

Good Practices in Inter-Institutional Collaboration in Managing the Migrant Crisis

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Abstract. *In 2021, Lithuania faced the challenge of managing the crisis of new type of migration across the Belarusian border, which threatened the security of the country and its citizens. A broad set of inter-institutional collaboration strategies and methods were used among the public institutions to address this crisis. Such inter-institutional collaboration has been a multifaceted and complex process, involving both known and new good practices. The aim of this article is to provide insights into good collaborative practices between the Lithuanian national defence and internal affairs systems in managing the migrant crisis. Following the expert interview results, the study identified three good practices of inter-institutional collaboration: (i) the creation of a single dissemination channel for the crisis response services, which ensured that all actors were in the same information field; (ii) the delegation of representatives of the institutions to teams at strategic, operational and tactical levels; and (iii) inter-institutional information sharing ensured good situational awareness at an early stage of emergency management. Lessons learned from the collaboration between the institutions of the national defence and internal affairs systems can be applied to improve inter-institutional collaboration in other areas. The research results can be used to enhance the process of such collaboration in addressing current emergency management issues and serve as a basis for effective and smooth emergency preparedness and response where inter-institutional synergy is needed.*

Keywords: *inter-institutional collaboration, national defence system, internal affairs system, good practice, crisis management, illegal migration, Lithuania-Belarus border*

Raktažodžiai: *tarpinstitucinis bendradarbiavimas, krašto apsaugos sistema, vidaus reikalų sistema, geroji patirtis, krizių valdymas, nelegali migracija, Lietuvos - Baltarusijos siena*

Introduction

Today's global and ever-changing world is often challenged by unpredictable events, such as the worldwide spread of new diseases, natural disasters, and geopolitical events influenced by

transnational military and non-military conflicts (ethnic unrest, transnational crime, terrorist threats). These challenges threaten the security of countries and their citizens or even lead to security-related crises. Crisis situations require national governments to anticipate, monitor, develop, and implement preventive measures and to act swiftly to identify, manage, and resolve the consequences of crises (Kapucu, 2009; Sarapuu & Randma-Liiv, 2020).

In recent years, the Lithuanian government has been confronted with a range of challenges, from managing the COVID-19 pandemic and illegal migration from across the Belarusian border to finding solutions to mitigate the consequences of Russia's war in Ukraine (refugee admissions, the management of the energy crisis, etc.) These situations have shown that the efforts and resources of the institutions responsible for crisis management are often insufficient and that new ways of managing and organising their activities, as well as mobilising capacities through inter-institutional collaboration, must be sought.

Inter-institutional collaboration has been identified in academic debates as one of the essential tools for managing difficult-to-predict problems and crises (Wilkins et al., 2015; Smucker & Nijbroek, 2020; Persson & Granberg, 2020; Markopoulos et al., 2021) and thus, to ensure the security of the state and its citizens (Swann, 2019; Fobbe, 2020; Berzina, 2020; Larsson et al., 2021). Inter-institutional collaboration enables risk sharing, exchange of information, knowledge and other resources, joint coordination of activities, decision-making, and successful implementation (Danzig et al., 2018; Giedraitytė, 2022).

The strategic documents also stipulate that it is necessary to establish and execute a coordinated and united action of all state actors (from the highest authorities and state institutions to citizens) to adapt to changes in the world and in the region, to be able to operate in a less predictable environment, to increase the resilience of states and their societies and their response to threats, and to manage crisis situations. Defence and security institutions and agencies have a special role in ensuring national security. They must develop their capacity to detect and mitigate emerging security threats, improve the exchange of information, and enhance coordination and operational inter-agency collaboration (National Security Strategy, 2002, 2021).

