Innovative competences within public administration landscape: sustainable development, financial efficiency and national security strengthening vectors

Competências inovadoras no cenário da administração pública: desenvolvimento sustentável, eficiência financeira e vetores de fortalecimento da segurança nacional

Competencias innovadoras en el panorama de la administración pública: vectores de desarrollo sostenible, eficiencia financiera y refuerzo de la seguridad nacional

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ABSTRACT

In modern conditions, there is a qualitative change in the methods and techniques of public administration. An important direction is the rethinking of traditional public administration functions and methods of implementation. The article attempts to outline the core features of the contemporary public administration landscape and innovative competencies corresponding to this landscape. Employing a multi-faceted methodological approach, this study primarily utilizes a critical narrative literature review to explore existing scholarship on public administration paradigms, good governance, and the increasing role of societal actors. This review is strategically combined with an integrative theoretical orientation, facilitating the synthesis of diverse perspectives. Based on the assertion of evolution from New Public Management to New Public Governance grounded on 'good governance', it is shown that the intricacy of the problems governments confront has made them more reliant on societal actors in recent years to accomplish their objectives. Dimensions of good governance are investigated. Mechanisms and principles of generating public value through value co-creation and participatory paradigm, both within sustainable development and national security, are considered. The fundamental finding is that intentionally designed services to meet specific societal needs foster public value by boosting the standard of living, strengthening community bonds, and encouraging the fair distribution of resources and opportunities.

Keywords: good governance; new public governance; sustainability; security; public value co-creation.

RESUMO

Nas condições modernas, há uma mudança qualitativa nos métodos e técnicas da administração pública. Uma direção importante é repensar as funções e os métodos tradicionais de implementação da administração pública. O artigo tenta delinear as principais características do cenário da administração pública contemporânea e as competências inovadoras correspondentes a esse cenário. Empregando uma abordagem metodológica multifacetada, este estudo utiliza principalmente uma revisão crítica narrativa da literatura para explorar os estudos existentes sobre os paradigmas da administração pública, a boa governança e o crescente papel dos atores sociais. Essa revisão é estrategicamente combinada com uma orientação teórica integrativa, facilitando a síntese de diversas perspectivas. Com base na afirmação da evolução da Nova Gestão Pública para a Nova Governança Pública, fundamentada na "boa governança", mostra-se que a complexidade dos problemas enfrentados pelos governos os tornou mais dependentes dos atores sociais nos últimos anos para atingir seus objetivos. As dimensões da boa governança são investigadas. São considerados os mecanismos e os princípios de geração de valor público por meio da cocriação de valor e do paradigma participativo, tanto no âmbito do desenvolvimento sustentável quanto da segurança nacional. A conclusão fundamental é que os serviços projetados intencionalmente para atender a necessidades sociais específicas promovem o valor público, aumentando o padrão de vida, fortalecendo os laços comunitários e incentivando a distribuição justa de recursos e oportunidades.

Palavras-chave: boa governança; nova governança pública; sustentabilidade; segurança; cocriação de valor público.

RESUMEN

En las condiciones actuales, se está produciendo un cambio cualitativo en los métodos y técnicas de la administración pública. Una dirección importante es el replanteamiento de las funciones tradicionales de la administración pública y sus métodos de aplicación. El artículo trata de esbozar las características fundamentales del panorama contemporáneo de la administración pública y las competencias innovadoras correspondientes a dicho panorama. Con un enfoque metodológico polifacético, este estudio utiliza principalmente una revisión bibliográfica narrativa crítica para explorar los conocimientos existentes sobre los paradigmas de la administración pública, la buena gobernanza y el papel cada vez más importante de los agentes sociales. Esta revisión se combina estratégicamente con una orientación teórica integradora que facilita la síntesis de diversas perspectivas. Partiendo de la afirmación de la evolución de la Nueva Gestión Pública a la Nueva Gobernanza Pública basada en la «buena gobernanza», se demuestra que la complejidad de los problemas a los que se enfrentan los gobiernos les ha hecho depender más de los agentes sociales en los últimos años para lograr sus objetivos. Se investigan las dimensiones de la buena gobernanza. Se estudian los mecanismos y principios de generación de valor público mediante la cocreación de valor y el paradigma participativo, tanto dentro del desarrollo sostenible como de la seguridad nacional. La conclusión fundamental es que los servicios diseñados intencionadamente para satisfacer necesidades sociales específicas fomentan el valor público al elevar el nivel de vida, reforzar los lazos comunitarios y favorecer la distribución justa de recursos y oportunidades

Palabras clave: buena gobernanza; nueva gobernanza pública; sostenibilidad; seguridad; co-creación de valor público.

