

"Ensuring Continuity of Public Services in Times of
Crisis: Strategies and Institutional Resilience"

Dr./ Mustafa Mahmoud Hamed

*Instructor in Department of Public Administration, Faculty of
Management sciences, Sadat Academy for Management Sciences,
Egypt.*

E-mail: mostafa77hamed@gmail.com

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Abstract

Crises such as armed conflicts, pandemics, and natural disasters present significant threats to the continuity of public services. The disruption of these services undermines societal stability, economic productivity, and public trust. Governments will need to be fast, creative, flexible, effective, transparent, and accountable. This study explores strategic approaches and institutional capacities that support the continuity of essential public services during crises. The study relies mainly on collecting data and information from the sources that dealt with the main variables of the research, whether in articles, recent research, reports and published expert opinions. The paper identifies key factors that enhance institutional resilience and outlines policy recommendations for improving public service delivery in unstable contexts. Preliminary results indicate that Strategies and Institutional Resilience may provide some innovative alternatives which can help governments and policy makers to manage the crisis and ensure continuity of public services during and after the Crises.

Keywords: Continuity of Public Services, Institutional Resilience, Crisis Management, Strategic Approaches.

Introduction

Public services are fundamental to state legitimacy and citizen well-being. In times of crisis, especially in conflict zones, the risk of service disruption escalates due to resource constraints, institutional fragmentation, and security challenges. This paper aims to investigate how public services can be sustained during such periods, focusing on strategic planning and institutional resilience. Continuity of government (COG) is the coordination of ironclad processes across Federal, state, county, municipal, and tribal governments to continue functioning in the event of a crisis situation. Potential emergency situations that government entities of all sizes will need to consider vary from the very extreme to the very mundane. They include nuclear war, ransomware cyber-attacks on public entities and their private sector partners, natural disasters, a public health emergency like the global Covid-19 pandemic, or even a snowstorm that shuts down roads. So, for continuity of public services delivery, governments need to be creative, fast, flexible, effective, accountable, and transparent (Ed Olowo Okere, 2020). From this perspective, the study explores strategic approaches and institutional capacities that support the continuity of essential public services in three different phases of the crisis that should be utilized to ensure continuity of public

services. In the exceptional situation countries are facing, governments will need to take bold out-of-the box actions to mitigate the impact on households and the private sector. Simultaneously, governments themselves are negatively impacted as social distancing prevents the public service delivery regularly and requires new procedures and technologies as well as selectivity to continue basic service operations, in addition to managing the effects of the crisis on what in a numerous country, which is the major middle-class sector who cannot live without public services. In another context, governments have to balance between responsiveness and accountability not only to ensure accountability for the influx/redirection of huge amounts of funds and resources, but also to ensure that they are done so without endangering fundamental principles and norms, as institutions are inevitably reshaped. What we seek here is to think about how to ensure continuity of public services and explore the role of effective governance for that purpose. Response is not only to survive but also to have the chance to thrive in after the catastrophic impacts. Efficiency and effectiveness of crises responses are crucial, as is controlling the risk and impacting future emergencies with disaster preparedness.

This paper is organized as follows: section two starts with the conceptual framework, which dealt with the main concepts of the study. Section three discusses a three-dimensional strategy for continuity of public services. Section four discusses the first Phase: Response- “RE-ACT strategies”; ensuring providing immediate responses of critical services to a global pandemic. Section five explores the second phase: continuity of operations – “RE-ASSESS strategies” evaluate the situation, get a better understanding of the effects and impacts of the worldwide crisis, and adapting the delivering services strategies to cope with new challenges of the crisis. Section six deals with the third phase: Recovery “RE-BUILD strategies”; the focus at this stage is on recovery policies that address the consequences, impacts of the crisis, and the reconstructing of societies and economies. Finally, section six concludes.

1. Conceptual Framework

This paper addresses the relationship between institutional resilience and the continuity of public services during times of crisis. Accordingly, a number of key concepts relevant to this study can be analyzed, along with their main features and components, in order to construct a sound conceptual framework that can be relied upon in the research.