Although there is no doubt about the significance of inter-institutional collaboration in the execution of public functions, it has also been emphasised as a complex and intricate process (Gazley, 2017; Gransen et al., 2018), frequently confronted with an absence of coherent legal provisions defining responsibilities, a lack of a unified understanding of goals and tasks, and an insufficient experience in the management and planning of collaborative processes (O'Leary et al., 2009; The European Union Agency for Network and Information Security, 2018). Addressing these and other problematic issues, both scientifically and practically, becomes crucial for successful inter-institutional collaboration. Good practices in inter-institutional collaboration might be helpful.

In the summer of 2021, Lithuania faced an influx of migrants entering the territory of Lithuania from across the Belarusian border. The number of illegal border crossings increased from 70–100 per year to around 600–1,000 per week (ECHO, 2021). The causes of this migration were different from those of migration in the Mediterranean, where the European Union (EU) already had a long-term practice of managing the migration crisis. The migration across the Belarusian border was acknowledged as hybrid attacks of A. Lukashenko's regime at the EU's borders (Timeline - EU restrictive measures against Belarus, 2022). In organising illegal migration, Belarusian state institutions, tourism agencies and people smugglers were involved in the activity. The good accessibility of Minsk by air meant that it became easy and simple for financial migrants from Middle Eastern countries to travel to Belarus. Belarusian border guards became the direct implementers of the regime's decisions (National Threat Assessment, 2022). As a result, the EU has accused A. Lukashenko of stirring up the crisis to force Europeans to resume dialogue, which the West broke off when the Minsk regime put down opposition demonstrations after the 2020 presidential elections (Baltic News Service, 2021).

Accordingly, to manage the migrant crisis, the Lithuanian Armed Forces were used to strengthen the capacity of the internal affairs system (the border control, police and other internal

affairs institutions). Although the Lithuanian Armed Forces and other institutions of the national defence system often contributed to peacetime tasks when needed, it was the first time in the history of independent Lithuania that such a scale of support, with more than 1,000 soldiers, riflemen, and other national defence officers involved in crisis management on a daily basis, has ever been seen (Ministry of National Defence, 2022). Collaboration and managing support procedures have clearly been challenging; nonetheless, the expertise acquired is incredibly useful and must be generalised and utilised to improve inter-institutional collaboration in other areas.

Thus, the research presented in this article is based on this problem statement: the good practices that have emerged from inter-institutional collaboration in managing the illegal migration crisis across the Belarusian border are not theoretically assessed and capitalised.

The object of the research: good practices in inter-institutional collaboration in managing the migrant crisis.

The aim of the research: is to provide insights into good practices of inter-institutional collaboration in managing the illegal migrant crisis across the Belarusian border.

The study uses data collected through qualitative interviews. The Granåsen et al. (2019) inter-institutional model for assessing the capability of collaboration in crisis management is utilised to organise and interpret the data and consists of nine clusters: interaction, relationships, coordination, system performance, preparedness, situational awareness, resilience, decision-making, and information infrastructure. In the context of this model, the Lithuanian case of inter-institutional collaboration in crisis management is analysed, and good practices of inter-institutional collaboration are identified.

The article consists of an introduction, three parts, and conclusions. The first part presents the theoretical background to inter-institutional collaboration in crisis management. The second part describes the methodology of the empirical study, and the third part is devoted to the description and interpretation of the results.

Theoretical assumptions for inter-institutional collaboration in crisis management

When analysing the theoretical context of inter-institutional collaboration in crisis management, two concepts are distinguished: crisis management and inter-institutional collaboration. First, we review relevant literature on crisis and crisis management and then describe the features of inter-institutional collaboration, as well as the methodology for assessing the capacity of inter-institutional collaboration in crisis management.

A crisis is usually defined as a sudden, unexpected, extraordinary, and unpredictable event (Granåsen et al., 2018). Crises can be caused by natural and biological phenomena, such as earthquakes, hurricanes, and pandemics, or by social processes, such as large migratory movements, negative economic developments, unrest, etc. (Eckhard et al., 2021). According to Granåsen et al. (2018), crises of all kinds are inevitable, and the ability to learn from past crisis management practices is crucial to prepare for the future properly.