INTRODUCTION

Public-private partnerships, cooperation, stakeholder participation, and other types of citizen involvement are examples of new horizontal governance models that governments throughout the world seem to be experimenting with (Dincecco, 2017; Klijn, 2012; Sapru, 2017). The most widely accepted explanation for this occurrence is because governments' roles are evolving in today's network society (Nair, 2018). The intricacy of the problems governments confront has made them more reliant on society actors in recent years to accomplish their objectives. Governments must be more diverse and horizontal to solve these issues, many of which include opposing values (Goi et al., 2023; Gutnisky et al., 2022). Today's public administration agencies must "navigate" the intricate and multifaceted terrain of sustainable growth, bolstering national security, and preserving fiscal efficiency. Under these circumstances, employees of public administration agencies require new abilities to carry out efficient professional activities that maximize the benefits to society.

Governments use a variety of corporate and non-profit entities to try to implement public policy and provide services. Governments attempt to improve the efficacy and efficiency of service delivery and policy execution by employing rational management strategies and separating the creation of policies from their implementation. Furthermore, the challenges of network coordination need the establishment of more precise rules and performance metrics with the aim of bringing order to chaos.

Nowadays, efficient and successful administration within a democratic framework is linked to good governance. It is comparable to development-oriented and purpose-driven administration that is dedicated to raising people's standard of living. It suggests a high degree of organizational efficacy. It also has to do with how well the political and administrative system's center of power can handle the new social issues. It alludes to embracing new governance ideals in order to increase the system's effectiveness, legitimacy, and credibility. Good governance is simply defined as responsive, citizen-friendly, and citizen-caring government (Popeda & Hadasik, 2024).

Thao and Bakucz (2024) propose graphical representation of good governance and its role in sustainable development (see Fig. 1).

Figure 1. Good governance and its role in sustainable development

Source: Thao & Bakucz (2024)

Furthermore, the human security paradigm is a novel and developing framework for comprehending state and global vulnerabilities that have been tested in the twenty-first century. Today, the most important change is the transition from state to human security. Different viewpoints about national security plans that are sensitive to a state's actual conditions are available in the twenty-first century (Musarrat et al., 2013). Good governance is the cornerstone of national power that yields a strong national security policy. However, security encompasses all institutions of the military and civil structures and is not restricted to military security units or agencies. These days, security is viewed primarily through the lens of the sustainable development paradigm. According to Butts and Bankus (2013), sustainability evolved become "a lens to national security".

The sustainability perspective's fundamental contribution to security challenges is the way it integrates the social, economic, and environmental domains into a dynamic, long-term viewpoint. National, regional, and global societal security and well-being are only possible when the biophysical, economic, and social domains are all functioning within reasonable bounds (Gaman et al., 2022). The functional stability of the other two spheres is likely to be affected if the boundaries in one sphere are broken seriously and persistently. Accordingly, it is illogical to think about the environment and how it affects security separately from the other two areas of human endeavor (Matutinovic, 2015). Climate change, growing food and energy costs, significant income disparity, unchecked migration, and the economic and social marginalization of a sizable portion of the world's population are just a few of the many issues the globe is now dealing with (Nekhai et al., 2024). These dynamics may lead to extreme political alternatives and national political crises, which may then affect international political discourse, peace, and stability. This framework will be used to develop national security and sustainability strategies for the

foreseeable future.

In this landscape, a set of competencies in public administration not only should become innovative, but also should acquire a matrix character, with many internal ties and correlations.

