

## Methodological Principles of Rural Development Synergy Evaluation

Rasa Pakeltienė<sup>1</sup>, Vilma Atkočiūnienė<sup>2</sup>

Aleksandras Stulginskis University

Studentų str. 10, Akademija, LT-50245 Kaunas, Lithuania

E-mail: <sup>1</sup>rasa.pakeltiene@asu.lt; <sup>2</sup>vilma.atkociuniene@asu.lt

The article has been reviewed.

Received on 22 October 2014, accepted on 9 November 2015

### Abstract

Intersectoral partnership challenges the new rural development programming period and requires innovative and rapid management decisions which creates synergy and add value. This paper aims at examining the methodological principles of rural development synergy evaluation. This research attempts to take a closer look at the theoretical assumptions behind different concepts of the rural development management process and the importance of synergy. On the grounds of the key findings, propositions have been made regarding rural development management synergy evaluation.

**Keywords:** rural development, management, synergy principles, evaluation.

### Introduction

The pace of societal changes and the dynamic socio-economic situation, affected by globalization, force decision makers to look for new, knowledge and technology based, rural development policy measures. The rural development solutions implemented during the 2007-2013 programming period as well as best practices can be considered a big step towards identifying new development opportunities. It is explained in *Europe 2020: Europe's Growth Strategy that EU member states*, should take measures to increase economic activity of the population and social innovations by building a community.

The problem of uneven development of the regions is in the context of sustainable global development. Regional-rural development is influenced by weak management solutions, which are mostly unfounded by regional-rural complex evaluation based on social and economic outcomes.

Changes in regional-rural areas are closely related to dynamic, constantly changing conditions

of rural internal and real-life environment that should be managed in order to avoid the consequences of negative change.

Despite political aspirations, each rural area must have compound or social and economic development priorities, expressed in the area of specialization inherent in a rational business, culture, education and science.

Ventura, Milone, Ploeg (2010) argue that development processes generate integrative as well as competitive processes. Within the new paradigm, sustainable development is ensured by the fact that existing processes give rise to new consistency among the economic, social and natural dimensions of the territory.

Therefore, the objectives of sustainable rural development in an area can not be linked to an increase in economic and social activities alone. In particular they should also be oriented to the creation of positive synergies and externalities that enhance local resources.

Management decisions for rural development are usually taken only when a certain problem arises. Problems do not create a strategic breakthrough, new developmental steps, which would allow the creation of the synergy effect are necessary. Dealing solely with problems and their solutions hinders insight into new opportunities and implementation of a real strategic breakthrough, and the quality of life in rural areas is changing in unwelcome direction. There is still a lack of decisions based on a proactive (insightful) approach and holistic thinking directed towards actual local processes.

Evans (1996), Chatterjee (2006), Gylys (2002), Vasiliauskas (2004) mostly have analysed synergy and economies of scale, Hit, Ireland (2007),

Čepinskis (2008), Kutut, Ginevičius (2008) – diversification, others (Jusevičius, 2009; Bagdonienė, 2010; Kvedaravičius, 2005; Robe'r, Schmidt-Bleek, Aloisi de Larderel et al., 2001; Woolcock, Narayan, 2000) – synergy and the development of the organization's activities. However, there is still a lack of a scientific approach to the benefit of synergy and methods to achieve it in rural development management processes.

Kvedaravičius, Malinauskas (2007) summarized synergy as a result of sinergetics. According to Coulter (2001), synergy includes the potential and disposition of local development actors, which work together and combine experience, expectations and goals, describing their understanding of the world. „Awareness of the meaning, value and importance of synergy in “the space of thought activities“ provide an ability to stimulate development decisions, adapt and improve them“ (Jusevičienė – Ufartienė, 2010).

The results of Kvedaravičius, Malinauskas (2008), Kanišauskas (2008), Smilga (2005), Moriarty (1996), Corning (1995) studies have revealed that, on the basis of the synergistic approach, each system responds to external changes, management decisions are important as much as they have potential, and how the system is able to function without external energy, information, material and tangible and intangible resources. In this case, the rural development management techniques could be purposefully chosen.

Scientific literature study has revealed some problems related to the rural development management and synergy theories: the relationship between the synergy and rural development management theories, insufficient evidence of synergy highlighted in the rural development management models, the methodology of rural development management synergy evaluation. Moreover, techniques for achieving synergy in rural development management models and how local development actors' management techniques create preconditions for achieving maximum results (synergy effect) in rural development have not been examined.

The key concern of the research is to investigate the methodological approaches to synergy evaluation in rural development management processes.

**Object of the research** – synergy evaluation techniques.

**Objective of the research** – having analysed the theoretical and empirical synergy evaluation techniques to validate the methodological principles of rural development management synergy evaluation.

### ***The research tasks are as follows:***

1. To analyse the theoretical concepts of the rural development management process and synergy and their importance.
2. To examine the relations between synergy and the rural development principles.
3. To substantiate and ground the principles of rural development management synergy evaluation.

**Research methods:** meta-analysis, comparative analysis, interpretive methods, mixed analytical synthesis, theoretical modelling, structuring.

### **Synergistic rural development**

Rural area management is characterized by endogenous, exogenous development and certain strategic decisions which are based on the use of rural driving forces and the potential of local recourses in order to resolve the issues of new developmental opportunities. The strongest driving force capable of ensuring the desired synergy effect in rural development is harmonized actions of rural development performers and their strive for common well-being (consistency) at various levels (vertical and horizontal) of change management in rural areas.

