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**IMPORTANCE OF THE PUBLIC SERVICE IN ACHIEVING THE UN SDGs**  
DECENT WORK AND ECONOMIC GROWTH - UN ENCYCLOPEDIA OF SUSTAINABLE  
DEVELOPMENT GOALS

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## **SYNONYMS**

- Community service
- Good works
- Government service
- Public life

## **DEFINITIONS**

There are plethora of definitions of public service(s), but for the purpose of this chapter, the free standing definition provided will pave the way in exemplifying the concept of Public Services to readers:

- Public service is composite of activities needed by the general public, but cannot be availed in the open market unless through resource allocation provided by the government.

The above definition generally capture the relevant role that the public service needs to play as a way of making the planned 2030 SDGs become a reality for economies around the global economy. The word public by definition, can be construed as something to do with the community or limitless restrictions in terms of boundary location. By connotation, it is closely related to activities within the confines of government, which means that services are public goods by nature and their utilisation are for non-commercial interests to society. Other related and textbook definitions would be highlighted in the body of the chapter so as to draw academic connection of the work to practical reality. One have to be very cautious with the usage of the phrase 'public good' as it requires efficiency of service delivery based on demand, which in many cases cannot be adequately met by those in governance given resource limitations (Jackson and Jabbie 2019).

## **INTRODUCTION: CONCEPTUAL AND THEORETICAL OVERVIEW OF PUBLIC SERVICE(S)**

Public service is the engine of effective governance delivery in the world economy; governments across the world cannot function well without the enabling structures of public administration to deliver on their mandate as set out mostly in (political) manifestos, while also making sure the core mandate for meeting citizens' basic welfare needs are made available through an efficient market system. The operation of such a market system must enable entities or agents to act in the best interest of delivering high services, which would have already been set as dictated through regulation of the legal system – this should also facilitate the presence of information symmetry for agents to operate (Jackson and Jabbie, 2019; Winston, 2006; Weiner and Vining, 2004).

Despite the importance of private sector in driving growth and development in an economy, the main actor or agent that is responsible for creating inter-linkages between service users in an economy is the public service, which in short is the government. Krajewski (2012) has made this clearer through his definition of Public service, which refers to those services provided and regulated for non-commercial public interests on the basis of societal needs, and in a way the market cannot achieve. As listed in the Merriam-Webster dictionary (Online), examples of public service incorporate services connected with the supply of commodity (such as electricity) or service (such as transportation) across the entire spectrum of an economy or community settings.

In a bid to facilitate efficient functioning of the public service, particularly in the area of economic and social wellbeing, leadership in the public service should ensure mandatory services are made accessible to the community. Such service provision are normally outside of the remit of the private sector; these would normally include basic services like transportation, education, health, and in addition the legislative system, which facilitate the proper functioning of markets - a considered requirement for growth stimulation in an economy (Popa, 2017).

It is the aim of this chapter to untangle the relevance of public service delivery, particularly the government to make sure communities benefit the most from efficient service delivery. Such services create plethora of opportunities for citizens to compete through material wealth development, which also curtail transaction costs, given the opportunities available for accessing core services, which then makes it possible for agents to compete in the open market – this has the potential of suppressing monopoly domination given the openness of market systems as engineered by the public service.

Theoretically, the concept of an economy, which is the core of public service delivery can be traced back as early as in the ancient times – this is thought to have commenced from the time of “Xenophon and Aristotle in Ancient Greece, or Seneca, Pliny the Younger and Elder in Ancient Rome, who then developed the concept on how to create wealth from activities such as agricultural livestock (Popa, 2017: 50). It is believed that the legacy of Ancient Greece, and in particular its brilliance in areas connected with Mathematics (as postulated in areas connected with Pythagoras’ theorem), Education and Philosophy (dominated by Socrates, Aristotle and Plato), have contributed in diverse ways to present day administration of public service delivery (Zanakis et al, 2003: 72). Such contributions have been highly recognised in the public domain of business administration, and management of people, finance, statistics, and information-based predictions – due to these attributes, the era of Xenophon then became popularly rated as the father of ‘*scientific management*’ (Zanakis et al, *ibid*).

Moving on from Ancient Greek analysis of the role of public services, modern classical economics thinking as presented by the father of Economics (Adam Smith), also emphasised the importance of government in the delivery of specific services required for a fully

functioning market (Jackson and Jabbie, 2019). According to Yay (2010: 91), Adam Smith emphasises on the state's function in three key areas - '*defense, justice and infrastructural services*'. Musgrave (2005:3-5; also excerpted in Yay, 2010: *ibid*), an Economist also elucidated on Adam Smith's notion of the state's role in supporting a well-functioning market system – Musgrave was with the view that Adam Smith did not make clear his justification for such key proposals.

