Research Article

Navigating through the Dynamic Landscape of Public Administration Governance through Innovative Adaptation and Resilience Practices and Strategies in Africa

Eustache Tanzala Kikasu[1], Nirmala Dorasamy[2]

[1]Department of Public management and Economics
Durban University of Technology

[2]Department of Public management and Economics
Durban University of Technology

ARTICLE INFO	ABSTRACT
	Effective public administration governance in the 21st century requires adapting to an ever-changing landscape of complex societal needs, technological advancements, and shifting political contexts. In the face of rapid urbanization, demographic changes, and shifting global dynamics, African public administrations are being called upon to navigate an increasingly complex governance landscape. This paper explores the imperative of innovative adaptation and resilience practices in African public administration governance. It also examines the role of adaptive governance, digital transformation, and human-centered design in fostering a resilient and responsive public sector and highlights the importance of building trust, engaging citizens, and promoting diversity and inclusivity in public administration. This paper argues that traditional approaches to governance are no longer sufficient to address the multifaceted challenges facing African countries, and that innovative strategies are needed to build resilience and adapt to an ever-changing environment. It reviews existing literature on public administration governance in Africa, highlighting the key challenges and opportunities that arise from demographic shifts, technological advancements, and changing societal expectations. It then presents case studies of successful adaptation and resilience strategies employed by New Zealand and Singapore governments, highlighting the importance of inclusive and participatory approaches, digitalization, and capacity building. Ultimately, this research aims to provide a roadmap for policymakers and practitioners seeking to navigate the complexities of public administration governance and create a more agile, effective, and citizen-centric government. The paper concludes by outlining a framework for navigating the dynamic landscape of public administration governance in Africa, emphasizing the need for ongoing learning, collaboration, and innovation to ensure effective and sustainable governance practices. Through embracing a culture of continuous learning, experimentation, and collaboration, public administrators can develop the capacity to respond to emerging challenges and seize opportunities for improvement.

Keywords: : Public administration governance, Shifting political contexts, Technological advancements, Innovative adaptation and Resilience practices, and Strategies in public administration governance |

INTRODUCTION

Navigating through the dynamic landscape of governance requires innovative approaches in public administration practices and strategies. Among the various innovative approaches being adopted in various public administration contexts, adaptation and resilience are important principles linked to the achievement of development outcomes (Meuleman, 2021). Therefore, innovative approaches are an imperative to boost adaptation and resilience outcomes. Adaptation refers to the potential of organizations to adjust to dynamic circumstances, harness opportunities, and mitigate risks (Bag et al., 2023). On the other hand, resilience entails the capacity to withstand the effects of unexpected negative events, recover swiftly from disruptions, and being able to continue functioning efficiently and effectively (Villasana-Arreguín, et al., 2023). In the public administration environment, adaptation and resilience are crucial for navigating through complex challenges such as political and economic crises; pandemics; and social

disruptions. Adaptation and resilience are indispensable and key elements for public administrators seeking to navigate through uncertain and complex issues in a highly dynamic global world (Sellberg, et al., 2023). By embracing innovative practices such as adaptive policy experimentation, flexible governance structures, stakeholder engagement, data-driven decision-making, and collaborative networks, African governments may strengthen their capacity to respond effectively to challenges which negatively impact resilient societies (Benkhadra, 2022). With the advent of technological advancements, socio-political shifts and globalization, there are greater opportunities to enhance adaptive capacity and resilience. As such, drawing from innovative public administration measures in New Zealand and Singapore, public administrators may harness innovation to address crucial issues, thereby creating more resilient and sustainable governance (Tomaževič, et al., 2023; Noveck, 2021; and Liddle, 2018). Adaptation and resilience are underpinned by the recognition that evolving circumstances may result in unexpected occurrences, which may affect normal ways of doing things (Bristow and Healy, 2020; Mithani, 2020; Manyena, et al., 2019). Thus, public administrations governance needs to be able to respond with innovative practices and strategies in an everchanging global environment.

BACKGROUND OF PUBLIC ADMINISTRATION GOVERNANCE THROUGH INNOVATIVE ADAPTATION AND RESILIENCE PRACTICES AND STRATEGIES IN AFRICA

Africa is a vast and diverse continent, with 54 countries, and a population of over 1.3 billion people. Despite its rich natural resources, Africa faces numerous development challenges, including poverty, inequality, corruption, and limited institutional capacity (Juju, et al., 2020; Simbanegavi, 2019). In recent years, the continent has been affected by climate change, pandemics, and economic uncertainty, which have further exacerbated these challenges. Therefore, in Africa, public administration governance has been criticized for being inefficient, corrupt, ineffective and limited institutional capacity (Onyango, G., 2019.). The bureaucracy is often characterized by red tape, lack of transparency, and limited citizen participation (Kaufmann, et al., 2022). This has led to mistrust between governments and citizens, resulting in low levels of government effectiveness and citizen satisfaction. In this context, innovative adaptation and resilience practices and strategies are crucial for strengthening public administration governance in Africa. Innovation can help to improve the efficiency and effectiveness of public services, while resilience can enable governments to better respond to shocks and stresses (Bowen, et al., 2020). The adoption of innovative approaches by African governments can build stronger relationships with citizens, promote transparency and accountability, and enhance their ability to respond to complex challenges. In addition, to address these challenges, African governments can adopt innovative adaptation and resilience practices and strategies that promote digital governance (use of innovative technologies) to improve transparency, accountability, and citizen engagement; participatory governance by involving citizens in decision-making processes to build trust and promote inclusivity; institutional strengthening through building strong institutions that can deliver effective public services; climate-resilient infrastructure through investing in infrastructure that can withstand the impacts of climate change; and economic diversification to reduce reliance on single commodities (Ndebele and Enaifoghe, 2024).

MATERIALS AND METHODS

METHODS

To address the crucial issues related to the public administration governance through innovative adaptation and resilience practices and strategies in Africa, an in-depth review of existing literature that included systematic examination of peer-reviewed articles, books, and conference proceedings on academic databases such as Google Scholar, JSTOR, and Scopus using relevant keywords and search terms like public administration governance, African countries, e-government, adaptation, resilience, etc (Ebidor and Ikhide, 2024; Kraus, et al., 2020). The thorough review of literature assisted to identify gaps in areas that required further discussions regarding navigating through the dynamic landscape of public administration governance through innovative adaptation and resilience practices and strategies in Africa (Eraydin and Özatağan, 2021). The review of literature also helped to identify innovative adaptation and resilience practices and strategies used by international organizations to address public administration governance challenges such as using technology to enhance transparency and accountability, building partnerships with civil society organizations (Meuleman, 2021.). Therefore, this study identified the specific aspect of public administration governance in Africa that consist of e-government, corruption, service delivery, etc., which required an eye tinkling focus. Accordingly, the research questions to guide the review of the literature included the following:

- How do public administrators in Africa adapt to the complex dynamics of governance?

- What are the key factors influencing the adoption of innovative adaptation strategies in African public administrations?
- How can resilience practices be integrated into the governance processes of African public administrations?
- What are the most effective innovation outcomes for enhancing the effectiveness of public administration governance in Africa?
- How have African countries adapted to the challenges of implementing e-government initiatives in the face of limited resources and infrastructure?
- How can African governments leverage innovative adaptation practices to strengthen public administration governance?
- What role can technology play in improving transparency and accountability in African public administration?
- How can participatory governance approaches be used to engage citizens in decision-making processes?
- What are the most effective strategies for building climate-resilient infrastructure in Africa?
- How can economic diversification contribute to improved economic resilience in African countries?
- What could be the dynamic landscape of public administration governance through innovative adaptation and resilience practices and strategies in Africa?
- What are the successful case studies of adaptation and resilience strategies employed in the global environment?

In light of the aforementioned questions an expected outcome may comprise a comprehensive understanding of the complex dynamics of governance in Africa and the role of adaptation, resilience, and innovation in navigating these complexities; an identification of key contextual factors influencing the adoption of adaptive strategies and resilience practices in African public administrations; the development of a set of best practices for integrating resilience practices into governance processes in African public administrations; and an identification of innovative outcomes that enhance the effectiveness of public administration governance in Africa. These research questions reflect the conceptual and theoretical framework below that is designed to support the discussion related to the effective and innovative adaptation, resilience, innovation, and practices and strategies that can strengthen public administration governance in Africa.