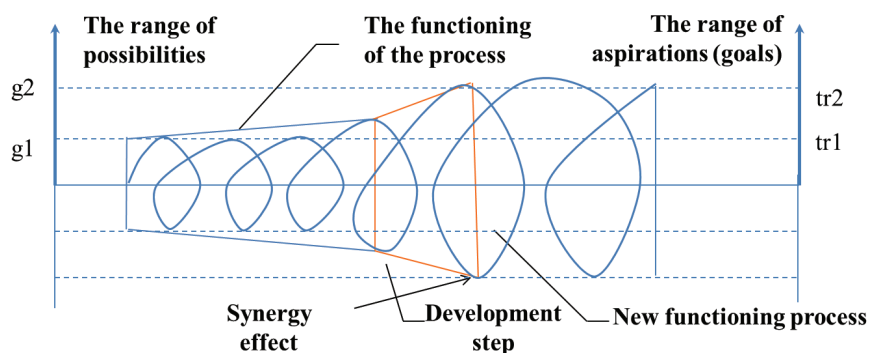
Atkočiūnienė, Vaišnoraitė (2011) argue that rural area change management is understood as strategic activity of three interrelated phases: system strategy analysis, creation of a strategy, and its implementation. Also strategic change management is understood not as non-recurring episodic but constantly occurring and innovative activities.

The concept of rural area development is based on the key principles of sustainable development provided in the Cork Declaration (Cork..., 1996). Čiegis (2009), Čaplikas (2007) and others believe that, in the context of sustainable development, the most valuable synergy effect is possible when priority to local resources is given, target groups, main local problems and decisions are dealt with by local development actors.

Kvedaravičius (2008) argues that management is “the thought of activity“ (creative work) is converted into decisions and their implementation. This is a non-destructive activity, it directs the remaining activities of the systems and ensures that new targets will be achieved Kvedaravičius, Narbutaitė (2005). Ploeg, Marsden (2008) complement Kvedaravičius (2005; 2008) by saying that rural development management is formulation of objectives and results, while rationally maximization, selection, development and implementation of ways and means in order to achieve specific goals and move on to new arrangements.

Development discloses the socio-cultural potential of the system, “the thought of activity“ provide prospects for achieving productivity and efficiency gains.

Kanišauskas (2008) has identified that the key factors that determine development breakthrough conditions are changes in the socio-cultural system (rural area), which may foster either development or degradation.



Here: g1 – development opportunities before a step  
 g2 – development opportunities after a step  
 tr1 – threshold goals before the development step  
 tr2 – threshold goals after the development step

**Fig 1.** Evidence of development synergy

Source: author compiled, reatedbased on Nonaka (1994), Kvedaravičius, Narbutaitė (2005)

Zakarevičius (2003) has summarized Quinn (1990), Magnusen (1981), Carnall (1990) studies and argues that rural development management includes not only identification of changes but also management necessities, management model selection, resource analysis, promotion of local development actors' initiatives, collaboration and partnership of different level rural development actors.

Rural development management is difficult because local development actors need specific knowledge, competence and strong motivation.

While selecting a successful strategic management model it is important to involve local actors which will help identify the characteristics and types of the rural development model.

The goal of rural development is, using different methods and techniques, to ensure a decent standard of living and the fulfilment of basic human needs promoting sustainable socio-economic and political development. Choosing an appropriate rural development model, in the decision-making and implementation phases determines success of strategic objectives. However, rural development actors seeking synergy effect may face certain risks, such as unnecessary costs, time waste, resource depletion, putting future generations at risk.

Nilsson, Svensson (2002), Kvedaravičius,

Narbutaitė (2005) have identified the following added by synergy:

- resource, activity (roles and responsibilities), responsibility, information, communication sharing;
- experience sharing, good practice advice dissemination;
- knowledge, skills (technical and managerial), accumulation, involvement of qualified professionals;
- image sharing (the value of separate units increases when they are identified as part of the system).

Kurtzberg, Amabile (2001) say that there is no need to create synergy, it arises when a group of people develop common ideas. Synergy in rural development management is the result when opinions openly move from against to in favour.

The ideas of Kurtzberg, Amabile (2001), Rimkevičius (2003), Kvedaravičius, Narbutaitė (2005), Duoba, Jusevičius (2009), Kazinikas, etc. are summarised in Table 1 and show the relationship between the main principles of synergy and rural development. The principles of rural development have been formulated in the Cork Declaration (1996), the LEADER Programme (LEADER I (1991-1994), LEADER II (1995-1999), LEADER+ (2000-2006), LEADER (2007-2013)) (Navasaitienė et al., 2006; Atkočiūnienė et al., 2004).

**Relationship between the principles of synergy and rural development**

No.	Synergy principles	General characteristics	Rural development principles
1.	Cooperation	Joint activities of local development actors.	Collaboration, partnership and social responsibility of rural development actors
2.	Involvement in collective decisions	Decisions made collectively are of better quality, reduce a risk factors, local development actors share knowledge, problems, opportunities, experience, etc.	Principle „bottom up“
3.	Holistic approach	The holistic approach means that not only elements of the system are known but also the relationship (link) between them. Priority to the local potential is given.	Locality, subsidiarity
4.	Self-organization	It is a separate open non-linear system that obeys the internal and external environmental factors.	Systemic approach
5.	Functioning in one direction	Activities seeking to achieve goals implement the general idea, vision.	Preservation
6.	Openness	Open non-linear systems. Rational balance between the rural economic potential and the needs of the local development actors, priority to social needs is given.	Sustainability, continuity
7.	Integrity	Integrated management solutions, combined different options and opportunities.	Integrated management
8.	New thinking paradigm	Innovative approaches to management decisions.	Innovations
9.	Panoramic thinking	It gives rise to extra-ordinary insights and, ideas, promotes positive outcomes using local competitive advantage.	Management assessing competitive advantage of rural areas
10.	Development of individuality	To know one's inherent potential, share and accumulate knowledge.	Key competences of rural development actors
11.	Paradoxical approach	Rural development actors' intuition and experimentation, application of non-traditional solutions create synergy of rural development management decisions.	Strategic breakthrough

Rural development management based on such synergy principles as cooperation, collaboration, involvement, etc., creates the value that rural development actors bring into the decision-making process: experience, knowledge, competence, expectations, motives, energy, ideas, etc.

