories of expenditures are emerging to deal with the pandemic. The drop in price of the oil barrel, of the value of gold, the suspension/decrease of activities in areas such as tourism, trade are just some of the short-term effects[2].

Under this framework, social distancing has become the quasi-unanimous recommendation[3] to limit the spread of Covid 19 infections. *Social distancing is deliberately increasing the physical space between people to avoid spreading illness. Staying at least six feet away from other people lessens your chances of*

---

[1] https://www.worldometers.info/coronavirus/
[2] See Coronavirus: A visual guide to the economic impact, Lora Jones, David Brown, Daniele Palumbo, 28.03.2020, https://www.bbc.com/news/business-51706225
[3] Social distancing puts space between people. When people who are infected with the virus stay away from others, they can't pass it to anyone else. Jonathen Miller, Coronavirus (COVID-19): Social Distancing With Children, 2020.

catching COVID-19[4]. Experts, governments, support this measure. This is not a psychological distancing[5], but a physical one.

Social distancing is not a new concept, being intensely analyzed by sociologists and psychologists[6]. Social distancing is *the degree of acceptance or rejection of social interaction between individuals and especially those belonging to different social groups (such as those based on race, ethnicity, class, or gender)*[7].

In the face of social distancing measures, public institutions have a double role: on the one hand to ensure compliance with government measures imposed on society, on the other hand, to apply rules for their own operation. The coronavirus pandemic may be an opportunity to accelerate measures for public institutions reform, which have been delayed or were not considered a priority. Social distancing has led to a new way of working, from a distance, using information technologies. Relations with citizens seem to acquire another value. Tools that have been ignored so far, such as risk registers or emergency plans, are proving useful.

2. Literature review

Changes in the structures and methods used in public organizations are generated by the transformations of the socio-economic environment in which they exist. Ben Kuipers et al. (Ben Kuipers et al. 2014) makes an inventory of the sources of change (Ben Kuipers et al. 2014): "*The context factor refers to the organization's external and internal environments, such as a changing political environment or*

---

[4] Lisa Lockerd Maragakis, senior director of infection prevention at Johns Hopkins, Coronavirus, Social Distancing and Self-Quarantine, https://www.hopkinsmedicine.org/health/conditions-and-diseases/coronavirus/coronavirus-social-distancing-and-self-quarantine

[5] Social distance can be thought of as a form of psychological distance, one of many factors that affect whether something or someone is experienced as being close to or far from the self here and now. *(6) (PDF) The Social Distance Theory of Power.* Available from: https://www.research gate.net/publication/235371372_The_Social_Distance_Theory_of_Power [accessed Mar 30 2021].

[6] Bogardus, E. (1925). Measuring social distance. *Journal of Applied Sociology, 9*, Hodgetts, D., Drew, N., Sonn, C., Stolte, O., Nikora, N., & Curtis, C. (2010). *Social psychology and everyday life*. Basingstoke, UK: Palgrave/MacMillan, Hodgetts, D., Stolte, O., Radley, A., Leggatt-Cook, C., Groot, S., & Chamberlain, K. (2011). 'Near and far': Social distancing in domiciled characterizations of homeless people. *Urban Studies, 48*(8), 1739–1754, Triandis, H., & Triandis, L. (1962). A cross-cultural study of social distance. *Psychological Monographs, 76*(21).

[7] "Social distance" *Merriam-Webster.com Dictionary*, Merriam-Webster, https://www.merriam-webster.com/dictionary/social%20distance. Accessed 30 Mar. 2020.

the institutionalization of a public organization (e.g. Philippidou et al. 2008). The content factor focuses on the content of the change, including the organization's strategies, structures and systems (Armenakis and Bedeian 1999). An example of a content issue in the public sector could be New Public Management (NPM), a world-wide reform trend in the public sector (Pollitt and Bouckaert 2004)". The new public management is also mentioned as a source of change by Flynn (Flynn 1990) or Guy Peters (Guy Peters 2003).

Changes in the public sector can be systemic, aimed at reforming the public sector (Tsoukas and Papoulias 2005), organizational (Van de Ven and Poole 1995) or can target components of organizations (Carol Rusaw 2007).