MATERIALS: LITERATURE REVIEW

The conceptual and theoretical framework is a foundational component of research design, providing a structured approach to understanding and analysing a research problem or phenomenon. It serves as a blueprint for the entire research process, guiding the selection of research methods, data collection, data analysis, and interpretation of results (Al-Eisawi, 2022; Chun Tie, 2019). A conceptual framework is a mental model or a set of concepts that help to organise and structure researchers' thinking about a particular research topic. It is an abstract representation of the relationships between key variables, theories, and concepts related to the research question or problem. A conceptual framework helps researchers to clarify their research question or hypothesis, identify the key variables and relationships involved, develop a logical and coherent argument, and organise and structure their data collection and analysis (Majeed, et al., 2023). The conceptual and theoretical framework for navigating the dynamic landscape of public administration governance through innovative adaptation and resilience practices and strategies in Africa is designed and described in figure 1 below. A theoretical framework in this study represents a set of interrelated concepts, principles, and assumptions that provide a deeper understanding of how to navigate the dynamic landscape of public administration governance through innovative adaptation and resilience practices and strategies in Africa. It is based on existing knowledge and theories from various disciplines, such as complexity philosophy, adaptive governance theory, resilience theory, innovation management theory, and public administration theory (Goldschmidt, 2022). A theoretical framework helps researchers to ground their research in existing knowledge, identify the underlying mechanisms and processes that drive the phenomenon being studied, develop a more nuanced understanding of the research problem or question, and choose relevant theories and models that guide data collection and analysis. In this study, the review of in-depth literature examined the complexities of the dynamic landscape of public administration governance.
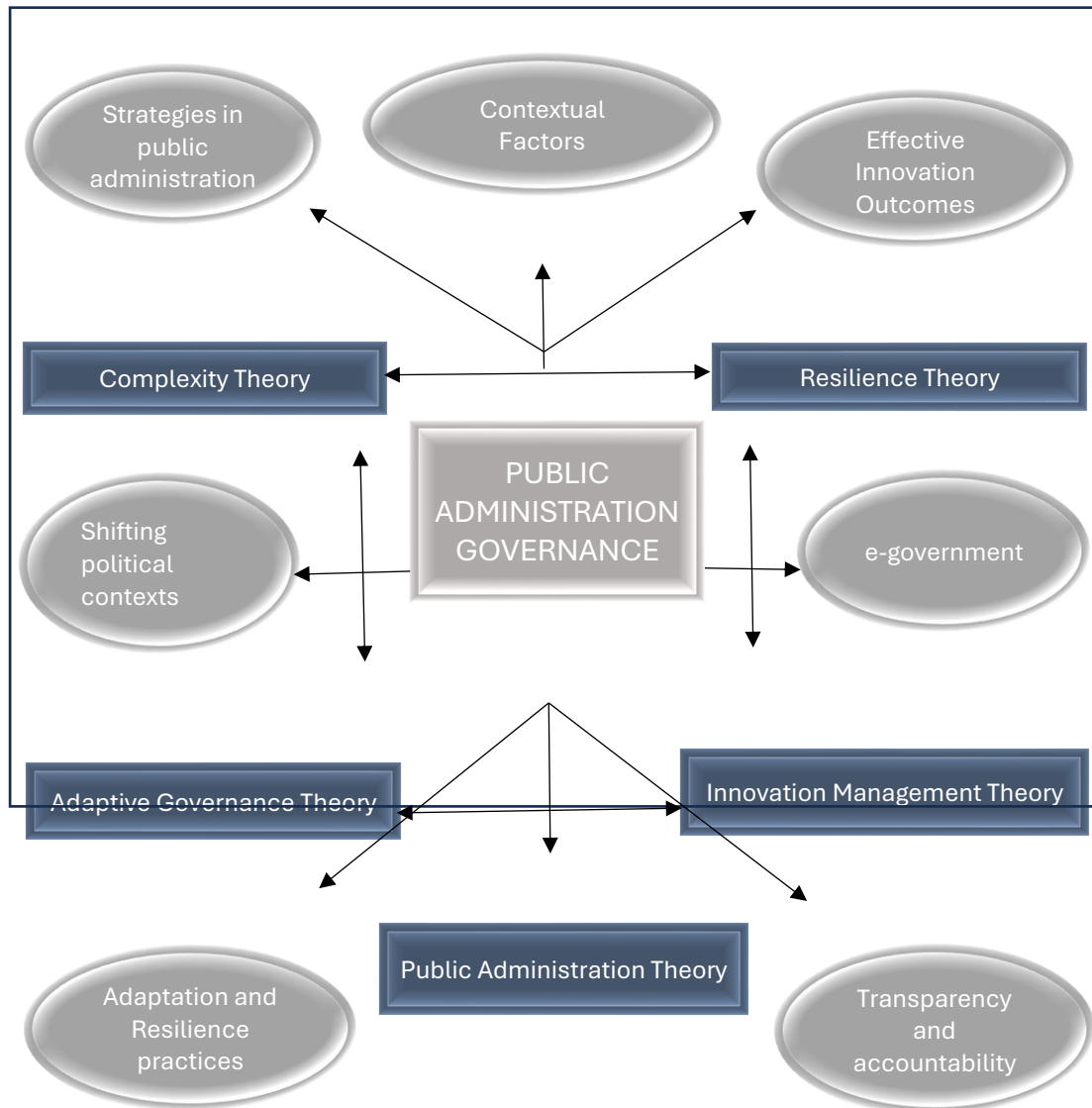
Source: Self-generated by the researcher

Figure 1. Conceptual framework

Figure 1 discloses the conceptual and theoretical framework aligned to the dynamic landscape of public administration governance through innovative adaptation and resilience practices and strategies in Africa.

CONCEPTS AND THEORIES SUPPORTING THE DYNAMIC LANDSCAPE OF PUBLIC ADMINISTRATION GOVERNANCE THROUGH INNOVATIVE ADAPTATION AND RESILIENCE PRACTICES AND STRATEGIES IN AFRICA

The complexity of the dynamic and interconnected nature of public administration governance in Africa is characterised by diverse stakeholders, competing interests, and ever-changing contexts; adaptation to the ability of public administrators to adjust to these complexities by innovating and learning from experiences; resilience to the capacity of public administrations to absorb and recover from shocks, crises, and disruptions while maintaining their essential functions; the innovation through the development and implementation of new ideas, processes, and technologies that address the challenges faced by public administrations in Africa; and the governance of the exercise of authority, power, and influence by public administrators to achieve public goals and values (Sarfraz, et al., 2024; Ahmed, 2024; Bwalya, 2018). In the context of this study, there could be various theories discussing and supporting the dynamic landscape of public administration governance through innovative adaptation and resilience practices,

and strategies in Africa. Theories like complexity theory, adaptive governance theory, resilience theory, innovation management theory, and public administration theory are succinctly examined in the course of this study.

According to Rakšnys and Valickas (2022), the complexity theory is a theoretical framework used to understand and analyse complex systems, including public administration governance. It views organisations and systems as complex, dynamic, and adaptive systems that are composed of many interacting components, agents, and variables. Complexity theory can be applied to various aspects of public administration governance, including policymaking, decision-making, and service delivery (Byrne and Callaghan, 2022; Đulabić, 2020). According to Rakšnys and Valickas (2022), the applications of complexity theory in public administration governance considers policymaking, decision-making, service delivery, and governance structures. This implies that complexity theory can help policymakers understand the potential consequences of policy interventions and identify potential unintended consequences; inform decision-making by recognising the limitations of human cognition and the importance of considering multiple perspectives and stakeholders; help understand how service delivery systems interact with each other and with the community they serve, and how to design more effective services; inform the design of governance structures, such as networked organizations or decentralized decision-making processes; and support adaptive management approaches that involve learning from experience, iterating on decisions, and responding to changing conditions (Oliver, et al., 2020). While complexity theory is applied to public administration governance through policymaking, decision-making, and service delivery; the adaptive governance theory is a relatively new approach to understanding and studying governance in public administration (Kreienkamp and Pegram, 2021). It emphasises the importance of adaptability, flexibility, and learning in governance systems to address complex and dynamic challenges (Head, 2022).