Well-managed rural development decisions of local development actors, their preparation, adoption and implementation as well as implemented all possible opportunities can not only accelerate the formation of the synergistic rural development management model but also ensure its quality implementation.

In terms of rural development management, synergy creates a positive value when the collective decision results transcend the direct results.

### **Theoretical assumptions of rural development synergy evaluation**

Synergy is a multidimensional concept, and each researcher chooses different interpretation of the concept. For example, Brunoni, Rossi (2000), Brown (2001), Laskes, Weiss, Miller (2006), etc. propose to evaluate synergy on the basis of the management level (see Table 2).

Synergy evaluation on the basis of the management level

Local level (Consolidation of interests)	Municipality level (Structural perspective)	National level (Consolidated structures)
Emphasis on interest and resource allocation of networks linking individuals.	Examination of the social structure of the formation process and study of the relations among them or with other social structures and distribution of the result of social interaction.	Evaluation of different mergers of social structures / fusion with the social, political, economic and cultural systems. Assessment of the ways in which the social environment may influence the development solutions.

Chain, Liebowitz (2006), Mačerinskienė, Vasiliauskaitė (2007) and others analyse synergy through the social capital and networking concepts.

Evans (2002), Kersberger, Waarden (2004), Castells (2005), Leonavičius (2005) and others argue that networks can be analysed with reference to not only the micro level but also the mezzo and macro level theories, which help highlighten the inter-personal, inter-institutional or inter-organizational effects of networks. While analysing the value added by membership of rural development actors in networks it is best to refer to the mezzo level theories, which explain that the economy, the social structure or public policy are implemented in the multi-layered environment and the self-developing networks where common goals and needs exist. The macro level theories often are abstract and applicable in specific situations, paying less attention to the intermediate processes; meanwhile the micro level theories lack analysis of various structural factors, the role of networks in solving the development issues (Atkočiūnienė, Pakeltienė, 2013).

Castells (2005) argues that networks are dynamic and open structures as long as they can provide new information and experience. Networks have already become a new social morphology, meanwhile the spread of networking (i.e. modes) modifies the desired outcomes, experience, power and cultural processes. Herry, Noon (2008) describe a network as a form of cooperation, partnership, which creates relations amongst organizations, groups or individuals with common goals and enables them to exchange resources, information thereby creating conditions for increasing efficiency and achieving synergy.

Kvedaravičius, Malinauskas (2007) believe that synergy evaluation can be grounded on different dimensions:

- scientific synergy dimension;
- philosophical synergy dimension;
- methodological synergy dimension;
- epistemological synergy dimension;
- social synergy dimension;
- predictive synergy dimension.

A significant number of researchers focus on the newly emerging features of the phenomenon when the individual parts, merged into one, acquire new features than they have achieved before. This phenomenon is called complementarity.

Milgrom, Roberts (1995), Barua et al. (1996), Harrison, Hit, Hoskisson, Ireland (2001), Kvedaravičius, Narbutaitė (2005) argue that when tangible resources are being used a complementarity effect occurs, when intangible – a synergy effect. It should be emphasized that in order to achieve synergy the complementary resources cannot be identical because a strategic breakthrough does not occur. A large number of opportunities and competitive advantages could be created when different resources merge in the partnership process.

The methodological nature of complementarity and its evaluation is possible by adapting “the Lattice theory”, “super modality”, economies of scale, resources, the endogenous development theory, human relations, social and symbolic capital compounds.

Brunoni, Rossi (2000), Jucevičius, Ilonienė (2009), Karacapilidis, Ruping, Tzagarakis (2011) and others recommend to analyse partnership synergy as a “proxy” for effectiveness as, in theory, partnership that has maximized synergy achieves full potential of collaboration. Synergy is the degree to which partnership combines the complementary strengths, perspectives, values and resources of all partners in search for better solutions (Jones, Barry, 2011).

Weiss et al. (2002) examine six dimensions of partnership functioning: leadership, administration and management, efficiency, non-financial resources, partner involvement and community related challenges. The authors’ findings show that synergy is most closely related to leadership and efficiency.

Synergy that partnership achieves through a successful collaborative process is not just an exchange of resources among the participants. The participants create something new and valuable together – the whole that is greater than a sum of its parts.

When the collaborative process achieves high level synergy, partnership is able to think in new and better ways how it can achieve its goals, carry out more comprehensive, integrated interventions and strengthen its relationship with the broader community (Partnership Self-evaluation Tool, 2002).

In 2001, the Centre for the Advancement of Collaborative Strategies in Health conducted *National Study of Partnership Functioning*. This study was designed to determine the extent to which partnership achieves synergy and to identify the factors that influence the ability of partnership to maximize synergy.