1.1. Continuity of Public Services

When crises strike in a society, there are many changes and devastating effects that may be exposed to those societies. While this is happening, governments seek to confront these risks in an attempt to control the crisis and reduce the harmful effects that have occurred or are likely to occur in the future. In addition, governments seek to ensure the continuity of delivery of public services to citizens. Therefore, the government needs in a period of crisis to keep pace with all the challenges it faces. For continuity of public services, governments should be creative, fast, flexible, effective, accountable, and transparent (Ed OlowoOkere, 2020).

Continuity of Public Services refers to the uninterrupted provision of essential government services and functions, even during crises, emergencies, or other disruptive events. It ensures that public institutions maintain their responsibilities and deliver key services to citizens regardless of external challenges.

Key Components of Public Service Continuity:

– Resilience of Institutions

Structures and processes are designed to withstand shocks such as natural disasters, pandemics, conflicts, or cyberattacks.

- **Contingency Planning**

Governments prepare backup plans (e.g., business continuity plans) to maintain operations if normal systems fail.

- **Essential Services Priority**

Focus is placed on maintaining services critical to public welfare and safety—such as healthcare, security, water, electricity, and justice systems.

- **Crisis Communication**

Clear and consistent communication with the public and within institutions helps manage expectations and coordinate response.

- **Technology & Digital Infrastructure**

Leveraging technology to deliver services remotely (e.g., e-government platforms) when physical access is limited.

- **Legal & Policy Frameworks**

Policies and laws that support emergency governance and continuity of authority.

1.2. Institutional Resilience

Institutional resilience has gained prominence in the discourse on public administration and crisis management as a

critical factor for maintaining governance functions under stress. It refers to the capacity of institutions to anticipate, absorb, adapt, and transform in response to internal and external disruptions while preserving legitimacy and core functions (Boin & van Eeten, 2013; Comfort et al., 2010).

This concept encompasses four primary dimensions:

- **Anticipatory Capacity:** Institutions that engage in proactive risk assessments and early warning systems demonstrate a preparedness that can mitigate the impacts of crises (Peters, 2015).
- **Absorptive Capacity:** This involves the ability to endure shocks without collapsing, through mechanisms such as institutional redundancy, financial buffers, and continuity of operations plans (Tierney, 2007).
- **Adaptive Capacity:** Resilient institutions display agility in adjusting their operations, policies, and strategies to address evolving challenges in real-time (Folke et al., 2010).
- **Transformative Capacity:** Beyond adaptation, resilience also entails the ability to reform structures and norms in ways that reduce future vulnerabilities and enhance long-term governance quality (Davoudi et al., 2012).

1.3. Characteristics of crises:

Crisis is a widespread concept, and it is called to denote a group of sudden circumstances and events that include an obvious threat to the steady status quo in the nature of things, and it is the crucial point, and the decisive moment at which the fate of a development is determined, either for the better, or for the worse (Marie Mikušová & Petra Horváthová. 2019). A crisis is a situation that has six basic characteristics:

- **Surprise:** crisis is an unexpected or astonishing event occurs without warning, or by ringing bells.
- **Lack of information:** this due to the ambiguity surrounding the crisis, especially if it is occurring for the first time.
- **Escalation of events:** When crisis strike, successive events lead to Cracking down the screws on decision-makers.
- **Loss of control:** the events of crisis fall outside the scope of the decision-makers' ability and expectations, this losing control over matters.
- **State of panic:** the crisis causes a state of panic, which may lead decision maker to confusion situation in dealing with crisis events.

- **Absence of a quick drastic solution:** decision-maker does not have a deadline or opportunity to reach an accurate solution, but governments have to choose between a limited number of alternatives and choose the least harmful one

2. Elements of Crises Strategies:

We are all now dealing with a crisis, which none of us have experienced before. We are all facing significant lifestyle changes, isolation, and for many the loss of loved ones and emotional effects. These serious changes and challenges require more effective strategies to control the crisis and reduce its effects quickly and decisively. Therefore, there are eight elements that we consider necessary for crises strategies arrangements to be effective:

- **Effective communication:**

Effective communication during a crisis means "collecting, processing and communicating the information required to address the crisis situation". Crisis communication is one of the key tools and elements of effective governance that politicians, parties and governments can use to manage awareness and reduce the impact of a crisis (Marie Mikušová & Petra Horváthová. 2019).

