
Editorial

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Biographical notes: Sam Koma has over 15 years of academic experience contributing to teaching, research and community engagement. He is the author of the *Handbook of South African Public Administration* – a self-published book by Reach Publishers. He previously served as a Senior Lecturer at the University of Pretoria, School of Public Management and Administration before joining Milpark Education as the Head of the School of Government and Public Management in 2017 and currently heading the Department of Research in the Business School. He is a sought after expert by media houses in South Africa. He is also internationally well-travelled.

This special issue examines management practices in African public sector organisations. The aims of this special issue are, first, to provide African scholars with a platform to showcase their work and communicate with one another within the international marketplace of academic ideas and secondly, to inform the global readership of this journal about a continent whose management and governance practices are not well-known. The subject coverage includes topics encompassing public sector administrative reforms and innovations; corporate governance and risk management; contracting out of public services, monitoring and evaluation; and leadership.

The first paper, ‘Progress made towards achieving Rwanda’s Vision 2020 key indicators’ targets’ by Dominique Uwizeyimana examines the potential significance of monitoring and evaluation related to the interim evaluation report on the Government of Rwanda’s (GoR) progress towards achieving the objectives of Vision 2020 after 17 years of its implementation. It further assessed the likelihood of achieving the targets of Vision 2020, which have not been achieved at the time of conducting this research in 2017, given the rate of the current progress. The paper reveals that the progress so far reflects a mixed success. The analysis conducted in this paper depicts that the GoR has already achieved one of its 27 economic indicators, three of its social indicators, and one of its four governance indicators. As a result, the GoR has already achieved five (5/48) of the key targets for Vision 2020 ahead of its deadline in 2020 and in part this is been attributed to a number of factors, namely, the targets were unrealistic and ambitious, inadequate mobilisation of resources and lack of sound policies necessary to realise Vision 2020. The paper admits that monitoring and evaluation is still in its infancy in Rwanda and it is still work in progress relative to its counterparts such as the East Asian countries.

The second paper, ‘Managerial strategies to promote interorganisational and multisectoral collaboration in the South African public sector: a case study approach’ by Mapula Nkwana argues that in order to effectively address the problem of food insecurity, there is a need for interorganisational and multisectoral coordination in

program implementation. Food insecurity has heightened poverty and inequality levels in South Africa and the paper recommends a number of plausible managerial strategies that should be considered with a view to improving program implementation in the public sector, namely, the scanning of both the internal and external environment, the adoption of a result-orientated approach that primarily and principally focuses on the needs of the customer in the public sector. The use of business-like approach that incorporates customer relationship management and stakeholder management is, therefore, advocated in this paper.

The third paper, 'Risk management in the South African local government and its impact on service delivery' by Danielle Nel examines risk management with reference to change in a complex and uncertain environment, reliable risk intelligence, and the knowledge and skills necessary to assess threats and opportunities that may negatively affect service delivery. Further, the paper interrogates the concept of corporate governance and its application in a municipal milieu. The paper recommends that best practices for improved risk management including a robust regulatory framework, committed risk champions, participation and buy-in from top management and institutionalisation of enterprise risk management are integral to risk management in local government.

The fourth paper, 'The role of leadership in fostering public service motivation in post-conflict states' by Norman Tafirenyika Nhede explores the relationship between leadership and public service motivation in post-conflict states, namely, Rwanda, Burundi, Zimbabwe and Democratic Republic of Congo. This paper argues that rebuilding and consolidating post-conflict states require leaders who are dynamic and pragmatic when dealing with new and often complex realities. Thus, innovation and creativity are essential competencies for leaders in post-conflict states. The paper recommends that post-conflict states need to invest in leadership training and development with a view to equip and shape a new generation of African leaders to cope and manage chaotic, turbulent, complex and unpredictable environments.

The fifth paper 'Challenges and dilemmas in implementing the child support grant policy in South Africa' by Richard Mthethwa analyses social security in South Africa through the lens of monitoring and evaluation. The child support grant basically serves as a safety net for many poor households and largely contributes to poverty alleviation. The paper argues that social security schemes in South Africa are fraught with corruption, fraud and mismanagement. The paper recommends a 'one-stop-shop' – an established private sector practice aimed at enabling the beneficiaries of social security to access government services in one central place. This is one crucial business management practice that may add value to service delivery improvement efforts in many African states.

The sixth paper, 'Supply chain – a service delivery enhancement or an impediment' by Modimowabarwa Kanyane and Molebedi Sisi assesses the effects of supply chain on service delivery. The paper reveals that corruption and fraud engulfs supply chain in three metropolitan municipalities in the Gauteng Province of South Africa. The paper points out that supply chain is corrupted from the initial stage of projects and the final stage, where capital projects are outsourced to professional service providers. The paper analysed supply chain and determined that supply chain enhanced service delivery, but impeded in the way it was implemented. The paper recommends that there is a need for a hybrid of anti-corruption legal instruments, institutional structures and socialisation of society.

Finally, the seventh paper 'Non-governmental organisations as alternatives for service delivery in contemporary states' by Michel Tshiyoyo specifically examines the role played by non-profit organisations (NPOs). The paper asserts that NPOs play an indispensable role in bridging the gap between governments and citizens in the provision of public services especially in weak and failed states characterised by among others, civil wars and loss of legitimacy. The paper recommends sound solutions that entail the creation of an environment that promotes effective cooperation between the public, private and non-profit sectors, provision of sufficient legal and financial support while retaining the independence and autonomy of each sector.