Key factors that influence partnership synergy:

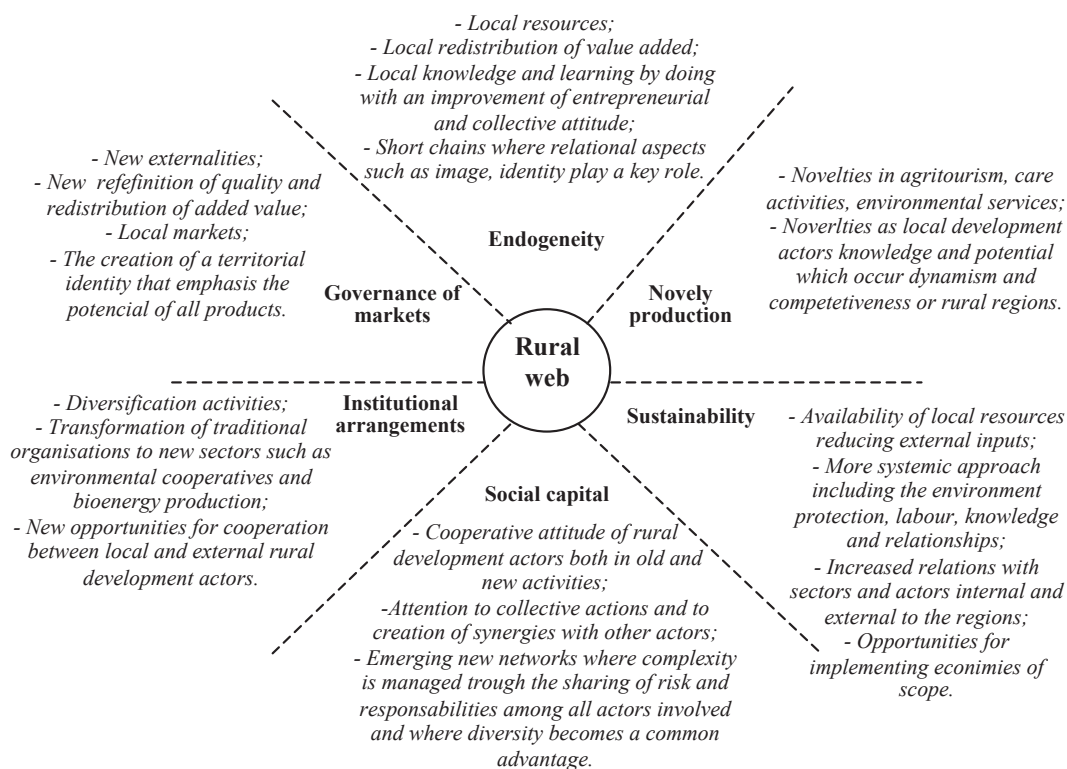
- *leadership* – promotes productive interaction among diverse participants, as well as the ability to make good use of the participants’ in-kind resources, financial resources and time (*partnership efficiency*) (Partnership Self-evaluation Tool, 2002);
- *community involvement in partnership* – successful partnership needs to involve minority, grassroots and end-user groups. Zahner (2005), Winer and Ray (1994) note that having a broad array of partners contributes to effectiveness;
- *boundary-spanning skills* – these include negotiation skills and the ability to see new opportunities. It is closely connected with such synergy principles as the proactive and panoramic ap-

proach, innovative decisions;

- *organization culture* – according to Jones, Barry (2011), “culture clashes are the most commonly cited reason for alliance failure, and uni-professional cultures are formidable barriers as ‘each reinforces and acts in concert’”;
- *trust and mistrust* – Solomon and Flores (2001) call psychological, organizational and sociological constructs of trust, each of which has two distinct dimensions: trusting, which means openness and sharing, and trustworthiness, which means support and acceptance;
- *power* – an important partnership functioning factor in terms of facilitating cooperation and can be seen as the functional equivalent of trust, moreover, shared power is central to collaboration (Jones, Barry, 2011);
- *administration, management and efficiency* – predictors of synergy and that synergy may also be related to how partnership is administrated and managed.

A more explicit attention to the partnership development process will contribute to maximizing synergy and enable partnership of rural development actors to achieve their full potential.

Ploeg and Marsden (2008) present that synergy is possible by creating a tight network of multi-level and multidimensional relations that connect the resources and the territory to economic, social and institutional players.



**Fig. 2.** Contribution of the rural web dimensions  
Source: author compiled, based on Ploeg, Marsden (2008)

The six dimensions function and recur within the heterogeneity of areas and processes. The authors note that these processes and their role in the development process as a whole can be distinguished from each other, they cannot be separated because the one explains the existence of the other and *vice versa*.

The rural web is formed through consistent connections of these dimensions and becomes established through the process that involves different level rural development actors and structures in the development, integration, experimentation and learning activities.

### **Key findings of rural development management synergy evaluation**

The present article gives a brief analysis of significant investigations into synergy evaluation. The technique of synergy evaluation is very difficult, complex and mostly applied to organizations and their structural composition and quality exploration.

However, there is a need to analyse synergy territorially.

After analysing the benefits of synergy for local social, economic and institutional progress, it is appropriate to single out some key findings in rural development management synergy:

- on the basis of the principle of complementarity, it is appropriate to explore the functional relationship (as resources) between different levels of rural development actors;
- to specify partnership synergy components, the rural web dimensions and, on the basis of it, to assess the impact on the network entities for rural development management synergy;
- to prepare an integrated indicators system for rural development management synergy evaluation. The indicators could be: community networks, the nature and character of participation in the community, resource exchange, coherence of the group, positive and negative features of the groups (trust, mistrust, competences, responsibility, etc.);
- rural development management synergy should be analysed at LAU2 level (Local Administrative Unit) because only at this level endogeneity occurs mostly and the rural development approach links up with the principles of synergy;
- to form and ground the indicators of the system of rural development management synergy is possible on the basis of partnership synergy components and the complementarity of tangible and intangible resources, the rural web dimensions.