The specialty literature comprehensively analyzes the factors that can lead to change in the public sector, such as low performance compared to planned results (Jas Pauline, Chris Skelcher, 2005), differences between the established strategy and what actually happens in a system/organization, due to the hostility towards the innovative elements, the introduction of new management methods and techniques (Joris Van der Voet & al. 2016) or relevant changes in the economic, technological and social environment (Lazarevski, Katie & al., 2008). Customers to compete with the private sector are considered factors that generate change (Katharine Leigh, 2016).

Transformations of the economic, technological and social environment are frequently discussed and take into account the role of the public sector and public institutions, that of meeting the general interest. Therefore, the public sector and public organizations try to adapt to the level of structures and methods used, aiming to increase the quality of public services. Change is not an end in itself, but must be seen as a natural process whose main objective is the very purpose of the public sector existence.

During this period we are witnessing changes, sources and factors which were not anticipated in the literature, but can be framed as being generated by changes in the social environment, so the challenge is to identify the model that can be applied in the new context generated by Sars Cov 2 Pandemic.

Katharine Leigh (2016) concludes that *organizations, whether they are in the public sector or in the private sector, have many change management models to choose from.*

Carol Rusaw (Carol Rusaw, 2007) describes four models that, in his opinion, can be applied to public organizations:

a) fundamental models on the analysis of triggers that generate changes, the identification of possible interventions, and the selection and implementation of the best intervention. These models take into account long-term changes such as the development of plans, strategies, quality standards, processes redesigning;

b) incremental models, which aim at minor changes to achieve limited, tangible and fast results;

c) pluralistic models, which take into account multiple contributions, resources and commitment to solving local social or economic problems;

d) individual models, aimed at personal development through training programs.

Dunphy and Stace (1990) propose a model of strategies for change frequently presented in literature.

The model, developed in two dimensions – the style of change and the scale of change, proposes 5 different types of change.

1. Taylorism is the type of change based on small adjustments, in which change is actually avoided.

2. Development transition: This type of change focuses on employee development, team building, use of quality management tools, continuous improvement, services quality increase.

3. Task-focused transition: This type of change focuses on innovation, the introduction of new techniques and processes, ongoing adaptation.

4. Charismatic transitions: It is the type of change generated by the leader's ability to impose it by enticing and convincing his collaborators.

5. Answers: This type of change is based on authority and coercion, it is imposed.

However, regardless of the model applied, the public sector is affected by a strong **resistance to change.** Ansoff (1991) appreciated that resistance influences the process of change, postponing, rejecting or preventing change and Schermerhorn (et al., 2002) appreciated that resistance to change is any behavior or attitude indicating a refusal to support or operate the proposed changes. The causes of resistance can be multiple, from objective factors to some topics described in detail in specialized papers (Leigh, 1997), such as lack of information, fear of change, fear of losing status in the organization, inappropriate timing of change, fear of failure, lack of resources for change.

Sergio Fernandez (Sergio Fernandez et all 2006) identifies 8 factors that can lead to change:

1. Identifying the need for change
2. Preparing a plan for change
3. Providing internal support to eliminate resistance to change
4. Providing the support and commitment of senior management
5. Providing external support
6. Identification of resources
7. Institutionalizing change
8. Tracking the implementation of change

According to the explanatory model developed by Kochan, Katz and McKersie and developed by Chaykowski and Verma (1992), the context of a crisis is the trigger for change and the introduction of innovation. The turbulent situation in which the world, societies and the public sector find themselves due to the Sars Code 2 Pandemic represents the context that can generate change in the public sector. A crisis, regardless of its nature, whether fiscal, political, economic is mentioned by several authors as a trigger for introduction of novelty. For the public sector, the economic crisis and the requirements for public services of the population acted as triggers of change. Now a new type of crisis, unforeseen, can lead to change.

The current crisis goes beyond the typology with which the public sector was familiar, because it affects the economic, political environment and the society as a whole. This triple crisis has got important influences on the priorities and philosophy of public management. The models used so far seem outdated, the ongoing reform strategies have become unusable, so a new approach is required, to adapt to the new pandemic context.

However, just perceiving the state of crisis is not enough to resort to change and adopt the elements of novelty. Catalysts are required, agents of innovation to understand the current state, its uniqueness, and to promote new models of public management. In order to generate change, this innovator must have the power to make decisions and be convinced of the need for change, differently than before. Additionally, the usefulness of the services provided by the state and local authorities must be understood and aim at improving their provision in times of crisis.