It is clear that the use of equitable form of taxation levied by the state is one of the most useful means for servicing the cost of essential public goods (such as education, health care, etc.) – an area that is still dominating present day delivery of public services. It is believed that the efficiency of public service administration has a long standing history, but more relevantly in the direction of providing essential services, mostly utilized equitably for the benefit of society, without much need for exploitation when it comes to dealing with accession of private enterprises in areas like price determination, which are normally with the motive of maximizing profits (Jackson and Jabbie, 2019; Primeaux and Stieber, 1994).

### **IMPORTANCE OF PUBLIC SERVICES AND ESSENTIAL REFORMS IN THE ERA OF TARGETING GROWTH**

There is a need to make sure the public service deliver on its mandate in order to avail citizens, at least the basics of what it takes to live a decent life. In view of this, emphasis should be placed in making certain the public sector administrative system is free of political manipulation – this means that public administrators should be given the opportunity to devote time and energy in steering the vehicle of supporting decent economic wellbeing – this can be done through effective utilisation of staff expertise in the civil service to deliver essential services in the best interest of citizens, and likewise to the private sector community.

As emphasised in a document produced by the 'Committee on Standards in Public Life – UK (2018)', it clearly expressed the importance of public service delivery in addressing the wellbeing of Britons on a daily basis. On this note, it is very critical that the highest level of ethical standard is manifested by those in authority to affirm engagements pertaining to specialist contracts are delivered efficiently (e.g., services connected with waste disposal, construction, health and social care, transport, court, probation and prison services, catering, education and employment assistance) – this will require manifestation of the highest level of trust to ensure accountability and transparency are at the heart of services carried out. Given the importance of the public service in addressing welfare needs of citizens, it is imperative that those in authority, particularly heads of public services are made aware about wise choices made in service delivery, in a bid to making it worthwhile for tax payers to realize the worth of their efforts in keeping a health public services.

Public service is the gateway and engine of a country's pathway of development – therefore, sufficient planning needs to be strategically addressed in order for governments to deliver

on set goals. In this vein, there is a need for public service institution to take responsibility in producing quality data – such institutions for example, the statistical office, finance ministry, central bank should keep up to date with much needed information to plan activities that are relevant to support developmental ventures (UNDP, Online).

In a bid to delivering on-time and high quality services, it is therefore very important that essential reforms are carried out to address concerns connected with wastages – this is very common when dealing with public goods, which in most cases result in failure on the part of governments to meet basic welfare needs for citizens (Warburton and Jackson, 2020; Jackson and Jabbie, 2019). While it is very much necessary for governments to engage in high-end intensive investment projects, for example road construction, education and many more, it is also very important that care is taken not to over-stretch resources, which eventually will lead to failure on the part of the public service to deliver on planned goals in the economic management of a state. In this vein, professional expertise should be prioritised and utilized to the best of service requirements. This for example mean that professionals like Economist should be utilized to monitor macroeconomic trends and performance projections, while professionals like Accountants are utilised to plan budgetary allocations and their usage in a bid to make sure investments are worthwhile for those who actually deserve them.

In order to bring about reforms in the delivery of public services, many economies in the developing world resorted to tight structural reforms in the early 1980s, which became popularly referred to as '*Structural Adjustment Programs (SAP)*' – though it was critically cried down for its lack of concern with social welfare realities, the deplorable state of public service delivery in many of these economies really warranted much needed reforms as a way of addressing economic malaise (Cohen, 1993). Where such reforms are effected successfully, as in the case with some positive highlights like Ghana in the SSA region, it may also lead to sustained growth pathway for economies. The implementation of such reform measures as seen with SAP could help in addressing structural deficiencies inherent in real sector operations particularly for struggling economies around the SSA region – this also brings a new focus in ensuring, at least areas like agricultural productivity is effectively utilised in supporting government's drive towards meeting key SDGs by the implementation year of 2030 – specific highlights of these include SDG1, 2, 3, 5, 8 and 12 (details of these are also addressed in the next section). The language of public sector efficiency and reform is not only restricted to developing economies; even developed economies in the Organization for Economic Cooperation and Development (OECD) bloc are also faced with similar challenges, owing to reasons connected with meeting huge expenditures on the social welfare. On this note, Curristine et al (2007) highlighted core areas that needs reform - these include '*increasing devolution and decentralization; strengthening competitive pressures; transforming workforce structure, size, and HRM arrangements*'.