- Quick Thinking and Fast Action:

Slowness in taking measures during crises may lead to catastrophic losses, so quick thinking to deal with events and implement them quickly is a necessity in times of crises. This is because crisis management requires abandoning many control measures, especially dual ones, in order to reduce the time gap between the issuance of the decision and its implementation.

- Flexibility:

The changes of crises posed many challenges on everyone's shoulders due to the exceptional situation, so governments had to quickly change the way they manage their employees, as there was no escape from doing so. This crisis caused by the outbreak of the epidemic has proven the need to accommodate changes, adopt a level of flexibility in how it performs its work, and cooperate with its employees in order to overcome difficult times (Brian Martin. 2013).

- Creativity

In many cases, creativity is the only way to confront crises of all kinds. Where officials in various sectors, when a major crisis occurs, resort to brainstorming at the level of the group and the individual to come up with creative solutions that help get rid of the crisis, so we have to think “outside the box” and not be tied down by what is going on around us.

- Collaboration:

In times of mass-impact crises that are accompanied by chaos and inability to understand what is happening, people develop a state of panic and fear and feel frustrated and afraid. Therefore, a broad coalition must be created to deal with the crisis, and it must be part of the existing dialogue with decision-makers. All partners to be included in the case of the novel coronavirus are medical unions, service-providing NGOs at national and local levels, scientists and academic experts (epidemiologists, virologists, public health, etc...), subnational authorities and local community activists.

- Transparency

It refers to participating information and behave in an open manner, in a way that allows everyone with an interest to get the information they need, which may have a decisive role in revealing the disadvantages and in protecting their interests. Transparency systems have clear procedures for how to make decisions at the public level, and they have communication channels. It is open to stakeholders and accountable, and puts a wide range of information publicly available (World Bank Group, 2020). The importance of transparency as an important element in achieving trust in the public sector is clear. The presence of transparency in government institutions and public administration leads to improving relations between the government and citizens.

- Accountability

During global crises such as COVID-19 outbreak, the risk of corruption in health care is expected by greatly increased pressure on the system, and uncertainty, turbulence and confusion contribute to an environment in which corrupt actors can take the opportunity of the crisis and manipulation to obtain some personal benefit. It is imperative that transparency, openness and integrity be maintained and expanded across the health sector, so decisive action must be taken to combat corruption (World Bank Group, 2020)

- Resilience

Resilience means having the courage to get through tough times, feel confident in yourself and your abilities, bounce back from adversity, manage stress, and adapt to the diverse changes that crisis imposes, so you can move forward and thrive (Bartone, P.T., 2020).

3. Three-dimensional strategy for continuity of public services:

Three different phases can be framed during which the government faces many challenges and difficulties at the national and local levels. In the context of each stage, the role of governance strategies is determined depending on the characteristics of the stage and the challenges it entails. Although the method of dealing with each stage is different, they share the same goal and end, which is to ensure continuity of public services necessary now more than ever. Public services delivery must quickly adapt to this

new situation across these overlapping dimensions: crisis response, operations, and long-term recovery (see table 1). This is a balancing act in managing the “Now” and the “Next.”.

Table1.Table N.1: three-dimensional strategy for continuity of public services in time of crises.

First Phase: Response- “RE-ACT”	Second phase: continuity of Operations – “RE-ASSESS”	Third phase: Recovery “RE-BUILD”
ensures providing immediate responses of critical services	re-assesses the situation, gain a better understanding of the effects from the crises, and adjusts the delivering services strategies to address the new challenges of the crisis.	Shifts the focus to post-crisis prosperity policies, and strategies of rebuilds societies and economies.