The bureaucratic structure of public organizations limits the capacity for change, innovation, so that adaptation becomes even more difficult, especially since innovation can only be adopted if there is a political mandate in this regard. Thus, there is a risk that change efforts will be based more on public consensus than on the concepts of efficiency, effectiveness, administrative capacity.

Moreover, the whole process of change in the public sector is influenced by the administrative capacity, the availability and capacity of public organizations to integrate change. Moreover, the whole process of change in the public sector is influenced by the administrative capacity, availability and capacity of public organizations to integrate change.

3. Administrative capacity in Eastern European countries

Capacity is seen as the ability to perform tasks effectively and efficiently (Hilder Brand and Grindle, 1994). Administrative capacity takes into account different types of resources, but also processes. There are authors emphasizing the role of human resources, their capacity being the one that determines the institutional capacity or the administrative system (Mentz 1997).

The term "administrative capacity" is widely used in Europe. Similar expressions are considered "institutional capacity" or "government capacity and performance" (Jürgen Pucher and Haris Martinos 2018).

In Romania, administrative capacity is defined as the set of material, financial, institutional and human resources available to an administrative-territorial unit, the legal framework overarching their activity, as well as how these are capitalized in their own activity according to the competence set forth by law. (Administrative Code, GEO 57/2019).

The administrative capacity assessment represents a process whereby data is identified, collected, analyzed, indicators about public organizations and the overall administrative system are calculated. Administrative capacity is a component of reform (Profiroiu, 2005).

Administrative capacity is required to fulfill the mission of public organizations or to achieve the success of public policies (Ola G. El-Taliawi, Zeger Van Der Wal, 2019). Developing administrative capacity is key to developing and implementing political reforms and improving the absorption of European funds (Matei, 2016).

Administrative capacity was analyzed from the perspective of the absorption of structural funds at EU level, Simona Millo (2007) concluding that "implementation depends on the level of administrative capacity of the regional bureaucracy".

EU regional policy for the period 2014-2020 has focused on 11 key objectives. Objective 11 aims to strengthen administrative capacity, with the financial allocation being proportional to it[8].

Study "A comparative overview of public administration characteristics and performance in EU28, EUPACK Project, 2017" conducts a general assessment of public administration capacity and performance of EU Member States, based on 6 criteria. It can be seen that Eastern European countries have a reduced administrative capacity compared to Western European ones[9].

Under the resistance to change framework in public organizations, the reduced administrative capacity of Eastern European countries and the health crisis caused by the Sars Cov 2 Pandemic, the major challenge is to identify the change model applicable to public organizations and the specific instruments.

To identify the transformations that public institutions should undergo over the next period (a possible administrative model of social distancing), probably applicable in the post-pandemic period, we conducted a questionnaire-based research, which focused on two major directions: public institutions operations and the relationship with the business environment/civil society.

4. Methodology, data, outputs and discussions

The questionnaire was applied in public institutions from 7 Eastern European countries: Romania, Bulgaria, the Republic of Moldova, Lithuania, Latvia, Hungary, Poland, with an equal distribution between the central and local administration. The questionnaire contained six questions in which we aimed to identify how public institutions are affected and the transformations they will undergo in the post-pandemic period, on three levels:

- internal operation;
- citizens relation;
- new public services.

[8] Source: https://ec.europa.eu/regional_policy/ro/policy/themes/better-public-administration/
[9] A comparative overview of public administration characteristics and performance in EU28, EUPACK Project, 2017, p. 58

The first part identified the measures taken by public institutions to prevent the spread of the new coronavirus. These are grouped into three categories:
1. Telework for most employees (between 20 and 80% of employees);
2. Limiting access to public institutions and online interaction with citizens;
3. Protection measures for employees (temperature measurement, masks, disinfectants, staff training on the application of protection measures). Therefore, the main measures aimed at physical distancing on two dimensions: distancing employees from institutions and distancing customers /citizens from them (chart no.1).