Various aspects of crisis management have been analysed in sociology, management, psychology, geography, and other disciplines (Boin et al., 2020). The wide field of research is due to the extremely high uncertainty inherent in a crisis (Berthod et al., 2013), which is difficult to measure and complex, and which is, therefore, being addressed through a variety of solutions. Crisis management research suggests that the most appropriate way to manage uncertainty is to anticipate threats and take action to mitigate them. In this process, collaborative efforts and contributions are crucial (Ndlela, 2012; Atmante, 2020).

The literature defines collaboration as a relationship between individuals in which a common goal is formed and pursued to solve complex problems (Curnin & O'Hara, 2019). Collaboration between public sector institutions is crucial to achieving public governance objectives (McQuaid, 2010). Inter-institutional collaboration enables the pooling of information and knowledge, human, financial, or other resources from different institutions, to increase operational efficiency, ensure the

smooth delivery of public and administrative services and the uninterrupted exercise of functions (OECD, 2015).

According to researchers (Ndlela, 2012; Veebel et al., 2020; Atmante, 2020), the advantages of inter-institutional collaboration are particularly important for effective crisis management. Increasingly, the literature analyses the potential of collaboration between civilian public sector institutions and national defence institutions (particularly the military) in managing a wide range of crises, from peacetime events to political security crises or armed conflicts. Research on such collaboration includes issues concerning the challenges posed by propaganda and information warfare (Atmante, 2020), the management of pandemics and other emergencies (Larsson et al., 2021), border security (Bollen & Kalkman, 2022), and a wide range of hybrid or asymmetric threats and joint deterrence strategies (Atmante, 2020).

It has been pointed out (Gazley, 2017) that inter-institutional collaboration in crisis management is a dynamic, complex process that spans multiple levels and time periods. It depends on the trust between the parties involved, the distribution of activities and responsibilities (Granåsen et al., 2018), the specificities of individual institutions, their internal strengths and weaknesses (Zhang & Guler, 2020), as well as the specificities of the individual crises (Curnin & O'Hara, 2019; Bodas et al., 2020).

However, according to Gazley (2017), research on inter-institutional collaboration in crisis management tends to focus on situational analysis, i.e., the causes and consequences of the crisis. Researchers are more likely to seek answers to 'why?' and 'what?' than 'how?' (Gazley, 2017). Answering the latter question can help to assess the effectiveness of crisis management properly, the ability to change established practices, and the development of new procedures oriented towards future crisis management (Eckhard et al., 2021).

Focusing on inter-institutional aspects of crisis management can make an important contribution to an under-researched area (Larsson et al., 2021). However, to properly assess the lessons learnt and answer the key analytical question 'how?', it is important to provide specific evaluation criteria that can assess lessons learned and then be used to improve the process of inter-institutional collaboration in tackling the current crisis management issues.

Granåsen et al. (2019) propose a model for assessing the capacity of inter-institutional collaboration in crisis management, which consists of the following nine clusters of crisis management capacities and their constituent elements:

1. Interaction – communication; information sharing; task interdependence; inter-organisational crisis management; interaction between actors; information flow; inter-sectoral interaction; social and informal networks.

2. Relationships – formal and trusting relationships; allocation of resources; understanding of knowledge, tasks, roles, material, and human resources; trust; shared priorities and objectives; collective accountability; shared understanding and vision; multidimensionality; collaborative initiatives and culture; synergies; partnership development and maintenance; attitudes towards collaboration; organisational structure.

3. Coordination – hierarchy among actors; coordination centres; leadership; formal crisis response system; coordination control mechanisms; resource mobilisation and strategy.

4. System performance – situational analysis; actors and processes before and after a crisis; teamwork and performance; endogenous and external stressors; understanding collaboration; system/organisational capacity; functions and performance; operational effectiveness; organisational capacity building; self-awareness.