The concept of adaptive governance was first introduced by Resilience Alliance in the 1990s, which focused on the management of ecosystems and natural resources (Partelow, et al., 2020; Cleaver and Whaley, 2018.). Later, it was applied to other fields, including urban planning, disaster management, and healthcare. In public administration, adaptive governance refers to a governance approach that recognises uncertainty and complexity and acknowledges that the environment is inherently uncertain and complex, making it difficult to predict outcomes (Pieraccini, 2019). It encourages experimentation, learning from failures, and continuous improvement to address emerging challenges; fosters collaboration among various stakeholders, including government agencies, civil society organizations, and private sector entities; focuses on outcomes rather than structures, and prioritises achieving desired outcomes; allows for adjustments and changes in response to new information, feedback, and changing circumstances; and incorporates diverse perspectives, including those from science, community, and practice (Ruane, 2020). However, Kong, et al (2022) and Cox III, et al (2019) argued that resilience theory is an interdisciplinary concept that has gained popularity in recent years, particularly in the context of public administration and governance. Resilience refers to the ability of a system, community, or individual to withstand, adapt, and recover from adversity, trauma, or disruption (Mujjuni, et al., 2021). In the context of public admiration governance, resilience theory can be applied to understand how governments and public institutions can build capacity to respond to crises, manage uncertainty, and foster positive outcomes. According to (Sarfraz and Shah (2024), the key principles of resilience theory in public administration include holistic approach, adaptation, flexibility, collaboration, learning from failure, and equity and social justice (Laskey, et al., 2023).

Therefore, resilience theory suggests that resilience is a system-level property that emerges from the interactions among individuals, organisations, and institutions (Tasic, et al., 2019). Public administrators adopt a holistic perspective to consider the interconnections between different components of the system. It involves adapting to changing circumstances, rather than simply reacting to them (Frigotto, et al., 2022). In Africa or elsewhere, public administrators should prioritise adaptive capacity, allowing them to adjust strategies and responses as situations evolve. In addition, this theory proposes that resilient systems can flexibly respond to changing circumstances, without becoming rigid or inflexible (Eriksen, et al., 2021). This requires public administrators to be agile and able to pivot in response to new information or unexpected events. Furthermore, resilience often relies on collaboration among different stakeholders, including government agencies, non-profit organizations, businesses, and community groups (Azadegan and Dooley, 2021). In this context public administrators should foster partnerships and networks to leverage collective strengths and resources. Resilient systems recognise also that failure is an inevitable part of the learning process where public administrators should encourage a culture of experimentation, risk-taking, and learning from failures (Hartley and Knell, 2022.). Moreover, resilience is often linked to social justice and equity concerns. Therefore, public administrators should prioritise addressing systemic inequalities and promoting social

justice in their resilience-building efforts. According to Sarker (2023), the applications of resilience theory in public administration governance involves disaster risk reduction and management where governments can develop more effective disaster risk reduction and management strategies, including early warning systems, evacuation plans, and post-disaster recovery efforts; infrastructure development where resilience thinking can inform the design and maintenance of critical infrastructure. According to Kapucu, et al. (2023), resilience applications in public administration governance involves critical infrastructures maintenance such as transportation systems, energy grids, and water supply networks; and community development where public administrators can work with local communities to build resilience by empowering them with skills, resources, and networks to respond to crises and manage uncertainty. It also involves public health preparedness where resilience principles can guide public health preparedness efforts, including pandemic response planning, disease surveillance, and healthcare system preparedness; and cybersecurity where governments can apply resilience thinking to protect against cyber threats by developing adaptable security measures that can respond to emerging threats (Hallegatte, et al., 2020).

THE UNDERSTANDING OF COMPLEX SYSTEMS AND THE IMPORTANCE OF ADAPTING TO CHANGING CIRCUMSTANCES

Complex systems, adaptability, and the dynamic landscape of public administration governance are crucial concepts in today's rapidly changing world. A complex system is a system composed of many interacting components that exhibit emergent behaviour, meaning that the system as a whole exhibits properties that cannot be predicted by analysing its individual parts (Siegenfeld and Bar-Yam, 2020). According to Flaherty and Flaherty (2019), complex systems are characterised by interconnectedness of components that interact with each other, influencing each other's behaviour; non-linearity, which means that small changes can have disproportionate effects on the system's behaviour; a type of emergency where the system exhibits properties that arise from the interactions among its components, rather than being predetermined by their individual characteristics; and the feedback loops where the system's behaviour is influenced by feedback loops, where outputs become inputs, creating a cyclical process. The illustration of the complex systems includes ecosystems, social networks, economic systems, and weather patterns (Siegenfeld and Bar-Yam, 2020). Adaptability is therefore essential in changing circumstances. The concept of adaptability in public administration governance refers to the ability of a system or an organisation to adjust its behaviour, structure, or processes in response to changing internal or external conditions (Rosenbloom, et al., 2022). In the public administration governance, adaptability is crucial for effective problem-solving and decision-making (Morelock, et al., 2021). In addition, adaptability refers to the situation where public administration governance must be flexible, resilient, and responsive to adjust to new circumstances; withstand and recover from shocks or disturbances; learn from experience and incorporate new knowledge into decision-making processes; and respond quickly to changing environments (Sarfraz and Shah, 2024; Ansell, et al., 2023). However, the dynamic landscape of public administration governance relates to the rapidly changing environment in which public sector organisations operate. The landscape of public administration governance is characterised by increasing complexity that arises from the growing number of interconnected systems, technologies, and stakeholders; ambiguity or uncertainty and lack of clarity about the consequences of decisions or actions; turbulence or unpredictable events and shocks that require rapid adaptation; and interconnectedness where public sector organisations are increasingly connected to other sectors, such as private and non-profit organisations (Leitner and Stiefmueller, 2019). Therefore, in order to navigate this dynamic landscape, public administration governance must focus on adaptive governance by encouraging flexibility and responsiveness in decision-making processes; on collaboration through fostering partnerships with other sectors and stakeholders to share knowledge and resources; on continuous learning by inspiring a culture of continuous learning and improvement; and on transparency and accountability by ensuring transparency in decision-making processes and holding officials accountable for their actions (Goldschmidt, 2022). Additionally, regarding public administration theory, Frederickson, et al. (2018) stated that public administration theory is a broad field that studies the principles, practices, and institutions of public administration, including the governance of public organisations and the delivery of public services. Other theories that discuss or elaborate on public administration governance include (Ridley, 2024; Rosenbloom, et al., 2022; Christensen, T., 2019; Frederickson, et al., 2018):

- **Participatory Governance:** This perspective emphasises the involvement of citizens, stakeholders, and civil society organisations in decision-making processes.
- **Network Governance:** This approach recognises the importance of collaboration and networking among various stakeholders in achieving public goals.

- **Public Choice Theory:** This economic theory views public administrators as self-interested individuals who respond to incentives and disincentives in their decision-making.
- **Behavioural Theory:** This perspective recognises that human behaviour is influenced by psychological factors, such as attitudes, beliefs, and emotions, which can impact public administration.
- **Institutional Theory:** This perspective examines how institutional structures and cultural norms shape public administration behaviour.

According to Rivera and Knox (2023), some of key theories in public administration refer to concepts like "bureaucracy" that emphasises the importance of a hierarchical, rule-based, and efficient organisational structure; "public administration" as a science that views public administration as a distinct field of study, seeking to understand how governments manage resources and deliver services; "New public Administration", which is a movement that emerged in the 1960s, emphasising a more responsive, decentralised, and participatory approach to public administration; "New Public Management" that focuses on efficiency, effectiveness, and citizen satisfaction, often involving privatisation, contracting out, and performance measurement; and "Public Policy Analysis" that examines the process of policymaking and implementation, considering factors such as politics, economics, and social context. Table 1 explains the way public administration governance institutions can develop more adaptive approaches to address the complexities of the dynamic landscape; the role technology can play in enabling adaptability in public administration governance; the way public administrators can balance short-term needs with long-term planning in a rapidly changing environment; and strategies that can be employed to foster collaboration and knowledge sharing across different sectors.

Table 1. Adaptive approaches to address the complexities of the dynamic landscape of   public   administration governance

	- **Foster a culture of accountability:** Foster a culture of accountability by establishing clear expectations for performance measurement and evaluation, as well as consequences for not meeting those expectations.
	- **Embrace a culture of experimentation**: Encourage a culture of experimentation, learning from failures, and iterative improvement that involves creating a safe environment where public servants feel comfortable taking calculated risks and learning from mistakes.
	- **Foster a culture of continuous learning**: Promote a culture of continuous learning, encouraging public servants to stay up to date with the latest trends, research, and best practices in their field through training programs, workshops, and conferences.
	- **Develop adaptive governance frameworks:** Establish adaptive governance frameworks that allow for flexibility and responsiveness to changing circumstances through creating temporary task forces or working groups to address specific challenges or opportunities.
	- **Collaborate with stakeholders:** Foster strong relationships with stakeholders, including citizens, businesses, and other government agencies to build trust, gather valuable insights, and identify potential solutions.
	- **Use data-driven decision-making:** Leverage data and analytics to inform decision-making and monitor progress, identify areas for improvement, and track the impact of policies and programs.
	- **Foster a culture of transparency:** Promote transparency in decision-making processes, ensuring that citizens have access to information about government activities and policies.
	- **Encourage innovation:** Encourage innovation by providing resources and support for pilots, proof-of-concepts, and minimum viable products (MVPs). This can help identify new solutions and test their feasibility.