**Chart no. 1.** *Measures taken by public institutions to prevent the spread of the new coronavirus*
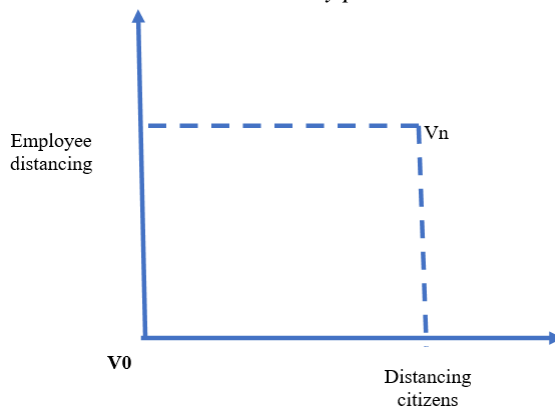
In point V0 where employees work in the institution and citizens have access to the institution premises, increased protection measures are required for both categories and increased expenses too. As the percentage of distance from the institution of employees and citizens increases, the need for individual protection measures (masks, disinfectants, etc.) decreases and the probability of infection generated by interaction with institutions or with working in public institutions decreases.

Therefore, on the short term, public institutions have applied measures of physical distancing, without modifying, significantly changing the work processes or without designing major strategies for change. The measures implemented were mostly applied at the level of the administrative system, through the imperative norm established at the national level.

However, as shown in Chart 2, the representatives of public institutions consider that they will be affected by the pandemic on the long term (either the working methods applied during this period will become permanent or it extends the uncertainty about the duration of the pandemic). No institution appreciates that there will be such influences.

Chart no. 2. *Effects of the pandemic on public institutions*

Effects of the pandemic on public institutions
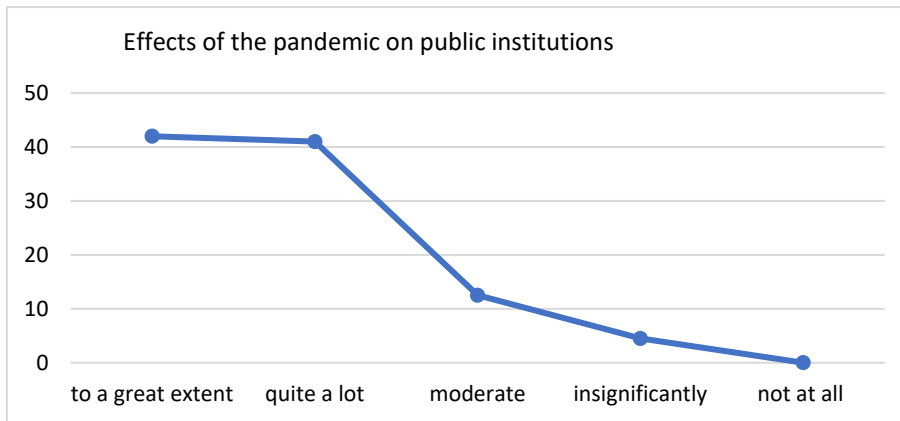
To assess the perception regarding the **components in the public institutions that will undergo the biggest transformations in the post-pandemic period (fields of change)** a synthetic characteristic is defined according to 8 components: c1 Management methods and techniques, c2 Decision-making system, c3 Relationship with citizens/customers, c4 Internal organization, c5 Human resources, c6 Financial resources, c7 Information resources, c8 Material resources

The synthetic variable to measure the perception of public institutions components that will undergo the greatest transformations in the post-pandemic period is defined as a simple arithmetic method of the 8 variables:

$$V: N \longrightarrow [0,4], V = (V_1 + V_2 + V_3 + V_4 + V_5 + V_6 + V_7 + V_8)/8$$

For each of the eight variables the assigned values are within the set of values {0,1,2,3,4}: the value of the variable equal to zero shows no transformation of the component in the post-pandemic period; the value 1 shows a transformation to an insignificant extent; value 2 shows a moderate transformation; the value 3 shows a rather extensive transformation; value 4 shows transformation to a great extent; The higher the value of variable V, the more changes/transformations will take place in public institutions.

The averages of the eight primary variables calculated based on the recorded values are: 2c1 Management methods and techniques – 2.7, c2 Decision-making system – 2.6, c3 Relationship with citizens/customers – 3.2, c4 Internal organization – 2.9, c5 Human resources – 2,4, c6 Financial resources – 3, c7 Information resources – 2,5, c8 Material resources – 2,6, resulting in V = 2,73 (chart no. 3). V can be seen as an index of change, having an average value.