## **SUSTAINABLE DEVELOPMENT GOALS (SDG) AND THEIR LINKAGES WITH EFFECTIVE PUBLIC SERVICE DELIVERY**

The emergence of the UN SDGs is considered the best thing that can be thought of by world leaders and international organisations alike in a bid to making sure life on earth is worth the while. The earth as it is cannot be a better place to live without concerted efforts from people around the world in sustainably utilizing resources for the good of present and future generations. In this vein, the 17 SDGs are therefore highly relevant, while it is such that some are considered more relevant when it comes to dealing with the efficient delivery of public service system throughout the world as a whole.

As emphasised by the UNDP (Online), all of the SDGs are considered highly relevant for effective public service delivery. It seem quite implicit that the full implementation of all 17 agendas will test the effectiveness of the public sector, which is interfaced between the politicians and those in direct management of its administration. The undermentioned and selected SDGs provide highlight of their relevance in the delivery of set goals by the public sector as discussed below:

**SDG1** – this is focused in eradicating poverty by the implementation year of 2030. In order for this to be realised, those in authority should develop innovative approach in addressing issues of concern around poverty. In general, poverty seem to be a common phenomenon in both developed and underdeveloped economies (Jackson, 2020a; Jackson, 2020b; Le Blanc, 2015). By way of eradicating poverty, those in the leadership of public service administration must endeavour to revolutionize the system in a bid to avail resources for the good of all citizens – this mean that people should be avail the opportunity of accessing at least all of the five core sustainable livelihood assets – these include human, natural, financial, physical and social network (Jackson, 2015). Institutions that embodies public service delivery, for example, the '*Ministries, Departments and Agencies (MDAs)*' must work cooperatively to avail every human being on earth the opportunity of gaining access to some form of resources that will keep them above poverty line. It is possible to reduce poverty by half with cooperation from independent public institutions like central banks – they are normally assigned the responsibility of supporting government actions through powers vested in setting policies geared towards price and financial stability. On this note, forecasts produced by specialists should be effectively communicated to other relevant public service institutions, in support of decent living conditions for citizens. On an equal note, where such forecast operations are disaggregated, there is also the possibility that associated risks to components within basket of variables like CPI will be addressed through implementation of targeted policies (See Jackson and Tamuke, 2018; Jackson et al, 2018; Tamuke et al, 2018; Kallon, ,1994). With effective policy delivery, institutions responsible for their implementation would need to act swiftly in a bid to address concerns around poverty and the sustained wellbeing of citizens' earning potential.

**SDG2** – this agenda is associated with the need to eradicate hunger, while also capacitating the scope for improving food security by the implementation year of 2030. It is very

important for public service institutions like the ministry of agriculture to utilise resources capable for improving output in the drive towards attaining food self-sufficiency. In a bid to achieve this, governments across the world, particularly those in developing regions like Sub-Saharan Africa (SSA) must endeavour to work with international partners or institutions like the Food and Agricultural Organisation (FAO) to utilize technology innovations, which are capable of addressing food self-sufficiency requirements for citizens at the most affordable rate, while also channeling opportunities for improving human skills (Jackson et al, 2020). While the state of malnutrition for children in underdeveloped is perceived to be high, efforts should also be made by relevant public service units to increase international collaboration in support of ending child starvation by the year 2030 (UNDP, 2017).

**SDG3** – relevant arm of public service institutions must seek to promote healthy wellbeing for all age groups. In this vein, there is high responsibility placed on institutions like the health ministry to set policies in place, through cooperation with the legal authorities and also, international partners like the World Health Organisation (WHO) to strengthen action that prevent acute use of substance abuse. Given the high level of risks placed on developing economies with regard to the exposure to such abusive substances, efforts must be made by public service institutions, for example, the police and health ministry to establish early warning signs, through cooperation with national media outlets in supporting the early implementation of SDG3. Equally, sustained efforts to promote healthy wellbeing must be promoted for all age groups, for example, where necessary, those considered to be outside of the working age group (0-18 and 60+) – equally, those with disabilities must be avail the opportunity to access supportive care treatments in institutions like public hospitals / health care centres. This should also be widely promoted in rural communities by relevant community health workers in a bid to protect the poor and needy. It is therefore incumbent on the public sector to continue promoting healthy means of research through public institutions like universities, and where necessary, establishing public private partnership (PPP) arrangements in a bid to improve efficiency of delivery, while also reducing astronomical costs to the public sector.