5. Preparedness – training and preparation (institutional, individual, collective) for crises; contingency planning and assessment of plans; operational experience; work activities related to training.

6. Situation awareness – risk perception and assessment; assessment of the situation, resources, and needs; situational awareness; disaster assessment; risk management procedures and the big picture.

7. Resilience – speed; resourcefulness; innovation and change; adaptability; the emerging network and its evolution; the evolution of social behaviour in the network; capacity; resilience to crises; the link between resilience and adaptability.

8. Decision-making – decision-making at different levels; planning procedures; preparation and evaluation of contingency plans; analysis of crisis situations and modelling the impact of possible actions.

9. Information infrastructure - information and communication technologies; the use of coordination technologies; equipment; information technology support and inter-institutional use.

The model provides a comprehensive assessment of the environment for inter-institutional collaboration in crisis management and helps to identify problems and good practices. The paper then defines the empirical study's methodology and legitimises the use of Granåsen et al.'s (2019) theoretical model in evaluating cooperation between Lithuania's national defence and internal affairs systems in managing the migrant crisis, as well as identifying good practises of inter-institutional collaboration.

Methodology of the research

Method of the research. The qualitative method chosen for this research is semi-structured interviews. The qualitative interviews allowed not only to gather in-depth, context-specific experiences of the participants but also to identify different attitudes and practices (Gaižauskaitė & Valavičienė, 2016).

Interviews were conducted with representatives of the Lithuanian Armed Forces, the Ministry of National Defence of the Republic of Lithuania, the Chancellery of the Government of the Republic of Lithuania, the Ministry of the Interior of the Republic of Lithuania, and the Ministry of Internal Affairs, and the institutions subordinated to the Ministry of Internal Affairs. The interviews were conducted between June and August 2022. The informants were selected on the basis of two criteria: 1) formal position; 2) involvement in the management of the illegal migration crisis across the Belarusian border in 2021. A total of 10 interviews were conducted. Data collection was ceased when evidence of when information repetition was detected and sufficient data to achieve the research objective was obtained (Gaižauskaitė & Valavičienė, 2016).

A case study focusing on the 'how' and 'why' questions in the context of the phenomenon under analysis was conducted. The interview questions were constructed on the basis of the theoretical assumptions of inter-institutional collaboration, the timeline of the management of the irregular migrant crisis, and the analysis of the legal framework. The interviews were aimed at answering the research question—what is an example of the involvement of the Lithuanian national defence system institutions as an example of inter-institutional collaboration in the management of the illegal migration crisis, and what are the good practices that have emerged from inter-institutional collaboration?

Data collection and analysis. All interviews were recorded on a mobile phone or audio recorder by members of the research team. Transcription was performed by the study groups due to the sensitivity of the information. The data analysis was done by coding the main themes, which are subdivided into smaller sub-themes—sub-categories. The data analysis utilised a combination of two methods for the same data: a qualitative text analysis and a quantitative method by calculating the semantic recurrence of sub-categories in all interview responses (Renz et al., 2018).

The interpretation of the data collected in the study is based on Granåsen et al.'s (2019) model for assessing the capacity of inter-agency cooperation in crisis management (described further in Part 1). The main criterion for selecting this model is not only its theoretical perspectives but also its practical applicability (Peck & Gorzalski, 2009). The applicability of the model has been highlighted in previous studies of large-scale inter-institutional collaboration (37 organisations, ranging from the police, the army, and the regional fire brigade, to the regional rescue service, to municipalities, etc.), in crisis management case studies to address problems faced by citizens or institutions (Oskarsson et

al., 2019). Below is a graphical representation of a model for assessing the capacity of inter-institutional collaboration in crisis management (Figure 1).

The analysis of the survey data and the synthesis of the results, based on the model for assessing the capacity of inter-institutional collaboration in crisis management, allowed for a consistent assessment of the elements of the individual clusters of inter-institutional collaboration and the identification of good practices of inter-institutional cooperation in each cluster.