Chart no. 3. *The components of public institutions that will withstand the greatest transformations in the post-pandemic period*

The components of public institutions that will withstand the greatest transformations in the post-pandemic period
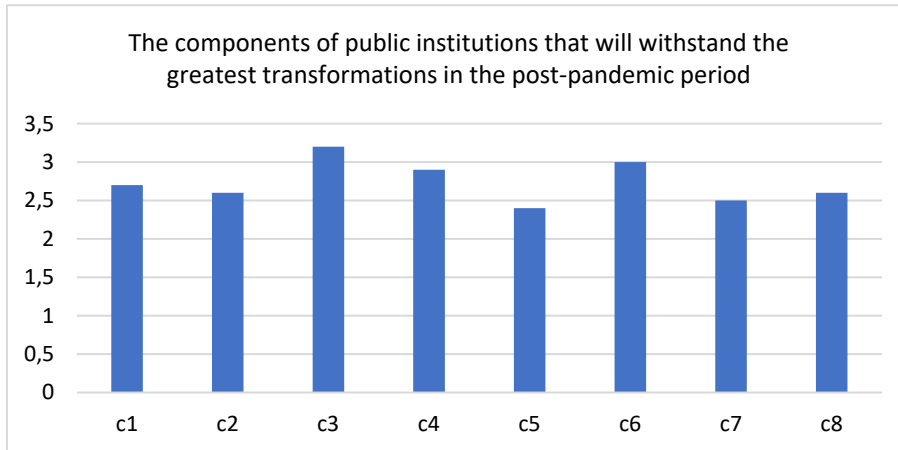
Component c3 The relationship with citizens/customers has the highest value, 3.2, being in the opinion of the respondents the most influenced by change in the post-pandemic period.

In the post-pandemic period, the INTERNAL OPERATION OF PUBLIC INSTITUTIONS will be subject to transformations, through a series of measures. A number of 10 possible measures have been identified:

- M1 – Digitization of public services at all administrative levels;
- M2 – The number of employees will decrease;
- M3 – The financial resources of public institutions will be diminished;
- M4 – Employees will work more from home;
- M5 – Direct work with the public, at the institution's premises, will be limited;
- M6 – Workspaces will be reorganized so as to ensure the distance between employees;
- M7- The internal circuit of the documents will be fully digitized;
- M8 – The risk registers, plans for emergency situations with elements such as calamities, pandemics, will be generalized;
- M9 – Staff will be frequently trained on tasks and types of reactions in unforeseen cases;
- M10 – Public institutions will allocate significant resources for the acquisition of technology to enable remote work.

And in this case, for each of the ten measures the assigned values are in the set of values $\{0,1,2,3,4\}$: the value of the variable equal to zero shows no support for such a measure (total disagreement); the value 1 shows us an insignificant

support; 2 shows moderate support; the value 3 shows agreement with such a measure; the value 4 shows a strong support of such measures.

The averages of the ten measures calculated based on the recorded values are (graph 6): M1 – 3.62, M2 – 1.83, M3 – 1.79, M4 – 3.25, M5 – 3, M6 – 3.08, M7 – 3.2, M8-3, M9 – 2.87, M10 – 3.08. Thus, the measure on the digitization of public services at all administrative levels has the highest score – 3.62, followed by employees working from home (M4 – 3.25) and the one on staff cut off registered the lowest score – 1.79.