### **Conclusions**

For a long time rural areas have been – and to a certain degree still are – characterized by major and often deep cleavages between different sectors. Decision-making, economies of scope, synergy and partnership are important elements of the whole development process, which requires rapid, innovative and synergistic decisions and new rural development models.

The models, calculations and evaluations which illustrate synergy are not very accurate. The aggregate effect does not occur immediately, it is distributed over a given period. It could be said, that in the real life, multi-synergy operates.

In the procedural sense, rural development can be considered an evolutionary action. Therefore systemic change conditioned by the manifestation of a looming recession or other reasons must be intentional.

That is why rural development actors must look for innovative techniques to assess rural development management decisions and evaluate the created synergy or the strategic breakthrough conditions.

In order to create a rural development model, a system of indicators to evaluate the created synergy it is necessary to use a complex of the rural web elements and to include human resources and other organized structures in terms of their individual as well as the group quality and relations.

The rural development synergy assessment instrument should be based on all the “rural web” dimensions involving partnership dimension. It should be detailed in the distal and proximal criteria which may have both quantitative and qualitative indicators.

The identified indicators of rural development synergy need to be checked using the expert evaluation method. Expert evaluation of indicators would provide weights for each indicator and convert qualitative indicators into numerical. Moreover, correlation between the synergistic rural development dimensions will provide preconditions for creating complex rural development synergy.

After the identification of the factors that characterize and influence rural development synergy, empirical examination of it in pilot rural areas gains great value.

In order to carry out an investigation it is necessary to evolve methodology, investigate socio-economic conditions of the area, identify its strengths and opportunities (strategic breakthrough) and then measure rural development synergy expression in pilot areas.

Following the imposition of rural development synergy, synergistic rural development maps and scenarios to achieve them can be developed.

The analysed rural development synergy evaluation aspects and the designed rural development synergy assessment instrument can be considered a methodological tool which helps local actors evaluate the potential of the area and prepare appropriate, innovative strategic breakthrough directions oriented to a long-term perspective.

## References

1. Atkočiūnienė V., Pakeltienė R. (2013). Improvement of the Organizational Mechanism for Joint Activities of Rural Development Actors. *The sixth international scientific conference „Rural Development 2013“*. 28-29th November, 2013. Aleksandras Stulginskis University.
2. Atkočiūnienė, V. (2004). Kaimo bendruomenių plėtra. *Kolektyvinė monografija*. Kaunas.
3. Atkočiūnienė, V., Vaišnoraitė, R. (2011). Model of Rural Area Change Management Using the Principle “Bottom-up”. *The fifth international scientific conference. Rural development 2011*. 24–25 th. November, 2011. Aleksandras Stulginskis university.
4. Bagdonienė, D., Paulavičienė, E. (2010). Socialinės atsakomybės ir organizacijos vadybos sistemos integravimas. *Ekonomika ir vadyba*. Nr. 15, pp. 366-373.
5. Barua, A., Lee, B., Winston, A. (1996). The Calculus of Reengineering. *Information Systems Research*. 7(4), pp. 409-428.
6. Brown, P., Lauder, H. (2001). Collective intelligence (chapter 13). In *Brown & Lauder. Capitalism and social progress: the future of society in a global economy*. Palgrave.
7. Brunoni, G., Rossi, A. (2000). Synergy and Coherence through Collective Action: Some Insights from Wine Routes in Tuscany. *Sociologia Ruralis*. 40(4), pp. 409–423.
8. Carnall, C. A. (1990). *Managing change in organizations*. Prentice Hall.
9. Castells, M. (2005). Tinklaveikos visuomenės raida. Kaunas: Poligrafija ir informatika, p. 134.
10. Chatterjee, S. (2006). Types of synergy and economic value: The impact of acquisitions on merging and rival firms. *Strategic Management Journal*. 7(2), pp. 119–139. Available at: <http://onlinelibrary.wiley.com/doi/10.1002/smj.4250070203/pdf>.
11. Corko deklaracija (1996). Gyvybingas kaimas. *Europos konferencija apie kaimo plėtrą*. p.4.
12. Corning, P.A. (1995). Synergy and Self-organization in the Evolution of Complex Systems. *Systems Research*. 12(2), pp. 89-121.
13. Coulter, N. A. (2001). Human synergetics. Available at: <http://www.synearth.net/coulter/synergetics.pdf>.
14. Čepinskis, J., Jonynas, D. (2008). Investicijų valdymas globalizacijos kontekste. *Organizacijų vadyba: Sisteminiai tyrimai*. (47), pp. 7-21. Available at: <http://archive.minfolit.lt/arch/14001/14416.pdf>.
15. Čiegis, R. (2009). Darnaus vystymosi vertinimas. *Taikomoji ekonomika: sisteminiai tyrimai*. 3(1), pp. 66-74.
16. Evans, M. (2002). *Understanding dialectic in policy network analysis*. Political studies. (49), pp. 542-552.
17. Evans, P. (1996). Government actions, social capitals and development: Reviewing the evidence on synergy. *World Development* (1)24, pp. 1119-1132.
18. Ginevičius, R. (2008). *Organizacijų teorija*. Vilnius: Technika.
19. Gylys, P. (2002). Lietuvos socialinės bei ekonominės plėtros dimensijos ir veiksniai: paradigmu konkurencija. *Sociologija*. 28-34. Available at: <http://www.elibrary.lt/resursai/LMA/Filosofija/F-28-1.pdf>.
20. Harrison, J. S., Hitt, M. A., Hoskisson, R. E., Ireland, R. D. (2001). Resource complementarity in business combinations: extending the logic to organizational alliances. *Journal of Management*. 27(6), pp. 679-690.
21. Heery E., Noon M. (2008). Social networking websites. *A dictionary of human resource management*. Oxford University Press. Available at: <http://www.oxfordreference.com/views/ENTRY.html?subview=Main&entry=t162.e1826>.
22. Jones, J., Barry, M. (2011). *Developing a scale to measure synergy in health promotion partnerships*. *Global Health Promotion* 18, p. 2.
23. Jucevičius, R. (2009). Klasterių vadovas. Vilnius.
24. Jucevičius, R., Ilonienė, J. (2009). Žinių organizacijos kompetencijos: valdymo modelių perspektyva. *Ekonomika ir vadyba*. (14), pp. 788-793.
25. Jusevičienė-Ufartienė, L. (2010). Minties veiklos plėtra valdyme grįstas organizacijos vystymasis. *Daktaro disertacija*. Socialiniai mokslai, Vadyba ir administravimas. Kaunas: VDU. available at: [http://vddb.library.lt/fedora/get/LT-eLABa-0001:E.02~2010~D\\_20110204\\_101615-19867/DS.005.0.02.ETD](http://vddb.library.lt/fedora/get/LT-eLABa-0001:E.02~2010~D_20110204_101615-19867/DS.005.0.02.ETD).
26. Kanišauskas, S. (2008). Sinergetinio pasaulėvaizdžio kontūrai. Vilnius: MRU.
27. Karacapilidis, N., Rüping, S., Tzagarakis, M., Poingné, A., Christodoulou, S. (2011). Building on the synergy of machine and human reasoning to tackle data-intensive collaboration and decision making. In: J. Watada, G. Philips-Wren, L.C. Jain and R.J. Howlett (eds.), *Intelligent Decision Technologies - Proceedings of the 3rd International Conference on Intelligent Decision Technologies (IDT 2011)*, Piraeus, Greece, July 20-22, 2011, Springer-Verlag, Berlin, *Smart Innovation, Systems and Technologies*. (10), pp. 113-122.
28. Kersbergen K., Waarden F. (2004). Governance as a bridge between disciplines: Cross-disciplinary inspiration regarding shifts in governance and problems of governability, accountability and legitimacy. *European journal of political research*. (43), pp. 148-156.
29. Kurtzberg, T. R., Amabile, T. M. (2001). From Guilford to creative synergy: Opening the black box of team-level creativity. *Creativity Research Journal*. (13), pp. 285-294.
30. Kvedaravičius, J., Malinauskas, Ž. (2007). Sinergija ir sinergetika lauko bei sistemos koncepcijose. *Organizacijų vadyba: Sisteminiai tyrimai*. Kaunas: Vytautų