State capacity, or the ability of governments to formulate and carry out policies throughout their whole territory, is a crucial requirement for sustainable human development, as stressed in the UNDP Discussion Paper (INDP, 2014). The significance of state capacity has been established by several research. For instance, there is a direct relationship between economic growth and the caliber of governmental administration. On the other hand, civil war and violence are more likely to occur in weaker states. According to some scholars, the sustainability component of state capacity is as significant (Cavalcante & Pereira, 2022; Banda & Plessis, 2024; Souza et al., 2020; Ortina et al., 2023).

In their analysis of the relationship between good governance and sustainable development (SD), Omri and Mabrouk (2020) show how successful good governance is at rebalancing the social, environmental, and economic aspects of SD. Good institutional, political, and economic governance are regarded as conditional variables in their analysis, which enables the rebalancing of these three elements in the instance of 20 chosen MENA economies during the years 1996-2014 (Gupta et al., 2024). By using a simultaneous-equation modeling approach, the authors discover that (a) the three elements of sustainable development are favorably impacted by institutional and political governance; (b) economic progress and human development are linked in both directions, indicating that they are connected and might even be complementary; (c) higher economic growth leads to higher emissions, which lowers economic growth; (d) improving human development results in lower carbon dioxide emissions, which have a detrimental impact on human development; (e) by strengthening political and institutional governance, MENA governments may mitigate the detrimental effects of carbon emissions on human development and economic growth, as well as the beneficial effects of economic expansion on rising emissions and, consequently, sustainable development. According to the authors, the three SD pillars benefit from institutional and political governance.

Stojanović et al. (2016) tried to investigate the connections between the highly diverse aspects of sustainable development and the nebulous notion of good governance. Their study sought to examine, at the level of several countries' categories, how good governance affected certain indices of sustainable development, particularly socioeconomic growth (Pavlovskyi et al., 2024). According to the authors, the statistical significance, direction, and strength of the effects of good governance differ depending on the sustainable development indicator that was chosen and the country's classification. These findings cast doubt on the post-Washington consensus's tenets as the primary solution to contemporary developmental issues by indicating that there is no "one size fits all" model of good governance that is touted as a catchphrase for sustainable development (Stojanović et al., 2016; Pyatnychuk et al., 2024).

According to Berceanu and Nicolescu's (2024) exploratory study on Romanian municipal authorities, collaborative public administration is a component of sustainable development. The authors contend that the foundation of a contemporary administrative paradigm is the sustainability of public organizations and the public interventions they carry out, which should be a goal of any administration agenda. They also emphasize that a public organization's collaborative nature may be quantified.

Numerous studies have demonstrated the value of the notion of New Public Governance (NPG) as a catch-all term for cross-sector collaboration in public governance (Cataldi, 2024; Morgan & Cook, 2014; Patapas et al., 2014; Gavkalova et al., 2022). This indicates that financial (budget) efficiency, national security, and sustainable development are closely related.

According to Khan (2010), who bases this on UN papers, there is growing recognition that effective governance is a crucial component in achieving the goals of peace, prosperity, and sustainable development (Pasichnyi et al., 2024). No two nations are the same in this regard, but in general, and after accounting for cultural variances, good governance includes the rule of law, strong state institutions, accountability and transparency in the administration of public affairs, respect for human rights, and the active involvement of all citizens in national political processes and decisions that impact their daily lives.

The International Crisis Group (ICG) distinguishes a range aspects of security (cited in Niculae & Teodoru, 2017):

1. Freedom from the dread of military confrontation, or national security.

2. Community security, or the absence of fear of violence, is achieved by law and order, as well as a functioning judicial system.

3. Personal security as the absence of the dread of want, which includes money and work, housing, health care, and educational opportunities.

4. Environmental security is the ability to live, work, and play under adequate physical circumstances.

5. Personal liberty as the ability to travel, communicate, and gather, to live in dignity and without prejudice, and to

take part in politics, at least by choosing the people who will make the decisions that impact on our lives.

Good governance is the ability and will to accomplish these goals – thus, evidently, innovative competences in public administration of 'good governance' era lie simultaneously in both national security and sustainable development planes, and SD domain, in turn, directly relates to financial efficiency, without which true SD is unlikely possible.