Chart no. 4. *Transformations required for the INTERNAL operation of public institutions*
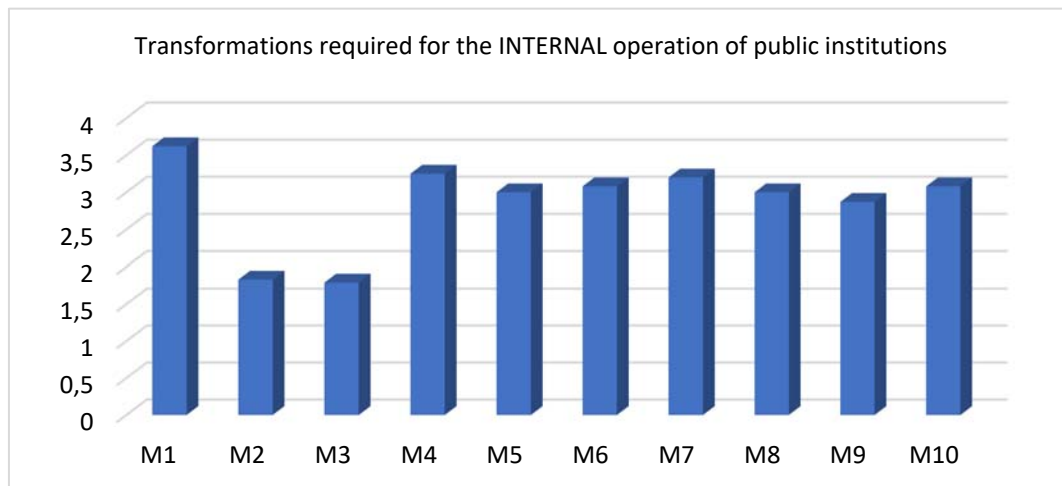
A similar methodology was used to determine new public administration activities that will develop in the post-pandemic period, obtaining the following scores (chart no. 5):

- A1 – Activities for the ongoing disinfection of public spaces by permanent local public services – 2.62;
- A2 – Population education activities for similar situations – 2.83;
- A3 – Social assistance activities in the area of identification and monitoring of vulnerable groups to various diseases – 2.91;
- A 4 – Making stocks of materials needed in different risk situations – 2.95;
- A 5 – Home care activities for vulnerable people – 3.12;
- A 6 – Vocational guidance and conversion activities for the unemployed – 2.7;
- A 7 – Assistance activities for enterprises affected by the pandemic – 3.25;
- A 8 – Construction, endowment of sanitary units – 2.75;
- A 9 – Acquisition of endowments and equipment for emergency services – 3.16.

Chart no. 5. *Activities that can be developed by the administration*
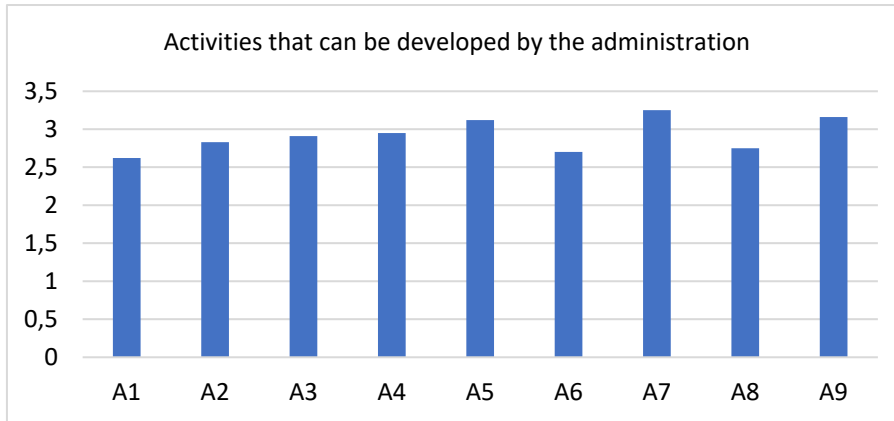
Therefore, the assistance activities for enterprises affected by the pandemic are not the ones that should be developed by the public institutions in the next period, together with the endowment with equipment of the services for emergency situations.

In order to determine the evolution of the administrative systems from the perspective of centralization/decentralization/autonomy/coordination, a synthetic characteristic is defined according to 4 components. The first takes into account the increase in centralization, the second the degree of decentralization, the third – the autonomy of public institutions and the fourth – the coordination between the components of the administrative system.

The synthetic variable for measuring the perception of the administrative system future is defined as a simple arithmetic method of the four variables used:

$$V: N \to [0,4], V = (V_1 + V_2 + V_3 + V_4)/4$$

For each of the four variables the assigned values are within the set of values $\{0,1,2,3,4\}$: the value of the variable equal to zero shows no support for such a measure (total disagreement); the value 1 shows an insignificant support; 2 shows moderate support; the value 3 shows us the agreement with such a measure; the value 4 shows us a strong support for such a measure.