Source: author

3.1. The First Stage: Response

Effective governance processes at this stage require to be quick in making decisions and implementing them without any delay. Governments must provide quick response and immediate distress operations to deal with those dangerous events that have a direct impact on the safety of individuals and societies. It is certain that any delay may have catastrophic consequences for both individuals and societies (OECD, 2020). This phase needs rapid Mobilizing to operate surge capacity across the workforce using technology and new methods of working to deliver essential services, resources, and information to the public carefully and urgently. At this stage, governments are trying to prevent the collapse of their institutions and the continuation of providing their services in the context of sudden shocks of the crisis. Therefore, effective governance and resilience strategies require mechanisms such as timely communication and rapid response to ensure the continued provision of public services during crises..

3.1.1. Effective communication:

Effective communication is a fundamental key of effective governance in time of crises. As this period, organizations are going through a state of uncertainty and ambiguity about events and

effects. Therefore, governments must strive to contain the crisis through effective communications with citizens while delivering services in real-time (Ola G. El-Taliawi, Zeger van der Wal, 2020). Communication strategies are fundamental to the resilience and effectiveness of public institutions in times of crisis. They not only enable rapid information dissemination but also shape public perception, influence behavior, and build trust.

During any crisis—whether a conflict, health emergency, or natural disaster—governments and institutions must be prepared to address uncertainty and ambiguity. Effective communication can help calm public employees and citizens, clarify expectations, and reduce the spread of misinformation (Accenture, 2020). Officials must actively seek to understand the sentiments and concerns of stakeholders, determine the accuracy of circulating information, and deliver appropriate and reassuring messages in a timely manner.

El-Taliawi and van der Wal (2020) emphasize that communication during crises raises important dilemmas: Should governments opt for complete transparency or focus on maintaining optimism? Should they present complex technical details or use simplified narratives? The most effective strategies often involve a balanced approach—combining accurate, transparent

communication with empathetic messaging and forward-looking guidance.

Modern crises also require the use of digital platforms. Traditional methods of political communication, which depend heavily on physical presence, become less effective in disruptive conditions. Online channels and social media provide essential tools for monitoring public sentiment, identifying information needs, and adjusting communication strategies accordingly (Accenture, 2020).

Therefore, communication must be proactive, inclusive, and responsive. Public institutions should ensure they have mechanisms in place for timely engagement with diverse audiences. This includes monitoring public reactions, using accessible language, tailoring messages for different platforms, and demonstrating institutional empathy and credibility.:

- Make your message visible: People understand visual information better and are more easily readable. So be sure to use images, videos, images, and examples in your own language rather than just posting long phrases.
- Engage your audience and be interactive: social media is a two-way street, so encourage engagement. Don't just post things

online without asking for feedback or contributions, and allow people to respond to you or interact with you directly. Show them that you listen and take them seriously.

- Don't describe too much: Describing only what you do is boring and won't interest people to follow you, share what you have to say, or show them what you're doing.

One of the good experiences in this context is Singapore, with an effective communication strategy that managed to some extent in controlling the spread of the virus and the number of deaths, allowing citizens and companies to return to normal life to a large extent. Social media and some smart apps like direct messaging and 'track-and-trace' via WhatsApp have helped stop the spread of the virus and contain it significantly, which has been praised by observers and experts, as the "gold standard response" (Ola G. El-Taliawi, Zeger van der Wal, 2020).

3.1.2. Quick Thinking and Fast Action

When crises strike, there is not enough time to think and analyze the situation calmly, because devastating effects may occur due to the delay in taking quick measures. Therefore, one of the critical elements of effective governance in crisis management is quick thinking and rapid action. the big challenge was in the public

servants, who were used to working in routine, expected, and organized systems had to directing towards fast thinking, rapid action, immediate creativity, and innovation to respond the devastation caused by the pandemic in service distribution, especially in essential areas such as healthcare. For example, at the beginning of the pandemic of COVID-19 in Wuhan, the Chinese military construct a makeshift two storied hospital in only 10 days, which could accommodate up to 1000 cases and included sundry isolation wards and 30 intense care units (Marijn Janssen and Haiko van der Voort, 2020).