METHODS

This study employed a multi-faceted approach to investigate the evolving landscape of public administration and the concomitant innovative competencies required to address contemporary challenges in sustainable development, financial efficiency, and national security. The research strategy was primarily based on a critical narrative literature review (Baumeister & Leary, 1997), allowing for a comprehensive exploration of existing scholarly work on public administration paradigms, the principles of good governance, and the increasing engagement of societal actors. This review was strategically combined with an integrative theoretical orientation (Mayer & Sparrowe, 2013), facilitating the synthesis of diverse perspectives and the identification of key conceptual linkages within the field.

To provide a broader understanding of the subject matter, the study incorporated elements of the neo-institutional approach and public choice theory. The neo-institutional perspective was utilized to analyze the formal and informal rules, norms, and structures that shape public administration practices and influence the adoption of innovative competencies. Complementarily, public choice theory offered insights into the motivations and behaviors of individuals and organizations within the public sector, particularly in the context of value co-creation and participatory governance. Furthermore, the paradigm of value co-creation, recently adopted from business sector practices, served as a crucial analytical lens to examine how public value is generated through collaborative efforts between public administrations and societal stakeholders. Finally, comparative analysis enabled the examination of different approaches to public administration and the identification of best practices in fostering innovative competencies for sustainable development, financial efficiency, and national security.

RESULTS AND DISCUSSION

The ability of public sector managers to grasp the methodical processes of change is crucial in the development of contemporary public management, where the current vector is effective public governance, which calls for better and more precise theoretical conceptualization. Furthermore, the instrumentation of reform practices   particularly as a multifaceted expression of actions logic   is crucial for diagnosing the chain of problems that are frequently very hard to understand and for identifying and forecasting the causes of problems that impact management's internal and external factors (typically presupposed by the global environment) (Rathod, 2010).

When the primary task in the activity of public structures is the need to balance the internal state (organization) factors with the external environment conditions and subjects, the creation of public policies   the components of the globalization context that define their quality   becomes an important indicator of new public governance (Sydorchuk et al., 2024; Poliova et al., 2024). Opportunities for public policy makers and decision makers to apply the best theoretical ideas and public governance practice outcomes through the implementation of methods are created by global changes, new technologies, information-communication means, and the potential for their application, as well as the influence of international organizations and their consolidation nature.

The internal dimension of NPG focuses on the cooperative (as opposed to hierarchical or competitive) organization and management of relationships between actors within the public sector, whereas the external dimension is concerned with horizontal, inter-organizational relations between interdependent public and private actors (Kussainov et al., 2023; Sydorchuk et al., 2024). These relationships encompass both vertical relationships between players at various governmental levels as well as horizontal relationships amongst coordinate actors. Furthermore, they encompass both cooperative relationships between individuals and cooperative relationships between collective agents. based on the theoretical differentiation between ties between collective and individual actors, as well as between horizontal and vertical linkages (Agranoff & Kolpakov, 2023; Arivazhagan et al., 2023). Table 1 lists eight related NPG reform instruments and four types of internal collaboration in the public sector.

NPG reform tools aim to improve collaboration not just between the public, private, and civil society (the external dimension of NPG), but also inside the public sector itself (the internal dimension of NPG). An NPG reform tool aims to address cognitive, social, and communicative impediments to effective collaboration between public organizations and their members (Rouzbehani, 2020; Denysiuk et al., 2023). More precisely, a management reform tool is included in the internal

NPG reform toolbox if it promotes one or more of the four theoretically feasible types of collaboration inside the public sector.

Because the practice of good governance results in consequences such as increased social trust, promotion of social solidarity, development of government capacity to respond to citizens, and therefore improved public consent, all of which contribute to the expansion of national security in its modern meaning. To determine if governance is excellent, three aspects must be considered: the factors that encourage it, the procedure employed, and the results obtained (see Fig. 2).