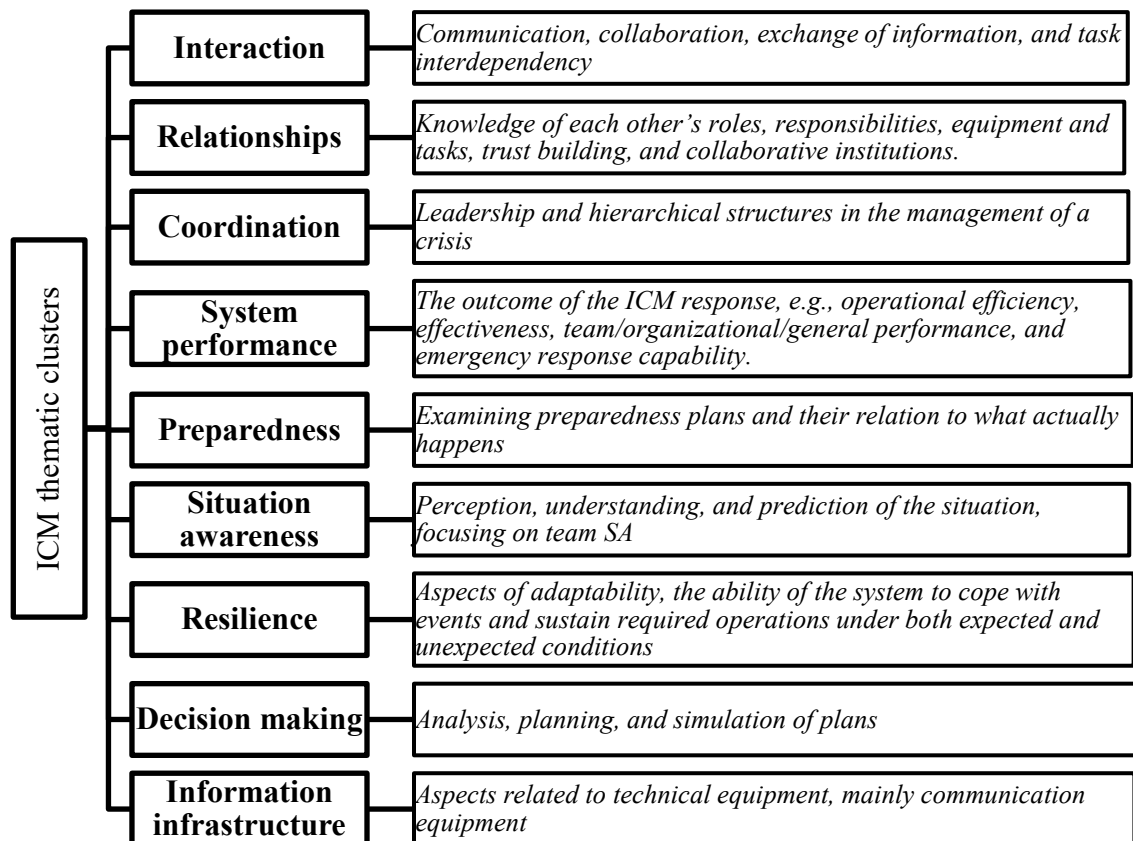


Figure 1. *A model for assessing the capacity of inter-institutional collaboration in crisis management*
Source: adapted from Granåsen et al., 2019; Oskarsson et al., 2019

Results and discussion

Quantitative analysis of semantic categories

The results indicate that interinstitutional cooperation types (clusters) for crisis management took different intensities and scales. Various good practices manifested in the interaction cluster. It means that the level of inter-organisational crisis management was reached where actors created not only formal but also social and informal networks. Good practices in other categories were also identified, but to a lesser extent and with a fewer variety.