5.2. Second phase: continuity of Operations “RE-ASSESS”

In this second stage which can offer an opportunity for re-assessing the situation; earning a better realization of the consequences and influences of the global pandemic, in addition to adapting the delivery services strategies for evaluating the new challenges of the crisis. At this stage, the government must decide whether the methods used in responding the crisis are still appropriate or change them to suit the new changes. also, Creative ideas will be required to ensure continuity of public services for dealing with this stage as well (OECD, 2020). Therefore, in order for the government to be able to deal with the new challenges of the

Corona crisis in this second stage, the government must be flexible, creative and cooperative.

3.2.1 Flexibility:

Flexible governance refers to that there are various methods for providing services which touching entire communities in ways that allow quick adjustment to new situations. This shape of governance practically needs flexible technological systems which typically are modular, adaptable, and low cost (Brian Martin, 2013). Crises demonstrated to leaders that the future of governments necessitates flexibility in people, procedures, policy, and systems to ensure continuity of public services. Adoption of technology and the ability to adapt rapidly eased the public services capability to respond beneficially and preserve services through the containment period. Public services providers who had capitalized in technology for service delivery and those with a clear digital transformation plan which could depend on remote delivery Techniques to ensure service continuity during full or partial lockdown (Rock Solid Technologies, 2020).

Furthermore, service delivery based on technology, flexibility in reorganizing processes, and partnerships have helped substantially across enhancement the capacity of public

employment services to deal with both sudden surge in demand for essential services and the disruptions linked with procedures that handle the pandemic. Taking into account staying on the old ways in some vital services in which the public cannot deal with technology, especially in poor countries. also, flexibility involved in a key factor driving the decisions to maintain face-to-face operations represented in adapting service delivery according to the needs and capabilities of clients (International labor organization, 2020). For example, in Bulgaria the public services kept a desk-based service considering that the most of its clients have no digital abilities; yet, the mixed method has showed more effective. (International labor organization, 2020).

3.2.2 Creativity:

Continuity is an essential principle of public service delivery, but crises often put this principle at significant risk. Despite the threats posed by crises such as pandemics, conflicts, and natural disasters, many public institutions have shown remarkable adaptability and creativity in response. For example, in recent global emergencies, public officials rapidly adjusted modes of service delivery to meet emergent needs. Administrative personnel in many countries demonstrated resilience by shifting to alternative service delivery models, such as online portals for

administrative processes, remote judicial procedures, or virtual education platforms (United Nations Team, 2020). These transitions were often executed within short timeframes, reflecting the high degree of innovation and responsiveness within the public sector.

In the health sector, some governments employed telemedicine and mobile health units to deliver non-emergency services, minimizing the interruption of care for patients with chronic conditions. Courts in several jurisdictions moved proceedings online, and civil functions such as marriage ceremonies were conducted virtually to avoid service halts. These examples illustrate how public employees turned to unconventional yet effective solutions to maintain service provision. In several countries, including the Republic of Korea and Rwanda, public servants utilized technology on limited budgets to develop tools like drive-thru diagnostic centers, mobile apps for contact tracing, and robotic systems to reduce human exposure. These cases underscore the importance of innovation, flexibility, and local resourcefulness as key dimensions of resilience.

Such creative adaptations in response to crisis-driven challenges not only mitigate disruption but also improve long-term institutional readiness. The willingness and capacity of civil

servants to innovate under pressure strengthens the overall fabric of public administration and ensures that essential services remain accessible even in times of uncertainty.

3.2.3 Collaboration

Collaboration keeps everyone to engaged in the crises response pulling in the same direction. The pattern of cooperation here should extend to all relevant parties across an ecosystem of government organization, private sector, and nonprofit agencies as well. like this wide cooperation and achieving a quick response in a good way is not easy even in good conditions. Among the things that impede the progress process as well, and governments must pay attention to them are weak communications and conflicting decisions about operations and roles, as well as the lack of a secure technology to share data (Accenture, April 2020). The cloud can support a great deal of flexibility in business processes and collaboration efficiencies that you may also lose while dealing with this phase of a crisis. The government is expected to strengthen cooperation with technology companies and take advantage of the increasing digital devices that support online services (e.g., smartphones, tablets), As it has become easier for government employees to access data while at home. Cloud technologies also fit out teams with the ability to easily communicate and share work. If

the work is distributed to different places, employees can easily access the same data from their sites (Peter Sheldon, 2020).