Table 1. Types of internal cooperation and related reform instruments

Dimension	Horizontal-type collaboration	Vertical-type collaboration
Cooperation amongst collective actors	*Cooperation across coordinated public entities* • Publicly mandated networks • Managing public networks	*Collaboration among superior and subordinate public entities.* • Decentralization • Political-administrative metagovernance
Individual actors' collaboration	*Collaboration among coordinated members of public organizations* • Public leadership that is integrated • Team management	*Collaboration between superiors and subordinates in public organizations* • Distributed leadership • Management based on trust

Source: Authors' elaboration based on Krogh & Triantafillou (2024)

Figure 2. Good governance underpinning
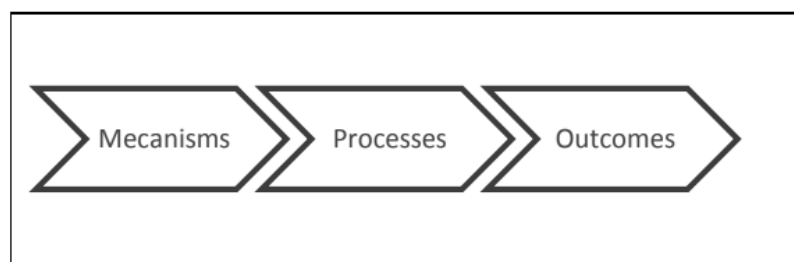
Source: Authors' elaboration based on Iyad (2019)

Effective and efficient public services, together with transparent and democratic institutions, are hallmarks of good governance. The degree of involvement necessary to ensure that political, social, and economic goals are based on consensus within society and that the opinions of the most marginalized, impoverished, and vulnerable are heard during the decision-making process are referred to as governance procedures (Avedyan et al.,2023; Voronina et al., 2024). Societies that provide services and represent community demands, especially those of the most marginalized and vulnerable, can be peaceful, safe, and resilient because of good governance.

Torfing et al. (2016) discuss changing the public sector into a space for co-creation. The authors correctly assert that co-creation approaches that use the experiences, resources, and ideas of a diverse range of public and private players in the development of public solutions are on the increase. Local governments are increasingly aiming to actively include residents in the provision of public welfare services as well as the resolution of social and political problems and difficulties (Semenets-Orlova et al., 2022). Regional governments want to collaborate with private parties to develop transportation and planning solutions. National governments form networks of public and commercial entities to develop and oversee regulatory laws and standards, while the European Union promotes regional partnerships to generate growth and employment in rural regions. In certain nations, residents, civil society groups, and state officials have a long history of working together to solve common problems. Even though these efforts have lately been called "co-creation", the phenomenon itself is far from new (Lelyk et al., 2022). What is novel and significant, though, is that co-creation is becoming more and more recognized in some nations as a new paradigm for public administration since it necessitates a totally different approach to the formulation of public policy and the provision of public services.

Both the more conventional belief that the public sector is the exclusive supplier of public goods and the more modern belief that competition between public and private actors is the means to create better and more affordable public services are contradicted by co-creation-based public governance (Yermachenko et al., 2023). Consequently, co-creation alters the public sector's viewpoint by replacing public service monopolies and public-private competition with multi-actor collaboration.

According to Quancard and Zimmerman (2017), the idea of co-creation was first developed in the private sector, with the focus being on how consumers in private service marketplaces may contribute to the creation of the service they are using. The solution is that consumers may contribute to value creation by expressing their desires and requirements, actively participating in service production, and then assessing the service they received (Zayats et al., 2024). The clearest example is a hotel stay, where the visitor will first book a room that suits their specific needs in terms of size, location, and quality. In addition to using some of the hotel's amenities while there, the visitor may even take part in an online survey to gauge their level of happiness. As a result, the guest is always active in determining the value of the service he or she gets (Torfing et al., 2016).

The idea of co-creation is applicable in the public sector as well, while having its roots in the private sector, where there is strong motivation to improve customer satisfaction and, therefore, market share and company profits. This is particularly true for ideas that heavily rely on private sector methods, such as New Public Management (Pulido Benítez, 2023), and New Public Governance.

According to Osborne et al. (2013), the production of services dominates the public sector in this context. Because of their intangible and discretionary nature, the fact that they are produced and consumed simultaneously, and the crucial role that the service recipient plays in the process, these services offer the perfect environment for co-creation. Similar to the private sector, public service providers and consumers pool their diverse resources and skills to jointly generate the service's value, and both parties strive to maximize the production of public value.

