



Stagility: Ensuring stability and agility in institutions, leadership and public service workforce to build resilient and responsive governance

Enhancing Innovation to Building Resilient and Responsive Public Administration to Support the Implementation of the 2030 Agenda for Sustainable Development - An SDGs Mid-Term Review

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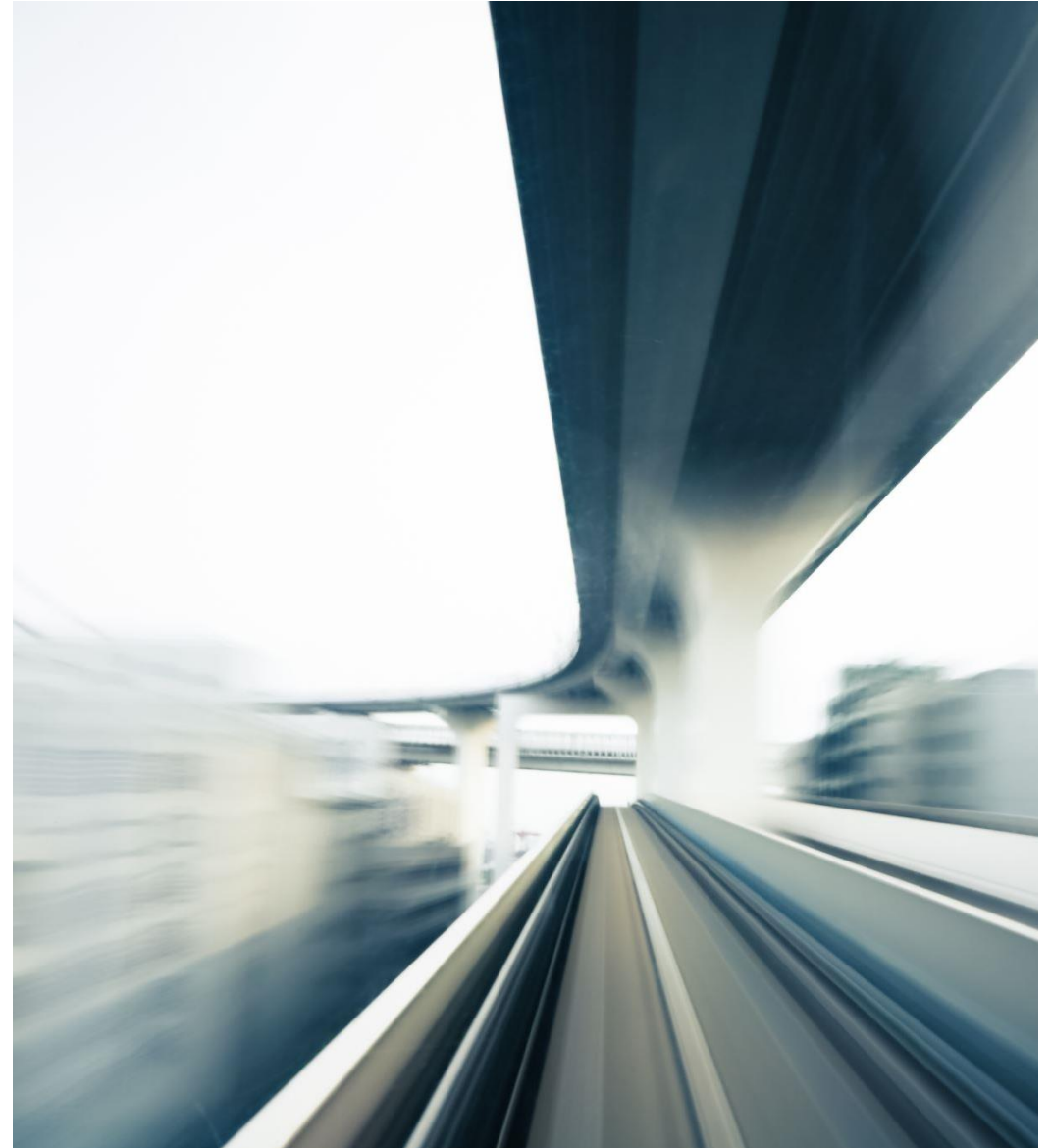
The centrality of the public sector & public service workforce

- to the achievement of the 2030 Agenda
- to ensure effective responses to polycrises
- whether as a frontline worker, or as policy formulator, public servants need to:
 - (i) ensure continuity of public services;
 - (ii) provide service before self: adopting courage and humanness in practice;
 - adopt (iii) quick thinking, creativity and innovation; (iv) information and awareness creation;
 - (v) strategic thinking and planning amidst chaos;
 - (vi) sustain resilience and build a better effective and more responsive public service;
 - (vii) build and enhance State legitimacy, government credibility and people's trust;
 - (viii) assume resource allocation and distributive accountability;
 - (ix) practice collaborative and networked leadership.