3.3. Third phase: Recovery “RE- BUILD”

In this third stage, governments have to focus towards for recovery policies, dealing with consequences and effects of the crisis, and reconstructive societies and economies. After the emergency situation is contained and life returns to normal with the possibility of providing non-essential services, in this case this stage comes (OECD, 2020). the actual situation in this phase refers to there is no longer an urgent effect that are need to respond, However, the government's priority and interest is directed towards improving recovery policies and developing infrastructure projects to re-search for economic growth and prosperity. This phase could also provide an opportunity to revisit existing ways of delivering services and make the essential modifications to the view of meeting recovery needs and meeting growing demands for sustainability, resilience, and technological adaptation. Therefore, effective governance requires elements (such as Transparency and accountability- Resilience) to ensure the continued provision of public services.

3.3.1 Transparency and accountability

In this context, creating and sustaining citizens' trust is important for organizations to handle the crisis and raise effectiveness of all the government's procedures and measures. In addition to achieve them, organizations must be proactive in executing actions to ensure transparency and accountability and to take actions required to carry out Cooperation from the citizens (World Bank Group, 2020). Citizens may only back government contingency interventions and look them legitimate if government operations are obviously communicated to the audience, based on evidence, and are supported by the requested accountability tools. Sometimes governments have to use sanctions to support their policies and make citizen respond with some spatial distancing and individual isolation rules. Good and effective communication with citizens and ensuring their involvement is supported by the degree of readiness of the people and their behavior towards implementing the orders. Also, to maintain trust between the government and citizens and to ensure that procedures, decisions and directives are easily and clearly communicated to the target groups. (World Bank Group, 2020). Therefore, the government must provide resources, take appropriate decisions and raise the level of transparency to

educate citizens and ensure their rapid and decisive participation as an important measure to manage the crisis.

3.3.2 Resilience

After containing the crisis, governments seek to adopt growth and prosperity policies, which makes leaders realize the importance of actions in areas that can flourish in a post-crisis (Accenture, 2020). Here are several ways to help governments achieve smart, resilient processes:

building a culture of resilience: In an atmosphere of uncertainty, the government should encourage employees to innovate, urge them to calm down and cooperate. Organizations must continue to achieve their goals, by employees with digital skills. Success depends on making proactive decisions to deal with all potential scenarios through smart and innovative solutions. The culture of resilience helps to seize every opportunity, not be defeated by challenges, and reshape priorities to create a work environment that is ready all the time. (Accenture, 2020). How can this help? governments know that it won't be the last time this kind of crisis occurs, so lessons are well drawn from this experience. As a result, economies and governments will develop a better

understanding of how to act fast, be proactive, and better get ready for probably crisis.

develop a human-machine workforce: Make transactional operations more digital and focus on value led proactive processes controlled by data and analytics to decrease pressure on operations. An effective digital model can be built by improving the digital infrastructure and qualifying workers and providing them with the necessary digital skills to ensure ongoing operations while using analytics, AI, and real-time monitoring (Accenture, 2020). Machines have a potential of persistent learning, which could produce a perfect basis for moreover scaling operations.

Adopt a globally distributed service model: It refers to the ability to provide a high-performance service at any time and any place. Monitor and distribute work across the network in real time using a command center for a virtual workforce. Collaborate with the best service providers to ensure smart execution and support company development and market share (Accenture, 2020). Organizations must bring the best talent and capabilities and select the best skills for the most complex jobs, without bringing back region or time zone restrictions, while maintaining high levels of performance and confidence. (Accenture, 2020)