In more detail, the quantitative sentiment analysis indicated that the most frequently mentioned capabilities were those related to the interaction cluster (see Table 1). Overall, the results of this study are similar to those obtained by Oskarsson et al. (2019), who tested nine clusters of inter-institutional collaboration in a crisis management capacity (Granåsen et al., 2019). The interaction was the most recurrent theme in the respondents' statements. In this study, the interaction cluster accounted for 32% of the total number of identified semantic units. In contrast, in the study by Oskarsson et al. (2019), this cluster accounted for 24% of the total number of specified semantic units and ranked the second largest among the clusters.

Effective communication is a vital capability in crisis management, and accordingly, in this study, communication accounted for 13% of the total semantic units identified. Experts highlighted this capacity probably because the internal flow of information to participants is the most apparent element of inter-institutional crisis management (Militello et al. 2007).

In this study, the correspondingly important (second largest) cluster was coordination (17%), which was also significant (20%) in the results of Oskarsson et al. (2019). In the coordination cluster, the coordination capacity of the operations centre was mentioned by informants more often than the delegation capacity (10% and 6%, respectively).

The third most frequent semantic category in this study was resistance (14%). Situation awareness was the fourth largest cluster in the study (11%). In Oskarsson et al.'s (2019) study, this was the largest cluster (44%). This difference is most likely due to the fact that the case analysed in this study is a response to an actual situation, whereas Oskarsson et al. (2019) analysed a crisis management exercise; These differences are logical as the focus of the exercise is on verifying the performance of the systems. However, this shows the importance of this cluster and the need to analyse it in more depth using qualitative screening.

Table 1. Semantic categories and sub-categories

SEMANTIC CLUSTER	CAPABILITIES	SEMANTIC REPETITION IN A CAPABILITIES GROUP (N AND %)	SEMANTIC REPETITION IN A CLUSTER (N AND %)
Interaction	communication	20 13 %	50 32 %
	collaboration	15 10 %	
	exchange of information	9 6 %	
	task interdependence	6 4 %	
Relationship	sharing experience	5 3 %	12 8 %
	building trust	7 4 %	
Coordination	coordination	16 10%	26 17 %
	delegation	10 6%	
System performance	overall performance	3 2 %	6 4 %
	ability to respond to emergencies	3 2 %	
Preparedness	preparedness	5 3 %	5 3 %
Situation awareness	equal perception of the situation among participants	17 11 %	17 11 %
Resilience	changes to the legislative framework	8 5 %	22 14 %
	upgrading infrastructure	14 9 %	
Decision making	Decision making	11 7 %	11 7 %
Information infrastructure	Information infrastructure	7 4 %	7 4 %

Source: Authors.

Qualitative content analysis results

The good practices identified in the three semantic categories of competencies: communication (interaction cluster), coordination between agencies (coordination cluster) and situation awareness (situation awareness cluster) are detailed below.

Communication (interaction cluster). In this case, as in previous research, experts identify communication as the most crucial element in crisis management. Accordingly, in the case under analysis, experts stressed the importance of information and its processing:

“it is important to distinguish between relevant [or] irrelevant, strategic information [or] non-strategic information, necessary or not, because there is a lot of information” (Respondent No 6).

As in other studies on crisis management (Militello et al., 2007), the issue here was to manage the large flows of information, to distribute them in a meaningful way, without overloading decision-makers with excessive information, and at the same time to make sure that all the institutions and individuals involved in the crisis management have all the information they need. Reflecting on the current case, experts highlighted the importance of a single information channel:

“the same information is given to an expert, an advisor or specialist and a manager at the same time, but it covers different parts, <...> everybody sees the same information, everybody knows the same thing, and they can communicate with each other without having to go through any additional insights” (Respondent No 5)

“there are information messages, structured according to what is relevant for each organisation, what information goes through which channel” (Respondent No 6).