A call for a *Stagile* Approach in public administration

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- *Stagility* refers to the simultaneous capacity of the public sector to offer agile change, but also stability, delivering both at the same time



Agile stability



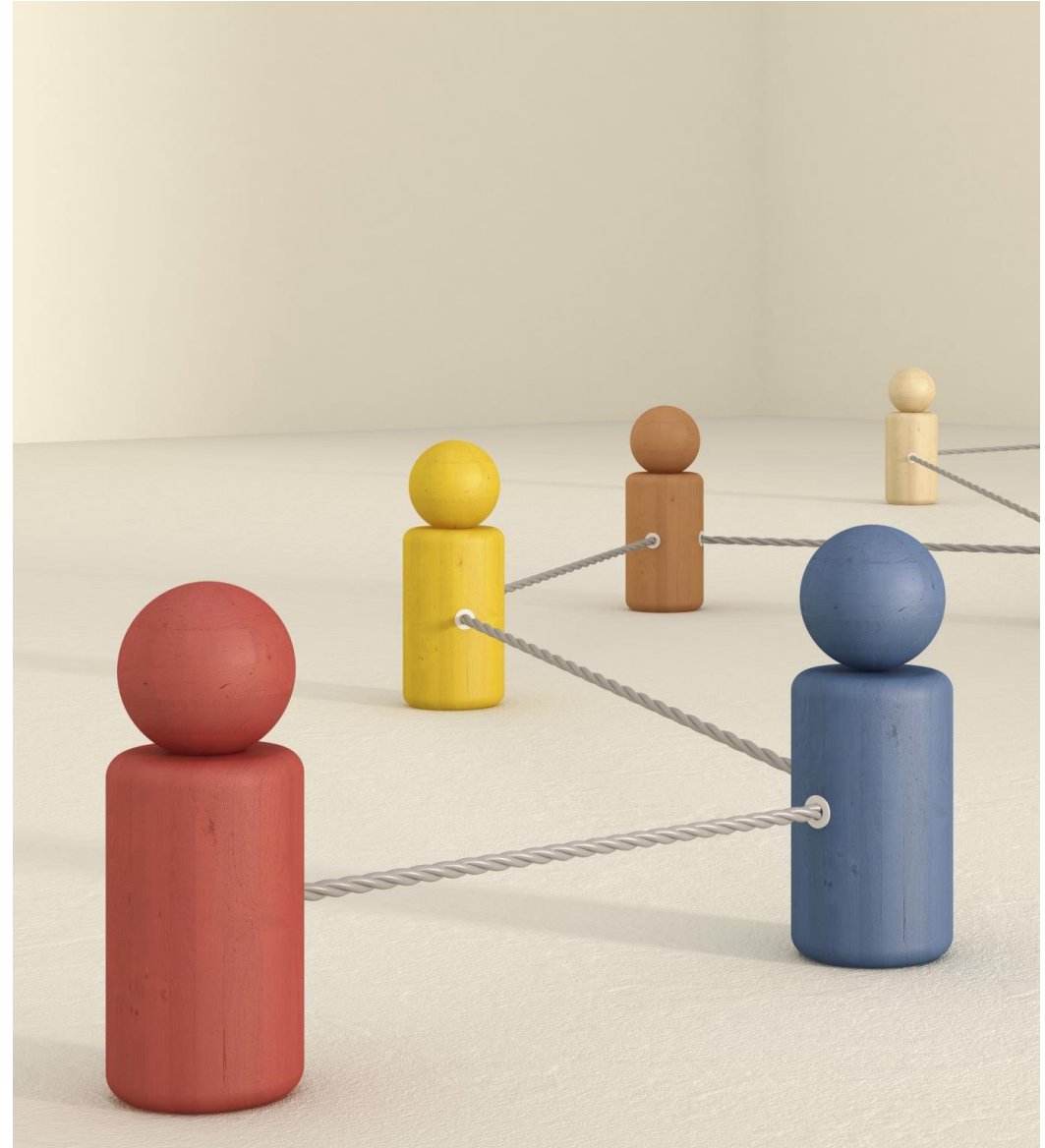
To ensure *stability*, the public sector needs to build both, capacities (institutional, legal and policy frameworks oriented by public values) and capabilities (skills to implement these policies).



