EDITORIAL

Public sector measurement and stakeholder involvement: An unending deficit for sound public management in Africa

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The human race has cherished its existence on the assumption that those mandated to handle public sector affairs demonstrate accountable leadership and a zeal for serving nothing but the public interest. The concept of public interest attracts divergent meaning from public administration scholars. But its literal meaning is simply the service that protects the broader society interests as opposed to individual self-interest. Public sector organizations while they operate in a complex environment with a wide range of stakeholders, each with their own interests, demands an enviable focus on attainment of goals and objectives that serve the public interests. Public sector organizations have both internal and external actors whose interests are expected not only to be nurtured but strategically considered in any decision making that involves the use of public resources.

The world has conveniently been classified into developed and developing countries within public administration discourses and the UN nomenclature. Within public administration discourse, some developed countries tend to be associated with good governance practices while developing countries have bad governance-poor involvement of stakeholders, corruption, poor accountability, etc. Stakeholder involvement in developing countries is considered to be much better compared to developed countries where the involvement of stakeholders such as citizens in public sector organisations is rather limited (Graves *et al.*, 2002; and Splettstoesser, 1998). Some authors like Batley (1999) suggested that internal stakeholders such as public sector officials and civil servants are powerful groups who have sometimes crafted the art of giving selected external stakeholders more involvement than the citizens. Some of the external stakeholders with high involvement in many developing countries are (international) donors, such as funding agencies and Non-Governmental Organisations (NGOs).

There are several features that, in varying degrees, are true for organizations that operate in the public context (Chenhall, 2003). Public sector organisations in developing countries tend to have specific characteristics which may influence the demand for and supply of performance information (Cavalluzzo and Ittner, 2004; Rainey *et al.*, 1976).

One of these characteristics concerns the nature of their objectives. Public sector organisations usually have multiple and conflicting objectives. Secondly, it is commonly believed that public sector organisations in developing countries still have a limited institutional capacity (Cassels and Janovsky, 1998). The limited institutional capacity is reflected in weaknesses in regulatory practice, a low level of public accountability, administrative inefficiencies, limited human resources, a lack of facilities, and insufficient funding (Nsouli, 2000; Van Crowder, 1996). These characteristics lead to situations in which it takes long bureaucratic procedures, with a lack of transparency, to deliver goods and services to the citizens (Henderson, 2001), in which the volume and quality of these goods and services is inadequate (Haque, 2003), and in which stakeholders have little information.

Public sector organisations in developing countries tend to operate in more informal ways than the formal ways. Informality is found in all countries but in developing countries it is often a main tenet of the economic system, including the private as well as the public sector (Schick, 1998). To address some of the challenges of public sector, many countries have subjected the public sector to numerous reforms. These came under the ideology of New Public Management (NPM) which is a paradigm that was applied extensively to the public sector reforms in developing countries (Basheka, 2018, Larbi, 1999). Public sector organizations rely increasingly on Public Management systems (Gerrish, 2016), fueled by the New Public Management movement (Pollitt & Bouckaert, 2011).

Hood (2007) distinguishes three types of PM: target systems, which measure performance against a standard, ranking systems, which measure performance against comparable units, and intelligence systems, which measure performance for background information. In this issue, four papers, each with a different focus on the broader subject of public sector performance are presented. The papers have different contexts of a public sector performance area but all converge on the primary goal of an efficient and effective public sector and a public sector that is driven by a need to meet the interests of stakeholders. Basheka and Kihamba in a comparative approach from Uganda and Tanzania generally present their evaluation of public sector organizations (PSOS) in the two countries. Their paper os based on the evaluation of the literature and synthesis of information concerning the public sector in the two countries. They conclude that the failure of the public service to effectively realize their performance from the early post-independence period to date are in most cases attributed to inadequate adherence to public service code ethics among the employees and inadequate capacity in terms of both financial and human resources which always affect performance of the public service. In addition, public service organizations performance has been affected by donor dependence syndrome in terms of planning and designing of implementation modalities, which in many cases lack local ownership and content.

Article two entitled '*The efficacy of government strategies to improve informal settlements in Rustenburg local municipality*' by Unathi. R Sishawu and Nokukhanya N. Jili from South Africa walks reader through a practical experience of public sector measurement in a local government context. The author gives readers a background on how there has been a growing global focus on the need to address the emergence and growth of informal settlements in the world's cities (Ziblim, 2013) and how millions of people have continued to live in informal settlements. The author calls for the attention of the public sector to address this challenge is the various stakeholders like citizens are to have genuine faith that the public sector works efficiently and effectively for the common persons. The author reminds us of how improving informal settlements is critical to achieving the Sustainable Development Goals (SDGs), particularly

SDG 1 (no poverty). He calls upon government to re-evaluate some of the challenges which have been used to address the issue of settlements.

Selestina Pius and Denis Kamugisha present another article '*Understanding the Strategies Street-Level Bureaucrats Develop to Deal with Inclusive Secondary Education Restraints in Selected Schools in Tanzania*'. Through adopting an interpretative case study methodology that covered in-depth interviews, documentary reviews and observation and which analyzed data using content analysis, the findings revealed that, SLBs face limitations in service delivery due to various reasons including a lack of cooperation between policy makers and implementers. The authors also from the study confirmed that SLBs use pre-teaching, creaming, additional hours, simplifications, routinizing and referral as coping strategies, SLBs have little discretion and authority over inclusive educational service delivery. Therefore, policy makers and SLBs need to work jointly for a successful delivery of inclusive secondary education services in Tanzania.inclusive secondary education is not being effectively delivered at Mlingano and Tanga Technical Secondary Schools. The research recommend that the government should take action to heighten the delivery of inclusive secondary schools by allocating sufficient funds to buy essential equipment's needed in teaching inclusive classes for ensuring efficient and effective provision of inclusive education. Teachers, as frontline bureaucrats, should have a voice in policy making from the start. This is because they are the people who ultimately are implementing the plan. Possible benefits include improved communication and a more collaborative atmosphere among all parties involved. Finally, the study recommends delegating decision-making authority to local bureaucrats to improve the efficiency and effectiveness of providing inclusive services.

This issue is clothed by an article on '*an evaluation of the practice of constitutional basic values and principles of public administration in the Zululand district, Kwazulu-Natal, South Africa*', by Nokukhanya N. Jili. The author presents his findings on howZululand has incorporated the values and principles of public administration with local government objectives. Zululand Municipality emphasises the importance of these values and principles to all its employees, encouraging them to continue using them in executing their daily tasks. The findings from the study indicate to readers how fundamental values and principles of public administration produce good governance in Zululand. The author concludes that Zululand district municipality (ZDM) has significantly applied the code of ethics, the values, and the principles of public administration as they are stipulated in the Constitution although they are implemented not in full capacity, according to the participants. These are useful lessons for other public administration systems in Africa.

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