**SDG4** – there is a need to incorporate inclusive and equitable quality education throughout people’s lifetime. This require mandatory effort by the public sector to prioritize investment towards education – to make it more effective, governments around the world should provide free education to all children at primary and secondary levels. In order for a country to meet the 2030 implementation period for SDG4, efforts must be made to strategically plan the process of making inclusive education mandatory for all, while also emphasising the need for people to take up lifelong learning, irrespective of age or social status in society – this will make it possible for everyone to compete for opportunities, particularly jobs that are made available by employers through public service outlets like job centres (Jackson et al, 2020; Wall et al, 2017).

**SDG5** - efforts should continue to be championed in promoting gender equality, while also empowering all women through variety of opportunities, possibly through preferential



schemes connected with their engagement in Science and Technology. In this vein, deliberate efforts must be made by relevant public sector institutions, for example the department for gender to direct efforts in narrowing gaps in gender inequality. Where necessary, women must be given the opportunity to compete in different programs, in a bid to increase their participation in society, which obviously will also bring about high level of economic gains to society as seen nowadays in the case with women's involvement in Science, Technology, Engineering and Mathematics (STEM) education (See Jackson and Jackson, 2020a). In view of the extent of varied forms of discrimination faced by women in society, postmodern efforts made by women of color to research beyond feminist study have shown that the high level of segregation faced by women of color, have also given rise to further pursued efforts in researching issues pertaining to intersectionality (Jackson and Jabbie, 2020a). In order to move forward with this by the implementation period of 2030, needful steps connected with the reinforcement of specific legislations should be taken by specialist institutions in the public service and where necessary, enacted as a way of creating early warning awareness in the minds of people about their responsibility towards embracing equality.

**SDG6** – this relate to the availability and sustainable management of water and sanitation for all. There is a high priority on the public service and more so, departments like the ministry of sanitation in collaboration with the ministry of health to make sure such agenda is achieved within the 2030 timeline as set by the United Nations. Efforts must be made to improve high quality access to sanitation and healthy living for citizens on the earth surface. It is certain that this cannot be achieve single-handedly by the public sector, but through collaboration with local partner and international institutions, in a bid to sustain healthy living.

**SDG8** –this is considered the backbone for promoting sustained and inclusive economic growth, with consideration given to full employment and decent working conditions, as opposed a situation where conditions can force people to seek the underground world of making money - otherwise known as '*informal employment*' (Jackson, 2020b; Godfrey, 2011). The role of the public service is very critical here, given the importance full employment plays in supporting governments' effort to deliver on key mandates connected with funding essential services like health, education, transportation, water supply and energy supply (Jabbie et al, 2019). It is important that departments that are responsible for promoting employment opportunities devote high priority in delivering on their commitments. In this vein, legislations must be set up to encourage collaborative working partnerships between employees and employers at every point in time so as to limit disturbances to work operations (Jackson, 2020a). Opportunities must be avail to ensure private sector is encouraged to support government efforts by providing incentives to private sector employer through reduced corporation tax incentives, in addition to the enabling competitive and stable environment that protect businesses from collapsing.

**SDG9** - this is also a key area of concern to public service delivery as set out in the 2030 SDG implementation date. Building resilient infrastructures, with the motive of promoting inclusive and sustainable industrialization is very important in developing an efficient public

service. This requires the creation of strong institutions at national and cross-border level to support high intensive industrialization motive in building capacity for the working population to engage creatively in productive work activities. This will also create the enabling atmosphere of capacitating government's ability to increase wealth (through taxes and other forms of income generation activities), which in return can be utilised for the purpose of servicing essential sectoral activities connected with Education, Health and transportation. In this vein, there is high responsibility on governments to invest in education, more so that which is focused on facilitating technological innovations, with scope for citizens to engage in lifelong learning.

**SDG11** – this is very important, with the ulterior motive of encouraging inclusive urban settlement for everyone. In this vein, effort must be made to create a safe and resilient environment that is averse to adverse conditions. There is a need for the public service to invest in high security, for example policing, with the ulterior goal of reducing crime. This will increase assurances for those who are considering to migrate to urban cities.