Here, good practice can be described as follows:

1st good practice. A single information channel for crisis responders was created, which ensured that all participants were in the same information field:

This is a significant achievement. Effective information sharing between crisis responders is one of the most critical components of crisis management. According to previous studies: inter-institutional information sharing poses severe problems because information is difficult to obtain at the beginning of an emergency; commanders lack reliable information to guide their efforts, and information is contradictory and difficult to interpret (Dearstyne, 2007). The provision of validated information to decision-makers and responders on the ground is particularly important (Ansell, 2010). In this case, these good practices were developed in the course of crisis management, when solutions were found on how to transfer information from one format to another and how to ensure the dissemination of information between the strategic and operational levels.

Coordination between agencies (coordination cluster). In the current case, coordination between different crisis response agencies was identified as a good practice, despite the fact that multi-agency coordination is commonly acknowledged as a key difficulty in disaster management (Curnin, et al. 2015). Officers working in Joint Operations Centres face a challenging task in reviewing their typical roles within their organisations. These officials need to ensure multi-institutional coordination, and this poses significant practical challenges (Curnin, et al. 2015).

In the current case, first, an inter-institutional working group was set up to coordinate operations, chaired by an adviser to the Prime Minister. Representatives of all institutions involved in crisis management were delegated to this group:

“Regarding inter-institutional and inter-agency cooperation, <...> the Prime Minister’s Adviser on National Security chaired an inter-institutional working group on operations coordination. <...> all the representatives discuss the situation, agree on actions, take the matter to the next level if necessary, and resolve it. <...> This is a very important tool that we did not have before” (Respondent No 7);

Second, the Joint Operations Centre includes representatives of all governmental institutions involved in crisis management and other interested organisations, which ensures timely information sharing:

“<...> all the ministries or state institutions sometimes delegate or have delegated people from NGOs to the group to coordinate communication” (Respondent No 2).

Thirdly, the involvement of the army in crisis management has led to the deployment of liaison officers by the army to the border areas, which has allowed for effective coordination between the military and the border guards:

“<...> *liaison officers have appeared in the teams, in those key areas, <...> to help the border guards manage that task*” (Respondent No 6).

Here, good practice can be described as follows:

2nd good practice: institutional representatives are delegated to teams at strategic, operational and tactical levels.

On the one hand, this practice replicates other good practices in crisis management. In the event of disasters, an Emergency Operations Centre is usually formed, which consists of representatives from a range of organisations, including local government, firefighters, police, and medicine (Ryan, 2013). A similar centre was set up in the US in the aftermath of 9/11 and Hurricane Katrina. This ensured information sharing, cooperation, and communication between all involved authorities during emergencies (Adam et al., 2008). At the same time, this is a unique practice, as several levels of coordination have been created to which representatives of the institutions have been delegated.

Situation awareness (situation awareness cluster). Situation awareness is the mental representation of the present situation of the operational environment that a crisis operations centre maintains. It is an integrated set of information that emerges from different channels and means from the data obtained from organisations, as well as from the expertise and previous experiences of the individuals working in the centre (Endsley, 2021). This mental picture forms the basis for all crisis management decisions in the operations centre. In this case, the good practice involved effective situation awareness before the crisis hit, which allowed for timely preparation. The public became aware of the situation through the media in May 2021, and preparations for the operation have been underway since the beginning of the year due to an effective inter-institutional exchange of information.

In the current case, experts highlighted the early stage of an emergency and situation awareness as good practice at this stage, which led to timely early preparedness for an emergency event. The Border Guard has informed the other services in advance to assess the situation: “<...> *the border guards, seeing that additional forces would be needed, already at the end of April sent out a message that there was a threat, <...> we received that initial information, <...> we already told our commander in chief very firmly that we would have to help the border guards and to reinforce the border guards’ forces*” (Respondent No 3).

Understanding that the “migration crisis” artificially created by the Belarusian regime is a very different emergency than the more acute ones, special attention has been paid to situational awareness: “*the situation was monitored very closely to see how it would escalate further, whether it would escalate into some kind of military threat, whether it was a hybrid attack, whether it was really the very beginning of perhaps something bigger*” (Respondent No 5).