Conclusion

Continuity of public services during crises is critical to societal resilience and recovery. By adopting flexible strategies and building institutional capacities, governments and their partners can sustain essential services and reinforce public trust even under adverse conditions. In this context, the paper discussed the role of strategic approaches and institutional capacities that support the continuity of essential public services during crises in three different Phases. In the first Phase: Response- “RE-ACT”; the paper discussed the role of effective communication and fast action to ensuring providing immediate responses to critical services to a global pandemic. Regarding the second phase: continuity of operations – “RE-ASSESS”, it explored flexibility, creativity and collaboration to assess new influences and challenges that may have occurred because of the pandemic, which helps to realize the new circumstances in which governments will work, and if necessary, you must modify plans and methods of service delivery. Concerning to the third phase: Recovery “RE-BUILD”, the study discussed the role of Transparency, accountability and Resilience in improving post-crisis prosperity policies, and support strategies of rebuilds societies and economies (see table n.2).

Table.2 three-dimensional strategy for continuity of public services in time of crises.

First Phase: Response- “RE-ACT”	Second phase: continuity of Operations – “RE-ASSESS”	Third phase: Recovery “RE-BUILD”
ensures providing immediate responses of critical services to a global pandemic	re-assesses the situation, gain a better understanding of the effects from the worldwide pandemic, and adjusts the delivering ser-vices strategies to address the new challenges of the crisis.	Shifts the focus to post-crisis prosperity policies, and strategies of rebuilds societies and economies
strategy: effective communication - fast action	strategy: flexibility-creativity -collaboration	strategy: Transparency and accountability - Resilience

Source: Author

Results and Recommendations

This section presents the key findings derived from the analysis of institutional responses to crises and their impact on the continuity of public service delivery. Drawing on comparative case studies, academic literature, and practical observations, the results highlight the core attributes and enabling factors of resilient institutions. These findings underscore the importance of adaptability, innovation, communication, and community engagement in ensuring effective crisis management. Based on these insights, the section concludes with practical policy recommendations aimed at strengthening institutional capacity, enhancing preparedness, and promoting sustainable service delivery in the face of future crises.

Table (3). Key Results for Continuity of Public Services During Crises and Supporting Evidence

	Result	Brief Explanation	Examples & Supporting Evidence
1	Service continuity depends on institutional resilience	Institutions that can adapt and act under pressure are more capable of sustaining service delivery	(Boin & van Eeten, 2013); Local councils in Syria maintained services in conflict zones
2	Adaptive leadership and decentralization enhance responsiveness	Empowering local authorities speeds up service delivery in emergencies	South Sudan – NGO-local government partnerships (Barakat & Milton, 2015)
3	Transparent and empathetic communication builds trust	Trust is essential in times of uncertainty; communication must be human-centered and timely	(El-Taliawi & van der Wal, 2020); Use of reassuring and clear messaging
4	Technology supports service continuity amid	Digital tools help maintain operations	Ukraine's e-governance, Rwanda's

	Result	Brief Explanation	Examples & Supporting Evidence
	disruption	when physical service delivery is blocked	robotic health aids, telemedicine (UN Team, 2020)
5	Community engagement reinforces institutional legitimacy	Involving citizens helps tailor services and increases social trust	(Brinkerhoff, 2011); local committees in fragile areas
6	Crises expose structural weaknesses but create reform opportunities	Institutional gaps revealed during crises allow for long-term improvements	(Comfort et al., 2010); Crisis used as a moment to redesign emergency plans
7	Limited funding can still foster innovation	Crises force institutions to devise cost-effective, creative solutions	Drive-thru testing in Korea, use of low-cost robotics in Rwanda
8	Institutional learning from past crises improves readiness	Capturing lessons strengthens preparedness and reduces future disruption	(Tierney, 2007); creation of long-term emergency response plans

- Evidence-Based Policy Recommendations

1. Integrate resilience planning and foresight into institutional structures

Evidence: Brinkerhoff (2011) highlights the importance of embedding strategic foresight and risk management into public institutions.

2. Expand investment in digital infrastructure for public service delivery

Evidence: Ukraine and South Korea's use of digital tools helped sustain services during COVID-19 and other disruptions.

3. Enhance community-centered communication channels during crises

Evidence: Accenture (2020) emphasizes monitoring public sentiment online and adjusting messages accordingly to ensure effective public communication.

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