**SDG12** – With the drive towards promoting sustainable consumption and production (Flachenecker and Rentschler, 2019), there is a need for the public service to make effective use of resources available to coordinate activities geared towards sustaining healthy wellbeing for citizens. In this regard, efforts must be made to replenish renewable resources for the benefit of present and future generations. Relevant public sector institutions, for example the department of environment must seek to monitor the over-utilisation of resources, which are likely to increase risks to the existence of biodiversity in their natural habitat. As the engine for the implementation of all the identified SDGs in an economy, resources at the disposal of the public service must be judiciously utilised to create a balance on the manner in which the earth's resources are accessed – for example, inducing scale down in wasteful recycling.

**SDG 13, 14 and 15** – These SDGs are equally important in a bid to make sure the specified date for the implementation of all the agendas are achieved in a way that is considered beneficial to society at large. In this regard, the public service being the engine of governmental operations must seek to pursue goals that mitigate the impact of climate change (related to SDG13). In this vein, the department for environment must seek to educate people about the relevance of keeping the world safe, through sensible utilization of resources connected with reforestation, and the sensible use of water resources, also connected with SDG14. In this case, institutions like the fisheries department must seek to continue efforts in monitoring wasteful fishing. Where necessary, the department must endeavour to work cooperatively with relevant legal authorities to address illegal fishing around country borders, while also working towards reducing wasteful depletion of life beneath the water-surface for the benefit of present and future generations. Equally, relevant departments within the public service must endeavour to continue efforts to protect life on land, particularly the extinction of biodiversity in forested locations – to make things simple, activities connected with illegal hunting must be banned completely.

**SDG16 and 17** – With respect to SDG16, there is a need to make sure the legislative power entrusted by the public service is utilised in the best way to effectively implement all 17 SDGs for the benefit of present and future generations. In this vein, efforts must be made to promote peaceful living on earth, through sensible utilisation of resources. With particular reference to under-developed nations, governments in these economies must endeavour to work cooperatively with international institutions in reducing risks or activities that are likely to result in the illicit flow of arms and other forms of destructive weaponries.

## **POLICY APPROACHES IN SUPPORT OF EFFICIENT PUBLIC SERVICES DELIVERY BY 2030**

Given the importance of public services to nation building, and specifically in meeting the planned implementation of all SDGs by 2030, it is very important that governments and institutions across the globe work cooperatively to pursue ventures aimed at addressing concerns and the way forward in sustaining lives. Government as the overarching body for effecting discipline and law enforcement in a country, should continue its collaborative partnership with international organisations and also, PPP arrangements for improving service delivery. With reference to Duguit's (1921) definition of Public service(s), it is essential that government endeavour to pursue goals that society has an interest in, while also ensuring collaboration is made an integral part of their efforts marketable services are provided for the use of the general public, irrespective of whether those requiring support are individuals or corporate bodies. Given the composition of the public sector, otherwise referred to as the civil service, efforts must be made for governments to channel its plea through collective bargaining agreements with employees or the public, while at the same time pursuing actions or policies that will bring about the best level of change in the interest of all in society (Jackson, 2020a).

Governments across the globe should continue their efforts to develop vested interests in the implementation of all 17 SDGs, which in reality does not require intense skills of technocrats, but the motivation to bring about changes aimed at supporting sustainable wellbeing for all in society. In this vein, governments must endeavour to engage with relevant institutional bodies to make sure people take responsibility in supporting the move to making the world a sustainable place to live, with the scope for every individual on earth to unify in their actions in effecting all 17 SDGs. Governments must endeavour to institute policies that seeks to tackle impediments such as corruption and effective resource utilisation (Jackson, 2019a; Jackson, 2019b; Jackson, 2016) UNDP (Online). Corruption is the heart of a nation's downfall - this has the capability of rupturing a nation's scope for embracing developments perceived as beneficial to present and future generations (Jackson, 2020b; Jackson and Jabbie, 2020b).

Another action that needs considering is to do with '*rent seeking*' – this a common act pursued by professionals working in the public service, by virtue of the fact that it is a public good. Such practices are common across the spectrum of public service institutions, but they are more prominent in the health and education sectors around developing economies, given

poor conditions of services professionals are exposed to (Jackson, 2019; D'Aoust and Sterck, 2016; Murphy et al, 1993). As already mentioned, desperate efforts must be made to enforce full acts of the law in a bid to restrict people's habit of continuing their acts of destroying public service resources.