Adaptive approaches to address the complexities of the dynamic landscape	• **Build coalitions and partnerships:** Build coalitions and partnerships with other government agencies, non-profits, and private sector organisations to leverage resources, expertise, and networks. • **Develop flexible budgeting processes:** Develop flexible budgeting processes that allow for reallocation of resources in response to changing priorities or emerging needs. • **Emphasise soft skills:** Emphasize soft skills such as communication, collaboration, and adaptability in public servants' training and development programs. • **Create a sense of shared purpose:** Create a sense of shared purpose among public servants by articulating a clear vision and mission that aligns with the organization's goals and values. • **Use technology to facilitate adaptability:** Leverage technology to facilitate adaptability by using cloud-based platforms, agile project management tools, and other digital solutions that enable rapid response to changing circumstances. • **Conduct regular assessments and evaluations:** Conduct regular assessments and evaluations to identify areas for improvement and track progress towards goals. Regularly review and revise plans to ensure they remain relevant and effective in response to changing circumstances. • **Develop scenario planning capabilities:** Develop scenario planning capabilities to anticipate potential future challenges and opportunities and develop strategies to address them. • **Adaptive decision-making:** Decision-making processes are designed to be responsive to changing circumstances, with a focus on learning from failures and iterating towards better outcomes. Decisions are made inclusively, taking into account diverse perspectives and interests.

Source: Koliba and Koppenjan (2023); Eppel and Rhodes (2020); Alexandra, et al. (2023)

These strategies in Table 1, are essential to assist public administration governance institutions to develop more adaptive approaches that better address the complexities of the dynamic landscape. However, according to Khan, et al. (2020), technology among other strategies, can play a significant role in enabling adaptability in public administration governance. Some of the specific technologies that can enable adaptability in public administration governance include cloud computing, artificial intelligence (AI) and machine learning (ML), data analytics, blockchain, social media, mobile devices, virtual reality (VR) and augmented reality (AR Internet of Things (IoT), cybersecurity solutions, agile project management tools, etc. (Tan, et al., 2022). The use of these technologies can help public administration governance to be become more adaptable, responsive, and effective in addressing the complex challenges facing modern societies (Alvarenga, et al., 2020). Furthermore, these technologies can assist public administration governance to streamline information sharing and reduce the time it takes to access and process data, enabling policymakers to respond quickly to changing circumstances; increase transparency by making information publicly available, and enabling citizens to hold government agencies accountable for their actions and decisions (Gong, et al., 2020). In addition, technology facilitate communication among government agencies, stakeholders, and citizens through email, social media, and collaboration tools, promoting coordination and adaptability; free up resources for more strategic and adaptive decision-making, enabling government agencies to respond more effectively to changing circumstances (Zuiderwijk, et al., 2021). It can help policymakers analyse complex data sets, identify trends, and make informed decisions in response to changing circumstances; facilitate remote work arrangements, allowing government employees to work from anywhere, reducing the need for physical

infrastructure, and enabling more flexible work arrangements (Malodia, et al., 2021). Technology can also enable real-time monitoring of programs and services, allowing governments to quickly identify areas that require adjustment and make data-driven decisions to adapt; enable citizens to participate in policy-making processes, providing feedback and input on government decisions, and fostering a sense of ownership and accountability (Khan, et al., 2020). Moreover, technology can help government agencies anticipate potential changes and make proactive decisions to mitigate risks or seize opportunities; and encourage a culture of innovation within government agencies, encouraging experimentation, testing, and learning from failures to drive adaptability and continuous improvement (Gong, et al., 2020). In addition, Finucane, et al., (2020) emphasised that balancing short-term needs with long-term planning is a common challenge for public administrators, especially in rapidly changing environments. Therefore, in ensuring that short-term plans align with long-term objectives, a setting of SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) goals could be essential to address both short-term needs and long-term aspirations (Henry, et al., 2024; Wadsworth, et al., 2016). Prioritising tasks and resources based on the impact on both short-term and long-term goals can address immediate needs while also contributing to long-term sustainability. Thus, strategies that can be employed to foster collaboration and knowledge sharing across different sectors of public administration governance include the following (Lopes and Farias, 2022; Costumato, 2021):

- Define a common objective that transcends individual sector interests, such as addressing a specific social or environmental challenge,
- Build trust among stakeholders from different sectors through regular communication, transparency, and mutual respect,
- Address power dynamics through being aware of power imbalances and taking steps to address them, such as by ensuring equal representation and decision-making authority for all stakeholders,
- Identify knowledge gaps and provide training or capacity-building opportunities to bridge those gaps,
- Develop a plan for sustaining the collaboration over time, including strategies for maintaining momentum and addressing potential roadblocks,
- Celebrate shared successes and recognise the contributions of individual stakeholders to foster a sense of accomplishment and motivation, etc.

GOVERNANCE AS A DYNAMIC PROCESS THAT INVOLVES INNOVATING IN RESPONSE TO CHANGING CIRCUMSTANCES

Governance as a dynamic process involves recognizing that organisations are not static entities, but rather dynamic systems that must adapt to changing circumstances (Gong, et al., 2020). In this context, governance is not a fixed set of rules or structures, but rather a continuous process of innovating and responding to emerging challenges and opportunities. This approach to governance acknowledges that the world is constantly evolving, and that organisations must be agile and responsive to stay relevant (Janssen & Van Der Voort, 2016). It involves embracing a culture of experimentation, learning, and improvement, where governance is seen as a means to an end, rather than an end in itself. Innovating in response to changing circumstances requires a flexible and adaptive approach to governance, which is characterised by principles elaborated in Table 1. Also, governance emerges from the interactions and relationships between stakeholders, rather than being imposed from the top down, and governance processes and structures must be continuously tested and refined through experimentation and prototyping (Koliba and Koppenjan 2023; Eppel and Rhodes 2020; Alexandra, et al., 2023). Therefore, adaptation and resilience as innovative approaches to public administration and governance implies that governance as a dynamic process must recognise that organisations must continuously innovate and adapt to changing circumstances to remain effective. By embracing an emergent, experimental, collaborative, adaptive, continuous learning, inclusive, transparent, and accountable approach to governance, organisations can stay ahead of the curve and achieve their goals in a rapidly changing world (Kreienkamp and Pegram, 2021). According to (Sellberg, et al., 2023), adaptation and resilience as innovative approaches must attempt to drive functional and effective public measures and reforms. Any innovative approach must adopt flexible measures to deliver change in complex and diverse contexts. For example, from a governance perspective, there needs to be wider participation, mobilisation of capabilities from multiple stakeholders, and continuous adjustments to effectively manage change. It also important to ensure that innovative approaches are driven by a collaborative and shared mindset, so that there is enhanced coordination and integration of a shared vision.

Relatedly, this is aligned to systems and institutional theories, which is connected to sustainability of the public sector. As such, adaptive and resilient governance in the public sector can no longer rely on traditional approaches which are resistant to change and embedded in non- flexible processes and procedures. There is a requirement to identify continuously changing needs, gain insights from multiple data sources, and have a continued understanding of local and global experiences. Such diverse access to information regarding issues at stake within the public sector environment is pivotal for adaptive and resilient governance. For example, the Japanese public sector governance system is based on a holistic framework informed by the Agile Nations Agreement, which recognises the need for innovation in a fast-changing technological environment among other developments (Andrews, 2015). However, innovative approaches in the public sector must consider environmental, institutional and individual drivers. With respect to the environmental drivers, segments like political and citizen expectations and demands drive the adoption of innovative approaches to ensure responsiveness of and trust in public sector organisations. For example, threats like the COVID-19 pandemic required adaptive and resilient responses to various challenges associated with the pandemic. Relatedly, the South Korean government acted adaptively and resiliently with rapid preventive testing when COVID-19 affected the global arena and used the challenges experienced as learning opportunities for future to adaptation (Moon, 2020). Regarding organisational drivers, the culture and structure of organizations such as the financial capacity of public sector organisations correlate with the capacity to be able to adapt and show resilience in the face of organisational change. In terms of individual drivers, the knowledge, skills and openness of individuals to participate in innovative approaches is a crucial consideration. Ultimately, there has to be stability and sustainability when implementing innovative strategies relating to adaptation and resilience. This requires a robust coalition of all capabilities and resources associated with the environmental, organizational and individual spheres.