A third good practice is identified accordingly:

3rd good practice: inter-institutional information sharing has ensured good situation awareness already at an early stage of the emergency situation.

As a result of these good practices, Lithuania’s “migration crisis” artificially created by the Belarusian regime has been recognised by the Council of Europe as a hybrid attack at the EU’s borders (Timeline – the EU restrictive measures against Belarus, 2022), which means that the understanding of the situation at the supranational level was reached.

Conclusions

In the event of crises, public institutions need to make efforts to find new ways of managing and organising their activities to deal with emerging issues affecting the security of states and their citizens. Often the level of preparedness and resources of the responsible authorities alone is not sufficient to manage crises, and these challenges can be effectively addressed through inter-institutional collaboration.

The results of the study show that the collaboration between Lithuanian national defence and internal affairs authorities in managing the migrant crisis was in line with the general principles of inter-institutional collaboration in crisis situations, which include capabilities such as: interoperability, relationships, coordination, system efficiency, preparedness, situational awareness, resilience, decision-making, and information infrastructure.

The study identified three good practices of inter-institutional collaboration: (i) the creation of a single dissemination channel for crisis response services; (ii) the delegation of representatives of the institutions to teams at strategic, operational, and tactical levels; and (iii) inter-institutional information sharing ensured good situational awareness at an early stage of emergency management. These good practices have helped to create a unified information field, thus ensuring smooth and rapid communication between the institutions, as well as enabling successful coordination of joint activities and comprehensive situational awareness at an early stage of emergency management.

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Tarpinstitucinio bendradarbiavimo valdant migrantų krizę gerosios patirtys

Anotacija

2021 m. Lietuva susidūrė su iššūkiu suvaldyti nelegalios migracijos per Baltarusijos sieną krizę, keliančią grėsmę valstybės ir jos piliečių saugumui. Užtikrinant saugumą ypatingas vaidmuo teko saugumo ir gynybos institucijoms bei įstaigoms. Siekiant suvaldyti šią krizę, vidaus reikalų sistemos pajėgumų stiprinimui buvo pasitelkta krašto apsaugos sistemos institucijų pagalba. Toks tarpinstitucinis bendradarbiavimas valdant krizines situacijas yra sudėtingas, daugialypis ir kompleksiškas procesas, taigi šių ir kitų probleminių klausimų sprendimas tiek mokslinė, tiek praktinė tampa itin aktualus. Tam pasitarnauti gali gerųjų tarpinstitucinio bendradarbiavimo praktikų identifikavimas. Šio straipsnio tikslas - pateikti įžvalgas, susijusias su Lietuvos krašto apsaugos ir vidaus reikalų sistemų institucijų bendradarbiavimo gerosiomis patirtimis valdant nelegalių migrantų krizę. Tyrimo metu identifikuotos trys gerosios tarpinstitucinio bendradarbiavimo praktikos: (i) sukurtas vienas sklaidos kanalas krizių reagavimo tarnyboms, kuris užtikrino, kad visi dalyviai būtų viename informaciniame lauke; (ii) institucijų atstovai deleguoti į strateginio, operacinio ir taktinio lygmens grupes; (iii) tarpinstitucinis dalijimasis informacija užtikrino gerą situacijos suvokimą jau ankstyvoje ekstremaliosios situacijos valdymo stadijoje. Krašto apsaugos ir vidaus reikalų sistemų institucijų bendradarbiavimo metu įgyta patirtis gali būti pritaikyta tobulinant tarpinstitucinį bendradarbiavimą kitose srityse. Tyrimo metu gauti rezultatai gali būti tikslingai panaudoti tokio bendradarbiavimo proceso tobulinimui, sprendžiant aktualias krizių valdymo problemas ir pasitarnauti kaip teorinis pagrindas siekiant efektyvaus ir sklandaus pasiruošimo krizėms.

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