In the same token and where necessary, governments by all means must endeavour to continue their engagement with people working in the public sector to find ways of providing incentives for high quality services (Jackson, 2020a). In the same vein, the efficient delivery and implementation of the 2030 SDGs can only become a reality when those working in the public services and the general public develop passion to embrace change that is considered beneficial to everyone. In this vein, policies must be set up to develop public service task force, with key identified mandates so as to make sure each of the 17 SDGs are monitored, with actions for improving conditions deliberated upon regularly. This will also help to identify problems or issues, while also developing strategies for the public service to deliver high quality services, even in the midst of limited resources.

## **CONCLUSION AND RECOMMENDED POINTS**

In view of the discussion held so far in this chapter about the role of the public service, it must be stressed that the world as it is cannot be a better place to live without an effective functioning public administration – despite not very well recognised, particularly in developing regions around the world, it is highly believed that government is indeed the engine of smooth delivery of diverse range of services as would be required by humanity in the global community. The role of those working in the delivery of public services should not be underestimated – even the richest of a private enterprise would still need the service of public administration for their business to function in the most efficient way.

In this vein, it is very important that services that requires continuity in public administration delivery are continued to be financed in the most efficient way, with very minimal level of bureaucracy for systems to work effectively. In terms of the financing of public goods or services, one would think that segmentation of service duties would make it possible for every departments within a complex public administration system to be able to discharge duties that would make it possible for revenues generated to be dispensed in the most appropriate way. That said, it is therefore necessary that high level of consideration is given to modernizing the public service, through continued means of innovation as in the case with present-day high level digital technology (e.g., electronic payment system). There is a need for governments across the world to continue efforts to establish good relationship that foster inter-agency coordination (World Bank, 2018), which thereby makes it very easy for services to be outsourced in a bid to improve efficiency and where necessary, reducing high costs to public service budgets. As modelled in a World Bank (2018: 17) report, it is highly recommended for governments around the world to model administration system that takes into consideration the identified key factors for a successful public sector

performance innovations – *‘Political leadership, Institutional capacity building, Technology, Incentives and transparency’*.

As identified above, the most important means for an effective public administration or service delivery is political leadership – this should model a typical hierarchy that manifest high level of ethical values. Equally, institutional capacity building should also take precedence in the administration of an efficient public service delivery. This should incorporate aspects like training, but highly modelled on instituting equality for every citizens as highlighted in SDGs 4, 5, 8, 10 and the embodiment of SDG16 in embracing peaceful and inclusive society.

In addressing innovation as already mentioned in earlier sections, it is believed that technological development should be the utmost driving force behind a sustainable means of societal development in the move towards the 2030 implementation of the SDGs. Every citizen must be encouraged, either through formal means of education or vocational training to participate in activities that facilitate high level of inclusivity. In this vein, employers of all types, more so in the public services must endeavour to create the enabling incentives to support their workforce. In this vein, such means of incentives should be done transparently, with the scope of minimising discrimination for the betterment of a sustained society.

In a bid to achieve the identified goals successfully, public services in every country must embrace innovation and as stressed by the UNDP (Online), such innovative actions should incorporate all of the undermentioned highlights, but not only restricted to them:

- Data utilisation is considered an integral part of the efficient delivery of services in the public sector. In this regard, efforts must be made by those in authority to make sure integrity in data usage is made an integral part of public administration goal. In this case, government as the pyramid of public administration delivery must endeavour to utilise its ambassadors to effect authentic information that will help address targets as specified in the SDGs.
- Efforts must also be made to disseminate knowledge in the quickest possible way. Given the fact that public service is seen as the eyeball for instilling confidence by those operating in the private sector, it is hereby essential that information is shared as widely as possible through various media outlet to keep people informed about opportunities.
- Collaboration is also an essential part of an effective public service delivery. In this vein, efforts must be made by all relevant public service institutions to collaborate and where necessary, share relevant information to help with the efficient delivery of services. Equally, public administration institutions, for example, health and education must seek to work in partnership with private and international institutions in a bid to improve quality and also, creating opportunities for citizens to access opportunities.
- Instituting an effective means of decentralized system of governance is considered an integral part of an effective public administration system. In this regard, and particularly so in developing regions around the world, decentralized system of governance will help address concerns and opportunities that can be utilised by people. In this regard, efforts

should be made to enhance collaboration with private and international organisations to support opportunities for localized developmental projects in a bid to address high level human capacity development, while also availing resources geared towards sustaining lives through introduction of innovative skillset.

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- International Labour Organisation (ILO)
- Collaborative bargaining
- Ethical and Social Responsibility

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