To reap the benefits of co-creation, more than just demonstrating goodwill and developing supporting institutional structures and new kinds of leadership are required. The core elements of the current political-administrative structure appear to be working against the spread of co-creation activities (Zilinska et al., 2022). Co-creation requires at least five systemic adjustments to create and maintain.

Moving away from the current performance management system, which depended on top-down control of each public agency's inputs and outputs, and toward a more trust-based steering system based on learning-enhancing self-evaluations of the outcomes produced by public organizations and the interorganizational networks of which they are a part should be the first systemic change (Hubanova et al., 2021). Evaluations that focus more on learning than individual agency performance and control will limit co-creation through resource sharing with other public and private (commercial) organizations. Legal and administrative accountability must give way to professional and horizontal accountability, and vertical responsibility must give way to horizontal responsibility.

Another systemic goal is to change the present organizational and management emphasis on risk reduction, stable operations, and short-term efficiency to a longer-term focus on effectiveness combined with risk negotiation and experimentation. Public managers' and public service organizations' emphasis on short-term efficiency can occasionally result in a zero-error mentality within public organizations, viewing outside cooperation and the pursuit of public innovation as dangers rather than opportunities. The significance of other parties and the necessity of pursuing innovation will become clear when public managers shift their attention toward a long-term emphasis on effective issue solutions (Koppenjan, 2012). A new model of risk negotiation that considers both how risks can be managed to lessen their impact and attempts to balance the potential risks and benefits of an innovation are necessary because public managers' current attempts to eliminate risk tend to stifle collaborative innovation (van der Wal, 2017).

The third systemic change lies in the domain of e-government and information and communication technology utilization in the public sector.

The next systemic reform aims to alter the institutionally ingrained professional culture of public servants, which regards professionals in the public sector as the real guardians of professionally established norms of excellence and professional knowledge as the ultimate truth. Rather, the new culture sees professionals as a bridge between the public and the government, and it encourages transparency, inquiry, and communication (Byrkovych et al., 2023). There will be no discussion or co-creation if social workers, physicians, and instructors with professional training insist that they are the ones who know what is best for the public. Thus, it is necessary to change the culture of the workplace and develop a new perception of a public sector worker as someone who actively seeks out conversations with colleagues in different fields, is interested in their perspectives on issues, and is receptive to their suggestions for solutions (Cataldi, 2024).

Instead of emphasizing throughput legitimacy as it is now, the fifth systemic change aims to increase input and output validity. While converting political inputs in the form of social and political demands into outputs in the form of regulations and services, public bureaucracy has previously defended itself by demonstrating that it adheres to a set of administrative procedures that ensure legality, impartiality, equity, efficiency, transparency, accountability, and other aspects. Therefore, adhering to procedural standards when producing administrative throughput is the source of legitimacy (Bashtannyk et al., 2024). By highlighting the significance of consumers' happiness with public sector products, New Public

Management has sought to highlight another source of public legitimacy. The creation of user forums that enable users to express their critical views and demand improved outputs, as well as the expansion of consumer choice that enables consumers to switch from underperforming service providers, have led to this focus on output legitimacy (Gustavsen et al., 2014).

By enhancing democratic participation, producing more effective and efficient public solutions, and boosting social cohesion and local resilience, co-creation may advance the creation of public value. Its goal is to either improve the quality of current solutions or encourage the development of new ones.

Alessandro Sancino (2022) presents a novel and timely method that helps direct a public manager's strategic thinking when planning and directing public value co-creation processes by offering a map of the key players and their respective domains (public organization, inter-organizational, and civic/community). In his book, he explores the idea of public value co-creation from a multi-sector and multi-actor viewpoint as a chance to revitalize democracy, change corporate models toward sustainable development, and restructure the public sector.

Public value can be demonstrated, for instance, by improved democratic structures in society, new avenues for citizen participation in policymaking, open public administration procedures, new efforts to build collective resilience, new solutions to society's wicked problems, like social exclusion, and the development of a better future for future generations, according to Virtanen and Jalonen (2024). The four methods and illustrations of creating public value are proposed by these writers (see Table 2).