- to Didžiojo universiteto leidykla. (44), pp. 45-56.
31. Kvedaravičius, J., Narbutaitė, I. (2005). Sinergija – organizacijos vystymąsi suponuojantis veiksnys. *Organizacijų vadyba: Sisteminiai tyrimai*. (36), pp. 77-85.
  32. Kvedaravičius, J., Narbutaitė, I. (2005). Synergy as the factor supposing self-development of organization. *Management of Organizations: Systematic Research*. (36), pp. 76-88.
  33. Lasker, R. D., Weiss, E. S. (2003). Creating partnership synergy: the critical role of community stakeholders. *Journal of Health and Human Services Administration*. (26), pp. 119-139.
  34. Lasker, R. D., Weiss, E. S., Miller, R. (2001). Partnership synergy: a practical framework for studying and strengthening the collaborative advantage. *The Milbank Quarterly*. (79) pp. 179-205.
  35. Leonavičius V. (2005) Sociologijos teorijos. Kaunas: VDU, pp. 384-393.
  36. Mačerinskienė, I., Vasiliauskaitė, J. (2004). Organizacijos socialinio kapitalo tyrimo metodologija. *Tiltai*, KU.
  37. Magnusen, K. (1981). Organization Design. Development and Behaviour. (11), pp. 49-56.
  38. Milgrom, P., Roberts, J. (1995). Complementarities and fit strategy structure and organizational change in manufacturing. *Journal of Accounting and Economics*. (19), pp. 179-208.
  39. Moriarty, S. E. (1996). The circle of synergy: theoretical perspectives and an evolving IMC research agenda. In *Integrated communication: synergy of persuasive voices*. Thorson, E., Moore, J., Mahwah, N. J.: Lawrence Erlbrow.
  40. Navasaitienė, S., Merkienė, R., Grumuldytė, Ž., Tautvaišaitė, Š. (2006). HINTERLAND, kaimiškojo regiono erdvinės plėtros galimybės sprendžiant nuosmukio problema, Nr. E-06-32/06. *Mokslinė studija*. Akademija.
  41. Nilsson, E., Svensson, M. (2002). Synergies in International Enterprises. Available at: <http://liu.diva-portal.org/smash/record.jsf?pid=diva2:18571>.
  42. Nonaka, I. (1994). A dynamic theory of organizational knowledge creation. *Organization science*. 5(1), pp. 14-37.
  43. *Partnership self-evaluation tool* (2002). Available at: <http://www.nccmt.ca/registry/view/eng/8.html>.
  44. Ploeg J. D., Marsden, T. (2008). Unfolding webs. Van Gorcum, Assen.
  45. Ploeg, J. D. (2010.) The peasantries of the twenty-first century: the commoditisation debate revisited. *Journal of Peasant Studies* 37(1), pp.1-30. Available at: <http://dx.doi.org/10.1080/03066150903498721>.
  46. Quinn, J. (1980). Strategies for Change: Logical Incrementalism. Irwin.
  47. Rimkevičius, R. (2003). Gal padėtų sinergetika? *Dialogas*. (40), pp. 26-38.
  48. Robèrt, K.H., Schmidt-Bleek, B., Aloisi de Lardere, J., Basile, G., Jansen, J.L., Kuehr, R., Price
  49. Sirmon, D. G., Hitt, M. A., Ireland, R. D. (2007). Managing Firm Resources in Dynamic Environments to Create Value: Looking Inside the Black Box // *Academy of Management Review*. 32 (1), pp. 273–292. Available at: [http://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=1342630](http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1342630).
  50. Smilga, E. (2005). Strateginės minties integravimo galimybės Lietuvoje. Available at: [http://www.leidykla.eu/fileadmin/Politologija/2005-4\\_40/N%2034-52.pdf](http://www.leidykla.eu/fileadmin/Politologija/2005-4_40/N%2034-52.pdf).
  51. Solomon, R. C., Flores, F. (2001). Building Trust in Business, Politics, Relationships and Life. University Press, Oxford.
  52. Thomas, P., Suzuki, M., Hawken, P., Wackernagel, M. (2002). Strategic sustainable development – selection, design and synergies of applied tools. *Journal of Cleaner Production*. 10(3), pp. 197-214.
  53. Vasiliauskas, A. (2004). Strateginis valdymas. Vilnius: Enciklopedija.
  54. Ventura, P., Milone, F., Berti, G., Brunoni, B. (2010). Some notes on the identification of rural webs. *Networking the Rural: The Future of Green Regions in Europe*. The Netherlands. Available at: [http://www.google.lt/books?hl=lt&lr=&id=wETR-8bErFVQC&oi=fnd&pg=PA30&dq=Ventura,+Milone,+Ploeg+\(2010\)+understanding+rural+webs&ots=BFHgdNev9v&sig=cpPaK63mBY-00vwe4NHYZgDSOZL0&redir\\_esc=y#v=onepage&q=Ventura%2C%20Milone%2C%20Ploeg%20\(2010\)%20understanding%20rural%20webs&f=false](http://www.google.lt/books?hl=lt&lr=&id=wETR-8bErFVQC&oi=fnd&pg=PA30&dq=Ventura,+Milone,+Ploeg+(2010)+understanding+rural+webs&ots=BFHgdNev9v&sig=cpPaK63mBY-00vwe4NHYZgDSOZL0&redir_esc=y#v=onepage&q=Ventura%2C%20Milone%2C%20Ploeg%20(2010)%20understanding%20rural%20webs&f=false).
  55. Vitunskienė, V., Čaplikas, J., Janušauskaite, G. (2007). Differences of social economic development of Lithuanian rural wards. *Rural development 2007: the third international scientific conference*, 8-10th of November, 2007, Akademija, Kaunas, p. 172-178. Available at: <http://verslas.banga.lt/lt/patark.full/3c10a52484fed>.
  56. Winer, M., Ray, K. (1994). Collaboration Handbook, Creating, Sustaining and Enjoying the Journey. Fieldstone Alliance.
  57. Woolcock, M., Narayan, D. (2000). Social Capital: Implications for Development Theory, Research, and Policy. *World Bank Research Observer*. 15(2), pp. 225-249.
  58. Zahner, S. J. (2005). Local public health system partnerships. *Public health reports*. (120), pp. 76-82.
  59. Zakarevičius P. (2003). *Pokyčiai organizacijose. Priežastys, valdymas, pasekmės*. Kaunas: VDU, p. 174.