APPROACHES TO ADDRESS THE MULTIFACETED CHALLENGES FACING AFRICAN PUBLIC ADMINISTRATION GOVERNANCE

According to Meuleman, (2021), as indicated earlier, traditional approaches to governance are no longer sufficient to address the multifaceted challenges facing African countries. The reasons of insufficient capacity to address the complex and interconnected challenges faced by African counties public administration governance include poverty, inequality, corruption, conflict, climate change, and poor infrastructure among others (Basheka, et al., 2017). These challenges are interconnected and require a comprehensive approach to governance. In addition, many African governments lack the institutional capacity to effectively respond to these challenges because most institutions may be weak, inefficient, or corrupt, which hinders the ability to deliver public goods and services (Bashir, et al., 2023). Furthermore, African countries often have limited financial and human resources, which makes it difficult to invest in the necessary infrastructure, institutions, and policies to address the challenges they face. The lack of citizen participation is one of the critical issues (Bashir, et al., 2023). Traditional governance systems often lack mechanisms for citizen participation and representation, which can lead to a disconnect between governments and the people they serve. Power in Africa is often concentrated in the hands of a few individuals or groups, leading to inequality and marginalisation of certain segments of society (Frankema, et al., 2023). According to Makara (2018), to address these challenges, African countries will have to explore new approaches to governance that prioritise the decentralisation of power and decision-making to local levels, which can increase citizen participation, responsiveness, and accountability; leverage technology to improve transparency, accountability, and service delivery; involve a diverse range of stakeholders, including civil society organisations, private sector representatives, and ordinary citizens in decision-making processes (Moner-Girona, et al., 2021).

Additional approaches consist of engaging citizens in budgeting processes to ensure that public spending is responsive to their needs and priorities; foster collaboration between government agencies, civil society organisations, and private sector actors to address complex challenges; use data and research to inform policy decisions and ensure that policies are effective in addressing the challenges facing African countries. The establishment of independent mechanisms for accountability and oversight to ensure that public officials are held accountable for their actions need to be considered in the process of public administration governance. However, in Africa, some successful examples of innovative governance approaches can be observed in the following countries:

- The Gambia's Participatory Budgeting initiative: Citizens were engaged in budgeting processes (Sillah and Ceesay, 2018)
- Rwanda's E-Government platform: This country uses technology to improve transparency and service delivery (Bakunzibake, et al., 2019)

- Kenya's Sustainable Development Goals (SDG): Citizens work together with government agencies, civil society organisations, and private sector actors to achieve the SDGs (ElMassah and Mohieldin, 2020.)
- Ghana's Local Governance Framework: Which decentralised power and decision-making to local levels (Honyenuga and Wutoh, 2019.)

The African public administration landscape is undergoing significant transformations due to demographic shifts, technological advancements, and changing societal expectations. But there are some key challenges and opportunities that arise from these changes. According to Basheka, et al., (2017), challenges include rapid urbanisation, which is putting pressure on urban infrastructure, services, and governance systems, creating challenges in managing urban planning, transportation, and waste management; the majority of Africa's population is young, but many are unemployed or underemployed, posing a challenge to social stability and economic growth. There is the lack of digital literacy and infrastructure in many African countries that hinders the adoption of digital technologies, exacerbating the existing socio-economic disparities (Sellberg, et al., 2023). In addition, corruption remains a significant obstacle to good governance, hindering effective public service delivery and undermining trust in institutions. Unfortunately, Africa is disproportionately vulnerable to climate change, which poses significant challenges to food security, water management, and infrastructure development. Also, the influx of refugees from neighbouring countries has placed a strain on host countries' resources, social services, and infrastructure (Odeku, 2022.). On the contrary, there are some plausible opportunities that emerge from innovating public administration governance in Africa. The increasing adoption of digital technologies offers opportunities for improved service delivery, increased transparency, and enhanced citizen engagement in public administration (Kulal, et al., 2024). The rise of innovative governance models, such as e-government and decentralised governance, can help address the challenges posed by demographic shifts and technological advancements.

The African Union's Agenda 2063 presents an opportunity for Africa to achieve sustainable development goals, leveraging the continent's natural resources and human capital; and the African Continental Free Trade Area (AfCFTA) presents an opportunity for increased economic integration and growth across the continent (Wapmuk and Ali, 2022; Ajambo and Emebinah, 2021). Furthermore, the youth bulge can be leveraged to drive innovation, entrepreneurship, and economic growth if investment is made in education and skills development, allowing the shift towards a green economy that can create new job opportunities in renewable energy, sustainable infrastructure development, and environmental conservation (Buheji and Ahmed, 2019.). The international cooperation and partnerships remain a key opportunity that can help Africa access knowledge, technology, and resources needed to address its developmental challenges (Kunert, et al., 2020). According to Cilliers (2021) and Jansen and Kalas (2020), to address these challenges and capitalise on the opportunities, African governments must develop effective policies that address demographic shifts, technological advancements, and changing societal expectations. Governments must invest in education and skills development to prepare the youth for the job market; promote inclusive governance models that involve citizens in decision-making processes; leverage technology to improve service delivery, increase transparency, and enhance citizen engagement; foster international cooperation and partnerships to access knowledge, technology, and resources; and implement sustainable development strategies that prioritise environmental sustainability. With embracing these strategies, African public administration can effectively navigate the challenges posed by demographic shifts, technological advancements, and changing societal expectations, and ultimately driving sustainable development and economic growth across the continent.

IMPERATIVES FOR INNOVATIVE PRACTICES AND STRATEGIES TO SUPPORT ADAPTATION AND RESILIENCE

Changes in the public sector environment are evident and requires public sector institutions to be innovative in their approaches, so that they are adaptive and resilient. For example, various crises like migration, COVID-19 and the Israeli-Palestinian saga have challenged existing systems in various ways. During such unexpected situations, governments need to react instantly and provide stability in the face of severe uncertainty and negative consequences. Thus, governments need to seek adaptive and resilient innovative approaches, which are agile and responsive to unexpected events. However, the adoption of any innovative approach hinges on public sector institutions having the capacity to lower vulnerability and risks during extreme and unexpected events. More so, innovative approaches which are adaptative and resilient must sustain a fit with the dynamic expectations and values of all stakeholders linked to the public sector. Further, organisational capacity must be able to respond with appropriate urgency to the resultant changes arising from unexpected events. This may require flexible and collaborative approaches beyond

defined parameters (OECD, 2019).   Table 2 discusses some of the imperatives required to sustain innovative approaches supporting adaptation and resilience in the public sector (EBRD, 2022; Janssen & Van Der Voort, 2016; Gogu, 2016).

Table 2. The imperatives required to sustain innovative approaches supporting   adaptation and resilience in the public sector

Teamwork **Flexible resources**	*Any organization needs to draw on the diverse skills, knowledge and experiences of various stakeholders in an endeavour to develop comprehensive approaches which are responsive to unexpected changes. Engaging communities, government agencies and other stakeholders in participatory decision-making processes helps to leverage collective skills, knowledge and experiences, thereby fostering resilience and promoting collective ownership of solutions. A communitarian approach promotes the use of distributed capacity to implement innovative approaches. For example, participatory budgeting measures empower communities to allocate public funds according to community priorities. This helps to enhance social resilience and adaptation. Sharing information, resources, and expertise is important for effective crisis management. For example, the International Association of Emergency Managers (IAEM) facilitates collaboration and sharing of knowledge among global emergency management professionals, in an endeavour to effectively address complex challenges.*
Decomposing complex disruptions	*Organizational resources must be adaptable and resilient, when new directions need to be pursued. Resources such as access to high quality information must not only help to sense on time demands, but also support adaptation and resilience. For example, the Impact Canada initiative was established by the Canadian government, whereby funding is allocated for innovative delivery approaches to promote better outcomes for citizens. Such an outcome-oriented initiative supporting innovative approaches in the public sector is important for building capacity to support adaptation and resilience in the public sector. Additionally, flexible governance structures facilitate rapid decision-making, collaboration, and responsiveness to emerging needs. Further, the government of Singapore established the Smart Nation and Digital Government Office, tasked with implementing innovative public administration practices, to drive innovation and digital transformation; and enhance resilience and adaptive capacity. Such agile methodologies enhance flexibility and responsiveness to the needs of stakeholders and changing circumstances.*
	Breaking down complexity into manageable, smaller problems may facilitate quick reactions and decisions. This needs to be reinforced by greater levels of decentralised decision making to foster faster responses to disruptive changes, rather than maintaining a status quo which no longer serves public needs. Decentralised decision-making is crucial for adaptive governance, which facilitates agile decision- making, iterative solutions and rapid responses for complex and unpredictable crises, and flexible resource allocations. For example, at a local government level, task forces may be established to coordinate initiatives across different departments and stakeholders to develop resilience strategies.
Citizen-centric engagement	*Adaptation and resilience approaches must be driven by feedback mechanisms, and co-creation processes involving citizens. For example, public awareness campaigns through various social and traditional media platforms during COVID-19 helped to disseminate health related information, raise awareness, and solicit feedback from communities This is crucial to ensure inclusive responses, which are relevant, accessible and user-friendly. Therefore, through various community engagement and empowerment initiatives, citizens and groups may be pursuing proactive measures which strengthen*