Table 2. The four mechanisms and examples of generating public value

Mechanism	Example
Usefulness of the intended service	Public service designers might include citizen feedback loops and carry out in-depth user research throughout the policy-making phase to ensure that the services closely match consumers' real demands. Digital channels, focus groups, and public forums might help in this process. Furthermore, machine learning algorithms might measure public opinion in real time by analyzing sentiment about public services on a wide scale via social media.
Public leadership practice	Programs for leadership development might be developed to provide public managers the abilities, such adaptive leadership, that would enable them to lead their teams to provide efficient, human-centered services. Simulations of actual situations pertaining to public service might potentially improve strategic decision-making.
Human-centered methods for co-creation and co-design	Through digital crowdsourcing platforms, community brainstorming sessions, or participatory design workshops, practitioners might engage people in the design process. Co-creation is more likely to result in services that address the real needs of the community when it is incorporated into the service design process.
Value-in-use viewpoint	Mechanisms for ongoing evaluation might be established, employing instruments such as feedback analytics and customer journey mapping to measure citizens' perceptions of a service's value in real time. This advancement may serve as the foundation for improving service delivery and design iteratively. Furthermore, open-ended service user input gathered from several sources might be automatically categorized and analyzed using sophisticated natural language processing algorithms.

Source: Authors' elaboration based on Virtanen & Jalonen (2024)

While public value in the domain of sustainable development is more or less of a predictive nature and the vector of public value co-creation can be designed in rather clear framework, assessing public preferences for defense policy options is much more difficult task. Since policymakers have little to no knowledge of the people's preferences for security and defense measures and their societal worth, it is critical to develop a technique for evaluating public preferences for defense policy alternatives (Qari et al., 2024).

Social and political activity at the societal level is clearly necessary to establish capacity for effective involvement through the empowerment of weaker actors, and this should work as a sort of performance assessment for the creative competencies of modern public administration.

Therefore, co-creation and stakeholder management should be the foundation of creative capabilities in modern public administration. Whether it comes to national security or sustainable development, public sector workers' and agencies' capacity to organize an efficient co-creation landscape should be the cornerstone of their skills. Public unity and constructive incentives for collaboration are the cornerstones of both national security and SD provision success. Furthermore, interagency collaboration in the area where security and sustainability collide is sometimes referred to as co-creation.

FINAL REMARKS

Today agenda of sustainable development and national security determines the need for searching new paradigms and solutions in public administration, which, in turn, requires shaping a matrix of innovative competencies in actors of good governance. One of the pillars in this plane is co-creation, which shapes the foundation for enabling true sustainable development and maintaining strong national security.

Co-creation narratives need to be further refined, investigated, and experimentally tested using a mix of quantitative and qualitative research. Co-creation must be supported by both theoretical and empirical research that outlines its benefits, drawbacks, and effects if it is to become a popular paradigm in public administration. For comparative studies to acquire traction, scholars from other fields must collaborate to elucidate concepts and arguments as well as examine circumstances, processes, and impacts. Developing tools and techniques, expanding new public leadership training programs, and providing pertinent policy recommendations all need ongoing engagement with practitioners in the public sector.

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Contribution of each author to the manuscript:

Task	% of contribution of each author					
	A1	**A2**	**A3**	**A4**	**A5**	**A6***
A. theoretical and conceptual foundations and problematization:	16.6%	16.6%	16.6%	16.6%	16.6%	16.6%
B. data research and statistical analysis:	16.6%	16.6%	16.6%	16.6%	16.6%	16.6%
C. elaboration of figures and tables:	16.6%	16.6%	16.6%	16.6%	16.6%	16.6%
D. drafting, reviewing and writing of the text:	16.6%	16.6%	16.6%	16.6%	16.6%	16.6%
E. selection of bibliographical references	16.6%	16.6%	16.6%	16.6%	16.6%	16.6%
F. Other (please indicate)	-	-	-	-	-	-

*The inclusion of a sixth author was authorized under justification approved by the Editorial Board.

Indication of conflict of interest

There is no conflict of interest

Source of funding

There is no source of funding

Acknowledgments

There is no acknowledgment