## Kaimiškų vietovių vystymo sinergijos vertinimo metodologiniai principai

### Santrauka

Kaimiškų vietovių vystymo (KVV) sprendimai dažniausiai priimami tik atsiradus tam tikrai problemai. Sprendimų priėmėjai pernelyg didelius dėmesio, laiko, energijos ir kitus išteklius skiria probleminiams klausimams išspręsti. Problemos nesukuria strateginio proveržio, naujo vystymo žingsnio, dėl kurio būtų sukuriama sinergijos efektas. Vien tik darbas su problemomis ir jų sprendimas trukdo išžvelgti naujas galimybes ir įvykdyti realų strateginį proveržį, o gyvenimo kokybė kaimiškose vietovėse keičiasi nepageidaujama linkme. Vis dar pasigendama proaktyviu (įžvalgiu) požiūriu paremtų sprendimų, orientuotų į vietovėje vykstančius procesus.

KVV sinergijos vertinimas ir jos reikšmės suvokimas yra ypač reikšmingas strateginio valdymo sprendimas, kurio pagrindą sudaro vietos potencialo pritaikymas naujoms vystymo galimybėms panaudoti. Tarpinstitucinė partnerystė, naujojo kaimo plėtros politikos programavimo laikotarpio iššūkiai reikalauja novatoriškų, panoramiinių ir strateginių mąstymu grįstų, greitų valdymo sprendimų, kuriančių sinergiją ir socialinę vertę kaimiškose vietovėse.