	social cohesion and promote resilience. Further, engaging citizens in disaster preparedness, response, and recovery initiatives enhances resilience, cooperation and trust at the local level. community-based disaster plans, conduct drills, and disseminate information.
Education and training	*Education and training are fundamental for providing the capacity to provide effective responses and avoid delayed reactions. Training programmes and workshops provide personnel with the capacity to handle various crises and adapt to new challenges. Investing in capacity building programmes is vital for enhancing the resilience of public administration agencies. This is necessary to prepare personnel for various unforeseen scenarios, such as terrorist attacks, natural disasters or pandemics.*
Networks	*Adaptive and resilient capacity must extend beyond the organization, since networks provide a significant support structure when vulnerabilities require different networks to provide a collective response during various stages of action. Collaboration and co-operation among public and private sector institutions; non-governmental organizations; and academia promotes resilience by pooling resources, knowledge, and expertise. For example, collaborative networks such as the Global Health Security Agenda (GHSA) draw on multiple stakeholders to strengthen preparedness and response during disasters, thus reflecting the value of collective action in building resilience. Another example is partnerships between local governments and private transport companies to enhance public transportation options.*
	Public sector organisations must provide the space to pilot new and innovative approaches. For example, the use of design thinking in experimentation laboratories, can be used as a springboard to transfer successful approaches to public sector institutions. Through a culture of experimentation, governments may test new initiatives and policies in a controlled environment, before scaling them up. In the case of digital government, various digital initiatives may be tested before being adopted. For example, in Sweden, experimental and innovative urban planning supported by multi-institutional collaboration resulted in the Malmö industrial area becoming a transformed and sustainable urban area. As such, ongoing experimental policy design can be included in strategic government programmes which may become part of an experimental culture for innovative approaches. Such an iterative approach allows for feedback, adaptation, and learning from successes and failures.
Open government initiatives	*Promoting participation, transparency, and accountability through participatory budgeting, open data, and civic engagement platforms promotes trust between government and citizens, encourages collaborative problem-solving, and enhances public scrutiny. Additionally, silos between different government departments must be broken down to enhance interconnected challenges being addressed holistically. For example, integrated approaches for sustainable development involve coordination between political, social and environmental agencies to achieve mutually beneficial and reinforcing goals.*
Data-driven analytics and technology	*Data analytics and technology has the power to enhance adaptive capacity by facilitating decisions in real-time and ensure the continuity of operations during crises situations. By analysing trends and leveraging predictive analytics, public sector agencies can anticipate evolving challenges and proactively develop strategies to mitigate risks. For example, data analytics are helpful to ensure optimal resource allocation based on real-time demand patterns during emergencies. By embracing digital technologies, processes may be streamlined, service delivery enhanced, and citizen engagement*

	improved. For instance, the use cloud-based services and teleconferencing tools enables government personnel to work remotely and sustain essential services during emergencies. Additionally, government online platforms for tax filing and permit applications increases accessibility and efficiency. Such initiatives ensures that resources are allocated effectively; and communication is strengthened, while identifying emerging issues and trends.
Risk assessments and mitigation	*It is imperative that public administration entities conduct regular risk assessments to determine vulnerabilities and potential hazards within their areas. This is necessary to develop mitigation measures and develop comprehensive planning frameworks reduce the risk of disasters and their impact. For example, the United Nations Office for Disaster Risk Reduction (UNDRR) supports countries in building resilience to disasters through conducting risk assessments; developing comprehensive planning frameworks; formulating strategies and contingency plans to mitigate them; and investing in resources and infrastructure to promote resilience.*
Innovative financing mechanisms	*In view of public funds frequently facing constraints, it is important to explore alternative sources of funding such as public-private partnerships, crowdfunding, and impact bonds. Such alternate funding sources can encourage investments in innovative adaptation and resilience approaches.*

Source: Adapted from EBRD (2022); OECD (2019); Janssen & Van Der Voort (2016); Gogu (2016)

Table 2 demonstrates innovative strategies needed to build resilience and adapt to an ever-changing environment in public administration governance. According to Sarfraz and Shah, (2024), building resilience and adapting to an ever-changing environment is crucial for public administration governance in Africa or elsewhere. Additionally, some important innovative strategies include (Moşteanu, 2024; Roberts, 2020):

Develop a long-term vision that takes into account the changing environment and emerging trends that guide strategic decision-making and resource allocation.

- To develop plans for unexpected events or disruptions, such as natural disasters or economic downturns, and ensure continuity of operations and minimises disruptions.
- Invest in training and development programs that focus on adaptability, creativity, and problem-solving skills. Build a workforce that is better equipped to respond to changing circumstances.
- Develop a robust emergency management system that includes early warning systems, emergency response plans, and disaster recovery protocols.
- Develop multiple scenarios to anticipate and prepare for potential future events or disruptions. Identify potential risks and opportunities and enables proactive decision-making.

RESILIENCE AS A CAPACITY TO ABSORB AND RECOVER FROM SHOCKS AND CRISES

Earlier, it was indicated that resilience in the context of public administration governance refers to the ability of governments, organisations, and communities to withstand, absorb, and recover from shocks and crises (Profiroiu and Nastacă, 2021). Resilience involves the capacity to anticipate, prepare for, respond to, and adapt to unexpected events, such as natural disasters, economic downturns, or social unrest (Duchek, 2020). Resilience is critical in public administration because it enables governments to maintain stability, protect citizens' well-being, and ensure the continuity of essential services (Kreienkamp and Pegram, 2021). According to Sarker (2023), the key components of resilience in public administration governance consist of identifying potential risks and threats to the system and developing strategies to mitigate them; building capacity and resources to respond to crises, including emergency response plans, training, and infrastructure development; effectively responding to crises with swift and decisive action, using resources and personnel as needed; learning from crisis experiences and adapting systems and processes to improve response and recovery; building partnerships with stakeholders, including local communities, NGOs, and other government agencies, to share resources and expertise; providing clear information to the public during crises, ensuring transparency and accountability; and developing a strong leadership that sets the tone for resilience and guides the response effort. According to Dzigbede, et al., (2020), the benefits of resilience in public administration governance may be various, depending on the circumstances and environmental situations. A resilient public administration is better equipped to respond quickly and effectively to emergencies, minimising the impact on citizens and the economy. It can improve ability to manage crises, reducing the likelihood of long-term damage and promoting a quicker recovery (Sarker, 2023).

A resilient public administration is less susceptible to corruption, as it has a strong culture of transparency and accountability. When a government demonstrates its ability to absorb and recover from shocks, citizens are more likely to trust it, leading to increased cooperation and compliance with policies. It can maintain economic stability even in the face of crisis, reducing the risk of economic downturns and promoting sustainable growth; ensure long-term sustainability, as they are better equipped to adapt to changing circumstances and respond to emerging challenges; foster a culture of innovation by enabling them to develop new solutions to address emerging challenges; reduce their vulnerability to external shocks, minimising the risk of catastrophic failures or collapses; and demonstrates its ability to adapt and respond effectively to crises by enhancing its reputation both domestically and internationally (Kunert, et al., 2020). However, according to (Birchall, et al., 2023), there are several challenges that can impede resilience in public administration governance. A few of the key challenges include limited resources, including funding, personnel, and infrastructure, which can make it difficult to invest in resilience-building measures (Duchek, 2020).