What matters for capacity and capabilities are not individual organizations or individuals, but organizational **configurations** and how they evolve (Katter, Dreschler and Karo 2019; 2022) .

Configurations for agile stability

- Organizational **configurations** comprise different combination of institutional capacities, leadership, and public service workforce.
- *Examples from the pandemic 19*
- *Examples from innovation policies*



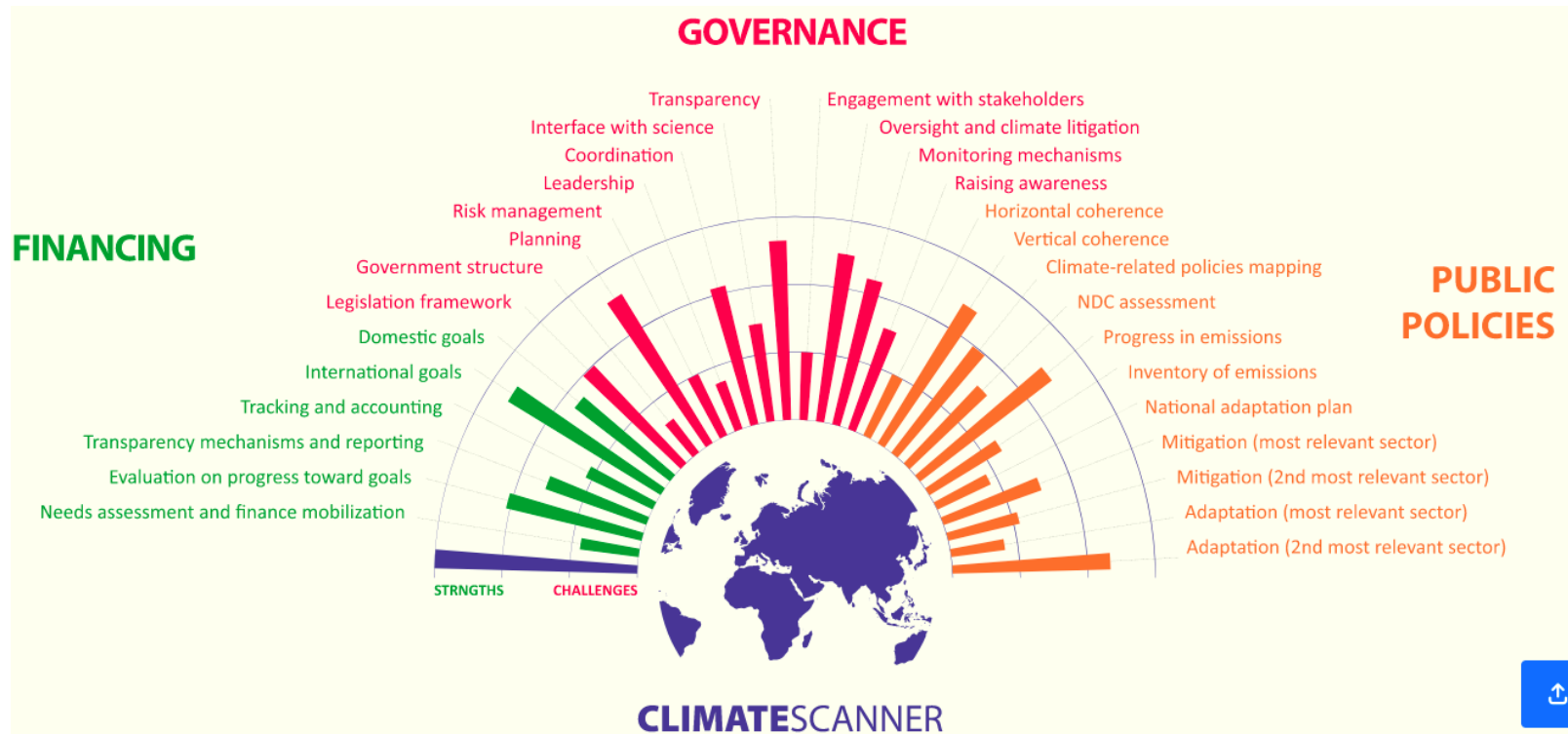
Core civil service practices



What works: meritocratic appointments/recruitment, tenure protection, impartiality, and professionalism are strongly associated with higher government performance and lower corruption

What doesn't work: rigid public exams, lack of mobility

Climate scanner INTOSAI



Challenges

- Digitalization
- Trust