Mokslinėje literatūroje tiriamos šios su kaimiškų vietovių vystymu susijusios *problemos*: neišryškintas santykis tarp sinergijos teorijos ir KVV teorijų, mažai analizuojamos KVV sisteminės kaitos ir strateginio proveržio sąlygos, be to, tyrėjai nesutaria, kokie KVV metodai sudaro prielaidas pasiekti sinerginių rezultatų.

Atlikta mokslinės literatūros analizė leidžia daryti prielaidą, kad mokslininkai vis dar nesutaria dėl bendro KVV sinergijos vertinimo metodo ir sinergiją bando vertinti skirtingais būdais: analizuodami pavienius, skirtingas sritis apibūdinančius rodiklius, naudodamiesi tam tikrais teoriniais kaimo vystymo modeliais bei metodikomis, kurdami integruotus, kompleksinius rodiklius.

Analizuoti KVV sinergiją galima kiekvienu valdymo lygmeniu atskirai ir visais kartu, kai siekiama tirti KVV priemonių ir jų taikymo sinergiją, pagrįstą vietos gyventojų iniciatyvomis „iš apačios“ bei politinių sprendimų priėmėjų sprendimais „iš viršaus“.

Nagrinėjamu atveju tiksliausia KVV sinergiją analizuoti savivaldos lygmeniu, nes čia labiausiai pasireiškia kaimiškos vietovės kaip sistemos ypatybės, ryšių ir santykių tarp kaimo vystymo veikėjų priklausomybės, dalyvavimas tinkluose, pasitikėjimas, instituciniai susitarimai (taisyklės ir normos), socialinės sąveikos rezultatai.

Dėl KVV sinergijos vertinimo svarbos mokslinių ir praktinių diskusijų erdvėje abejonių neįvyksta, todėl vystymo sinergijos vertinimas turėtų būti vienas iš kaimiškų vietovių vystymo sprendimų rengimo, priėmimo ir įgyvendinimo pagrindo dedamųjų.

Atliktų sinergijos vertinimo teorinių ir praktinių mokslinių tyrimų analizė atskleidė, jog KVV yra sudėtingas procesas, o vystymo sinergija pasiekama tik tada,

kai vystymo sprendimai priimami integruojant skirtingų sričių vystymosi potencialą.

Dažniausiai sinergijai vertinti pasitelkiami rodikliai, apibūdinantys tam tikras sritis ir išreiškiantys savitą požiūrį į KVV sinergiją, pavyzdžiui, įsitraukimas į partnerystę, kaimo vystymosi veikėjų gebėjimas mobilizuoti, organizacinė kultūra, ryšiai tarp kaimo vystymosi veikėjų, efektyvus valdymas, sprendimų priėmimas, dalyvavimo nauda, pasitenkinimas dalyvaujant, vietovės fizinės infrastruktūros valdymas, ekonominių, žmogiškųjų, socialinių, gamtinių, kultūrinių, dvasinių išteklių valdymas, vietovės politinio valdymo partnerystė, inovacijos, socialinio kapitalo vystymas, instituciniai susitarimai, kaimiškų vietovių rinkos valdymas. Visi šie veiksniai patys savaime kiekviename kaimiškos vietovės vystymosi etape gali sąlygoti sinerginius efektus, tačiau didžiausia sinergija pasiekama dėl veiksmų tarpusavio sąveikos.

KVV sinergijos vertinimo rodiklių sistemai sukurti tikslinga pasitelkti užsienio praktikoje jau išbandytą *Rural web* metodą, kurį sudaro šešios sinergijos vertinimo dimensijos (endogeniškumas, novatoriškumas, darnumas, socialinis kapitalas, instituciniai susitarimai, rinkos valdymas). Tačiau šį metodą būtina papildyti partnerystės dimensija, skatinančia kooperaciją, sprendimų daugiaaspektiškumą, įsitraukimą ir tarpinstitucinių ar tarporganizacinių susitarimų praktiką.

Identifikuotas KVV sinergijos dimensijas būtina detalizuoti į jas charakterizuojančius kriterijus, o šiuos – į dar tikslesnius kokybinius ir kiekybinius rodiklius. Siekiant atrinkti rodiklius, atspindinčius šalies situaciją, tikslinga pasitelkti ekspertų pagalbą. Ekspertinio vertinimo metodu tikslinga įvertinti rodiklius, juos atrinkti ir sugrupuoti. Tokiu būdu būtų sukurta kompleksinė KVV sinergijos vertinimo rodiklių sistema, kurią būtų galima praktiškai pritaikyti Lietuvos kaimiškose vietovėse. KVV sinergijos vertinimo instrumentas padėtų nustatyti teritorijos potencialą, strateginio proveržio galimybes ir potencialios sinergijos laipsnį. Taigi pati KVV sinergijos vertinimo metodika gali būti laikoma tarsi palaikančiąja sistema KVV strateginiams sprendimams formuoti.

Identifikuoti KVV sinergijos vertinimo principai atskleidžia erdvę tolesniems tyrimams ir pagrindžia poreikį sukurti kaimiškų vietovių vystymo sinergijos vertinimo instrumentą. Tyrimo rezultatai rodo, kad KVV yra nuolat besikeičiantis ir atsinaujinantis procesas, kuriam suvaldyti būtini nauji vadybiniai metodai ir sprendimai. Sinergijos reikšmės suvokimas ir strateginio proveržio galimybių analizė – vis dar atvira erdvė mokslinėms diskusijoms plėtoti.

**Pagrindiniai žodžiai:** kaimiškų vietovių vystymas, valdymas, sinergijos principai, vertinimas.