In addition, challenges included complex systems with multiple stakeholders, making it challenging to identify and address potential vulnerabilities; information sharing and communication gaps that can hinder the ability to quickly respond to shocks and crises, leading to delayed or inadequate responses; resistance to change or a lack of understanding about the importance of resilience that can hinder the adoption of resilience-building measures; and weak leadership and inadequate governance structures that can hinder the development and implementation of resilience strategies (Roberts, 2020). Furthermore, public organisations may not have the necessary capacity or expertise to develop and implement resilience-building measures; as well as regulatory environments that prioritise compliance over resilience can create obstacles to building resilience in public organisations. Other challenges comprise cybersecurity threats that can compromise public organizations' ability to respond to shocks and crises, as well as compromise sensitive information; economic constraints that can limit the ability of public organisations to invest in resilience-building measures, leading to a reliance on short-term solutions rather than long-term investments; natural disasters and emergencies that can overwhelm public organisations' capacity to respond, making it challenging to maintain services and provide support to affected communities (Henry, et al., 2024; Finucane, et al., 2020). Thus, Profiroiu and Nastacă (2021) and Duchek, (2020) indicated that to overcome these challenges, public administration governance can focus on building a culture of resilience by investing in risk assessment and planning, developing clear policies and procedures for responding to shocks and crises, building partnerships with other stakeholders. Investing in training and capacity building for employees, fostering a culture of transparency and accountability, promoting collaboration across agencies and levels of government, encouraging a proactive approach to crisis management, and providing resources for crisis response and recovery efforts can be critical to address and overcome challenges facing public administration governance in the continent.

CASE STUDIES OF SUCCESSFUL ADAPTATION AND RESILIENCE STRATEGIES EMPLOYED BY THE NEW ZEALAND AND SINGAPORE GOVERNMENTS

The case studies of successful adaptation and resilience strategies employed by the New Zealand and Singapore governments are illustrated in Table 3.

New Zealand: Adapting to Climate Change	*Singapore: Building Resilience in Urban Planning*
New Zealand was vulnerable to climate change impacts such as rising sea levels, increased flood risk, and changing weather patterns. The country has set a goal of net-zero carbon emissions by 2050.The New Zealand government's Climate Change Response (Zero Carbon) was the Amendment Act 2019.	Singapore is a densely populated city-state with limited land area and high population density, making it vulnerable to climate-related impacts such as flooding, heatwaves, and water scarcity.
ADAPTATION STRATEGIES INCLUDED THE FOLLOWING:	***ADAPTATION STRATEGIES INCLUDE SINGAPORE'S URBAN PLANNING FRAMEWORK FOR CLIMATE CHANGE:***
Emissions Reduction: *The government has implemented policies to reduce greenhouse gas emissions from key sectors such as agriculture, transport, and energy production.*	**Urban Design:** The government has implemented urban design principles that incorporate green infrastructure, such as green roofs and walls, to mitigate the urban heat island effect.
Climate-Resilient Infrastructure: *Investments have been made in flood protection and coastal erosion management, as well as in climate-resilient infrastructure for water supply, transportation, and buildings.*	**Flood Protection:** Singapore has invested in flood protection measures, including the construction of flood gates, pumps, and drainage systems.
Ecosystem Restoration: *Efforts have been made to restore natural habitats and ecosystems that help to sequester carbon, such as reforestation programs and wetland restoration.*	**Water Management:** The country has implemented a water management system that includes rainwater harvesting, water recycling, and desalination to ensure a sustainable water supply.
Community Engagement: *The government has established a national climate change adaptation framework that involves engaging with local communities, iwi (Māori tribes), and stakeholders to develop adaptation plans and strategies.*	**Early Warning Systems:** Singapore has developed an early warning system for climate-related events, including floods and heatwaves.
THE OUTCOMES OF THESE STRATEGIES CONSISTED OF THE FOLLOWING:	***THE OUTCOMES OF THESE STRATEGIES CONSISTED OF THE FOLLOWING:***
Reduced Emissions: *New Zealand's greenhouse gas emissions have decreased by 23% since 1990.*	**Improved Flood Protection:** Singapore's flood protection measures have reduced the frequency and severity of flooding incidents.

Improved Climate Resilience: *The country has developed a climate-resilient infrastructure plan to protect communities from climate-related disasters.*	**Enhanced Water Security:** The country's water management system has ensured a reliable water supply despite droughts and other climate-related events.
Enhanced Community Engagement: *The national climate change adaptation framework has increased community engagement and participation in climate change adaptation efforts.*	**Increased Community Resilience:** Singapore's early warning system has enabled timely evacuations and preparedness measures during climate-related events.

Source: Tomaževič, et al. (2023); Noveck (2021); and Liddle (2018)

According to Suprayitno, et al. (2024), these case studies in Table 3, demonstrate how governments can employ successful adaptation and resilience strategies to address the impacts of climate change. By investing in emissions reduction, climate-resilient infrastructure, ecosystem restoration, community engagement, urban planning, and early warning systems, New Zealand and Singapore have improved their ability to adapt to climate change and build resilience in the face of a changing climate. Several other strategies may be employed to various other situations or environmental circumstances. Promptness and agile interventions are vital in the process of developing, implementing, and sustaining innovation in public administration governance.

THE PROCESS OF DEVELOPING, IMPLEMENTING, AND SUSTAINING INNOVATION IN PUBLIC ADMINISTRATION GOVERNANCE

Pînzaru, et al. (2022), stated that the process of developing, implementing, and sustaining innovation in public administration governance involves several steps that are critical to transforming ideas into practical solutions that benefit the public. But a comprehensive outline of the process comprises the identification of the problem or opportunity that requires innovative solutions. This involves understanding the needs of stakeholders, analysing data, and conducting research to determine the root causes of the issue (Cilliers, 2021; Jansen and Kalas, 2020). In addition, it is essential to conduct feasibility studies to assess the viability of potential solutions. This includes analysing costs, benefits, and potential risks associated with each option (Lindfors, et al., 2019). Another step consists of the development of a concept or idea that addresses the identified problem or opportunity. This involves brainstorming, prototyping, and testing different solutions (Jansen and Kalas, 2020). The creation of a business case is a crucial step that must outline the rationale for the innovation, including costs, benefits, and return on investment (ROI). However, implementing innovation in public administration governance will require to establish a project team with diverse expertise and skills to oversee the implementation process, develop a project plan that outlines timelines, milestones, and resources required for implementation, design and test prototypes or pilots to validate assumptions and refine the solution; secure necessary resources, including funding, personnel, and technology to support implementation and launch and roll out the innovation by ensuring effective communication and training for stakeholders (Ruane, 2020). In order to sustain innovation in public administration governance, efforts will be required to monitor and evaluate the effectiveness of the innovation, collecting data on its impact and ROI, identify lessons learned during implementation and refine processes to improve future innovations. sustainable innovation in public administration governance requires continuously improving the innovation through iterative testing, feedback, and refinement, embed the innovation into organisational culture by integrating it into standard operating procedures and training programs, and maintaining stakeholder engagement through ongoing communication and feedback mechanisms (Morelock, et al., 2021). Additional factors to sustain public administration governance involve a strong leadership support, which is crucial for innovation in public administration governance; collaboration with other organisations, academia, and stakeholders, essential for accessing expertise, resources, and knowledge; risk management, which is critical in innovation to minimise potential risks and ensure responsible decision-making; and an effective change management that is essential for implementing and sustaining innovations in public administration governance (Sarfraz, et al., 2024). The integration of technology is an essential factor that can facilitate innovation in public administration governance by providing new tools and platforms for service delivery

(Byrne and Callaghan, 2022). However, the principles, practices, and institutions of public administration governance are indispensable for effective and efficient management of public resources, services, and institutions. Table 4 illustrates components of principles, practices, and institutions of public administration governance.

Table 4. Components of principles, practices, and institutions of public administration governance.

Principles of public administration governance	Practices of public administration governance	Institutions of public administration governance
Accountability: *Public officials are responsible for their actions and decisions.*	**Bureaucratic structure:** Hierarchical organization with clear roles and responsibilities.	**Parliament or legislature:** Legislative body that passes laws and oversees government activities.
Transparency: *Decisions and actions are open to public scrutiny.* *Participatory governance: Citizens have a role in decision-making processes.*	**Merit-based recruitment:** Hiring based on qualifications, skills, and performance.	**Executive branch:** Chief executive (e.g., president, prime minister) responsible for implementing laws and policies.
	Performance management: Setting goals, measuring performance, and providing feedback.	**Judicial branch:** Independent judiciary that interprets laws and resolves disputes.
Equity: *Services and resources are distributed fairly and equally.*		
Efficiency: *Public services are delivered in a cost-effective manner.*	**Open budgeting:** Transparent budgeting process, public participation, and citizen engagement.	**Civil service:** Bureaucratic system that implements government policies and programs.
Effectiveness: *Public services achieve their intended goals.*	**Citizen engagement:** Encouraging public participation in decision-making processes.	**Local government:** Subnational governments that serve local communities (e.g., municipalities, provinces).
Responsiveness: *Public institutions respond to citizens' needs and concerns.*	**Risk management:** Identifying, assessing, and mitigating risks to achieve organizational goals.	**Autonomous agencies:** Independent bodies that regulate specific sectors or industries (e.g., central banks, regulatory agencies).
Legality: *Decision-making is based on laws and regulations***.**	**Collaboration:** Working with other organizations, stakeholders, and citizens to achieve common goals.	**Non-governmental organizations (NGOs):** Private organizations that provide public goods and services.