The averages of the four variables calculated based on the recorded values are (graph 8):
- V1 – Increasing the degree of centralization – 2.45;
- V2 – Increasing the degree of decentralization – 2.21;
- V3 – Increasing the degree of functional autonomy of public institutions – 2.42;

- V4 – Improving the coordination mechanisms between the system components – 2.45.
- V = 2.38, which shows a balance between the four variables.

Therefore, the increase in centralization has a higher value than the increase in the decentralization, on a par with the improvement of the coordination mechanisms between the system components. Respondents therefore believe that the administrative system, in the context of the pandemic, will be subject to a process of increasing centralization.

Chart no. 6. *Influences on the administrative system*

Influences on the administrative system
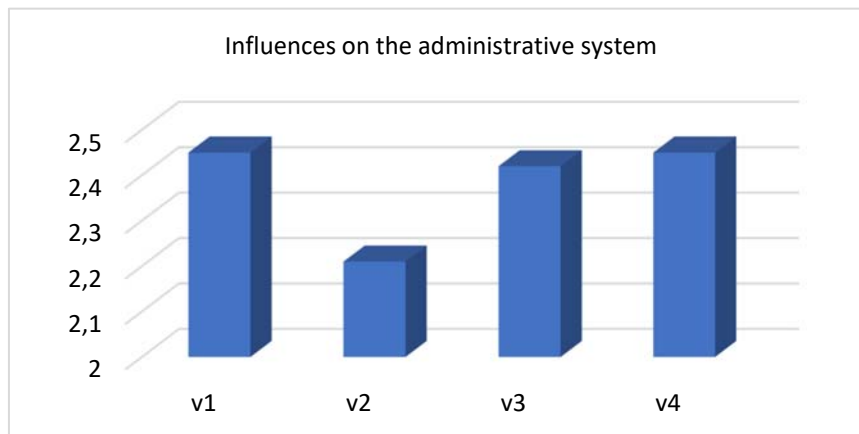
Conclusions

To conclude, there have been identified five categories of measures regarding the social distancing of public institutions, many of which are already being implemented by administrations around the world: more and more employees are working from home, delayed digitization processes are under way, new working tools have been developed, contingency plans have been implemented, public access to public institutions has been limited, measures have been taken to ensure the protection of employees 'health, emergency services have been developed which target the protection of individuals and those in the field of public health.

Public institutions seem to be in the process of reinventing themselves to deal with a new situation, looking for new ways of working and the priorities of public actions have changed. The current crisis could lead to a radical transformation of public institutions and a new hierarchy of public needs.

The quasi-unanimous administrative reforms militated for the approach of the administration to the citizen, which, in the era of social distancing, is translated in the approach of the services and the physical distance. This approach needs to be redefined in the new context. The physical removal of citizens from public institutions could lead, over time, to institutions no longer being identified by their premises/headquarters, buildings and physical space, but by the electronic services they provide.

The current organizational set up could be turned into a network, in which groups of employees work online, in different spaces, and the authority and symbolism of the premises would diminish being detrimental to the increase in public services quality.

Digitalization, working from home, will change the administration-citizen relationship radically, the direct interaction being more and more limited.

Public institutions will allocate more resources to activities such as home care for vulnerable people, assistance to businesses affected by the pandemic, the purchase of facilities and equipment for emergency services.

The centralization/decentralization/autonomy/coordination relationship is maintained at an optimal level, but with the centralization of decisions regarding the overall protection of society and the decentralization of decisions on the working method and procedures in public institutions.

References

A comparative overview of public administration characteristics and performance in EU28, EUPACK Project, 2017, Chapter 5.

Ansoff, H.I. (1991). Critique of Henry Mintzberg's 'The Design School: Reconsidering the Basic Premises of Strategic Management'. Strategic Management Journal, 12 (6), pp. 449-461.

Fernandez S., Hal G. Rainey (2006). Managing Successful Organizational Change in the Public Sector, Public Administration Review, pp. 168-176.

Flynn, N., 1990. Managing Public Services, St. Martin Press Publishing House, New York.

Hilderbrandm, E., Grindleam, S. (1994). Building Sustainable Capacity: Challenges for the Public Sector. Harvard Institute of International, Cambridge, MA.