Source: Adapted form Rosenbloom, et al. (2022); Bryson and George (2020); and Olsson,   (2020)

Table 4 shows that principles, practices, and institutions should work together to ensure effective public administration governance, which is essential for efficient resource allocation, effective service delivery, good

governance, citizen trust and confidence, economic development, social equity, and environmental sustainability (Kunert, et al., 2020). By understanding these principles, practices, and institutions, governments can develop effective strategies to improve the quality of life of citizens and promote sustainable development. Thus, the roadmap for policymakers and practitioners seeking to navigate the complexities of public administration governance may include factors such as (Rakšnys and Valickas, 2022; Zuiderwijk, et al., 2021; Oliver, et al., 2020):

1. **Context and Foundations**
- Understand the theoretical frameworks: Familiarise with key concepts such as bureaucracy, public administration, governance, and institutional theory.
- Assess the political environment: Recognise the role of politics in shaping public administration, including the influence of political ideology, party politics, and stakeholder engagement.
- Identify key stakeholders: Determine the various stakeholders involved in public administration, including citizens, government agencies, non-governmental organisations (NGOs), private sector entities, and civil society organisations.

2. **Strategic Planning and Policy Development**
- Set clear goals and objectives: Establish well-defined goals and objectives for public administration initiatives, aligned with national priorities and international commitments.
- Conduct situational analysis: Assess the current state of public administration, identifying strengths, weaknesses, opportunities, and threats (SWOT analysis).
- Develop policy options: Generate a range of policy options based on the situational analysis, considering alternative scenarios and trade-offs.
- Prioritise and select policies: Prioritise policy options based on their potential impact, feasibility, and alignment with national priorities.
- Implement policy reforms: Develop an implementation plan for selected policies, considering key milestones, timelines, and resource allocation.

3. **Organisational Design and Capacity Building**
- Assess organisational capacity: Evaluate the capacity of government agencies to deliver public services, identifying strengths, weaknesses, and areas for improvement.
- Develop organisational structures: Design effective organisational structures to support public administration initiatives, ensuring clear roles, responsibilities, and lines of authority.
- Build human capital: Develop a skilled and motivated workforce through training, development programs, and incentives.
- Establish partnerships and collaborations: Foster partnerships between government agencies, NGOs, private sector entities, and civil society organisations to leverage resources and expertise.

4. **Accountability and Transparency**
- Establish transparency mechanisms: Implement transparent mechanisms for decision-making, budgeting, and service delivery.
- Ensure accountability mechanisms: Establish accountability mechanisms to ensure that public officials are held responsible for their actions.
- Promote citizen engagement: Encourage citizen participation in public administration through various channels (e.g., citizen feedback mechanisms, participatory budgeting).
- Foster a culture of integrity: Promote a culture of integrity within government agencies through ethical guidelines, whistleblower protection policies, and anti-corruption measures.

5. **Adaptation and Innovation**
- Stay informed about best practices: Stay abreast of best practices in public administration from around the world.
- Encourage innovation: Encourage experimentation with new approaches and technologies to improve public administration services.

- Foster a culture of continuous learning: Promote a culture of continuous learning within government agencies to adapt to changing circumstances.

This roadmap if adapted and followed through can assist policymakers and practitioners to navigate the complexities of public administration governance effectively, ultimately leading to more effective service delivery, improved transparency and accountability, and enhanced citizen satisfaction. Table 5 represents the framework for navigating the dynamic landscape of public administration governance in Africa.

Table 5. Framework for navigating the dynamic landscape of public administration governance in Africa.

Contextual Understanding	***Country-specific analysis:*** *Each African country has its unique history, culture, and political system. A deep understanding of these differences is essential for effective governance.* ***Institutional analysis:*** *Study the formal and informal institutions, including government agencies, parliament, judiciary, civil society, and private sector organizations.* ***Stakeholder mapping:*** *Identify key stakeholders, including government officials, civil society organizations, private sector representatives, and citizens to understand their interests, needs, and expectations.*
Governance Challenges	**Corruption:** Corruption is a pervasive challenge in many African countries. Effective governance requires a comprehensive anti-corruption strategy that involves strengthening institutions, increasing transparency, and promoting accountability. **Capacity building:** Many African governments face capacity constraints in terms of human resources, infrastructure, and financial resources. Building capacity through training, mentorship, and technology transfer is crucial. **Inequality and exclusion:** Addressing issues of poverty, inequality, and exclusion requires a comprehensive approach that involves social protection programs, education, and job creation. **Conflict resolution:** Conflict resolution mechanisms are essential for addressing disputes and promoting peace and stability. **Economic development:** Economic development is critical for reducing poverty and promoting sustainable growth. A well-designed economic strategy that promotes trade, investment, and job creation is essential.
Governance Strategies	**Participatory governance:** Encourage citizen participation in the decision-making process through public consultations, citizen engagement platforms, and community-based initiatives. **Decentralization:** Decentralize power to subnational levels to increase responsiveness to local needs and promote effective service delivery. **Merit-based appointments:** Implement merit-based appointment systems to ensure that public officials are selected based on their qualifications and competence.
	Transparency and accountability: Promote transparency through open data initiatives, freedom of information laws, and regular budget transparency.

	Collaboration with civil society: Foster collaboration with civil society organizations to leverage their expertise and resources in promoting good governance.	
International Cooperation	**African Union (AU) integration:** Leverage AU initiatives such as the African Governance Architecture to promote good governance across the continent. **Global partnerships:** Engage with international organizations such as the United Nations (UN), World Bank, African Development Bank (AfDB), and other development partners to access knowledge, expertise, and funding. **South-South cooperation:** Foster cooperation among African countries to share best practices, knowledge, and resources in promoting good governance.	
Monitoring and Evaluation	**Establish a monitoring framework:** Develop a monitoring framework that tracks progress towards governance goals and indicators. **Regular evaluation:** Conduct regular evaluations to assess the effectiveness of governance strategies and identify areas for improvement. **Citizen engagement:** Engage citizens in monitoring and evaluation processes to ensure that their voices are heard, and their concerns are addressed.	

Source: Adapted from van den Ende, et al. (2023)

Table 5 discloses a framework that can guide policymakers, practitioners, and scholars in understanding and addressing the challenges of public administration governance in Africa. It shows the basis to the dynamic landscape of public administration governance, which comprises a robust outline that takes into account the complexities and nuances of the region's political, economic, and social contexts. Therefore, by considering this framework, policymakers, practitioners, and scholars can navigate the dynamic landscape of public administration governance in Africa effectively, addressing the challenges faced by African countries while promoting good governance principles and practices throughout the continent.

CONCLUSION

Public administration governance is a critical aspect of ensuring that public services are delivered efficiently and effectively to citizens. In today's digital age, it is essential to adopt inclusive and participatory approaches, leverage digitalization, and build capacity within public administration to ensure that governance is transparent, accountable, and responsive to the needs of citizens. inclusive and participatory approaches, digitalization, and capacity building are essential components of effective public administration governance. By adopting these approaches, governments can improve transparency, enhance citizen satisfaction, increase efficiency, and make better decisions. However, it is crucial to address the challenges associated with these initiatives by building stakeholder engagement, pilot-testing new approaches, and continuously evaluating their effectiveness. Various strategies to enhance adaptation and resilience can enable governments to timeously and effectively respond to changing circumstances to ensure that essential services are uninterrupted, and the well-being of communities continue. Innovative adaptation and resilience approaches helps governments to navigate through the complex and dynamic governance landscape effectively. In the continent and elsewhere, the need for ongoing learning, collaboration, and innovation to ensure effective and sustainable governance practices remain a key imperative. By embracing a culture of continuous learning, experimentation, and collaboration, public administrators can develop the capacity to respond to emerging challenges and seize opportunities for improvement. The adoption and implementation of an effective framework could be essential to guide policymakers, practitioners, and scholars in navigating the dynamic landscape of public administration governance in Africa and address the challenges and opportunities while promoting good governance principles and practices throughout the continent.

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