Jas, P., Skelcher, C. (2005). Performance Decline and Turnaround in Public Organizations: A Theoretical and Empirical Analysis, British Journal of Management 16(3) DOI:10.1111/j.1467-8551.2005.00458.x

Jones, L., Brown, D., Palumbo, D., Coronavirus: A visual guide to the economic impact, 28.03.2020, https://www.bbc.com/news/business-51706225

Kuipers, B.S., Higgs, M.J., Kickert, W.J.M., Tummers, L.G., Grandia, J., Van der Voet, J. (2014). The management of change in public organisations: A literature review. Public

Administration, Vol. 92, No. 1, (1-20) *(PDF) The Management of Change in Public Organisations: A Literature Review*. Available from: https://www.researchgate.net/ publication/235998788_The_Management_of_Change_in_Public_Organisations_A_Literatur e_Review [accessed Jul 29 2020].

Lazarevski, K., Irvine, H.J., Dolnicar, S. (2008). The effect of funding changes on public sector nonprofit organizations: the case of Bushcare NSW. Journal of Nonprofit and Public Sector Marketing, 20(2). pp. 213-227.

Leigh, K. (2016). Models of Organizational Change, in Global Encyclopedia of Public Administration, Public Policy, and Governance, A. Farazmand (ed.), DOI 10.1007/978-3-319-31816-5_47-1

Leigh, A. (1997). Effective Change, London: Institute of Personnel Management.

Magee, J., Smith, P. (2013). The Social Distance Theory of Power, Personality and Social Psychology Review.

Maragakis, L. (2016). Social Distancing and Self-Quarantine, https://www.hopkinsmedicine.org/ health/conditions-and diseases/coronavirus/coronavirus-social-distancing-and-self-quarantine

Matei, A., Iordache, L. (2016). Administrative Capacity Development for the Modernization of Rural Communities in Romania, EIRP Proceedings, Vol 11.

Mentzj, C.N. (1997). Personal and Institutional Factors in Capacity Building and Institutional Development. Working Paper No. 14. ECDPM, Maastricht.

Merriam-Webster.com Dictionary, Merriam-Webster, https://www.merriam-webster.com/ dictionary/social%20distance

Milio, S. (2007). Can Administrative Capacity Explain Differences in Regional Performances? Evidence from Structural Funds Implementation in Southern Italy', Regional Studies, 41:4, pp. 429-442, DOI:10.1080/0034340060112021

Miller, J. (2020). Coronavirus (COVID-19): Social Distancing With Children.

Ola, G. El-Taliawi, Z., Van Der Wal (2019). Developing administrative capacity: an agenda for research and practice, Journal Policy Design and Practice, Volume 2, 2019 – Issue 3.

Peters, G. (2003). The Changing Nature of Public Administration: From Easy Answers to Hard Questions B., VIEŠOJI POLITIKA IR ADMINISTRAVIMAS, no. 5, pp. 7-20.

Profiroiu, M. (2005). The relationship between administrative capacity and public administration reform, *Public Administration and Management no*. 4/2005, pp. 5-7.

Pucher, J., Martinos, H. (2018). Administrative capacity of local and regional authorities: Opportunities and challenges for structural reforms and a more effective European economic governance, European Committee of the Regions, Commission for Economic Policy.

Rusaw, C. (2007). Changing Public Organizations: Four Approaches, International Journal of Public Administration, Volume 30, 2007 – Issue 3: Changes and Challenges in Public Management Reforms.

Schermerhorn, P.W. et al. (2002). Organizational Behavior, Phoenix: University of Phoenix.

Stace, D., Dunphy, D. (2016). Pushing the Boundaries of Change, in D.B. Szabla et al. (eds.), The Palgrave Handbook of Organizational Change Thinkers, DOI 10.1007/978-3-319-49820-1_76-1

Tsoukas, H., Papoulias, D. (2005). Managing third-order change: the case of the Public Power Corporation (Greece), Long Range Planning, 38, 1, pp. 79-95.

Van de Ven A.H., Poole, M.S. (1995). Explaining Development and Change in Organizations, Academy of Management Review, 20, 3, pp. 510-40.

Van der Voet, J., Kuipers, B.S., Groeneveld, S. (2016). Implementing Change in Public Organizations: The relationship between leadership and affective commitment to change in a public sector context, Public Management Review, 18:6, pp. 842-865, DOI: 10.1080/14719037.2015.1045020