

## Editor's Introduction

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This issue of the *Journal of Public and Nonprofit Affairs* highlights recent research that advances understanding in nonprofit and public sector studies. Each article addresses pressing issues for nonprofit leaders, practitioners, and policymakers, with attention to themes such as efficiency, resilience, evaluation, social innovation, and workforce challenges. Together, these works reflect the diversity of approaches and insights shaping the public service today.

The discussion begins with an examination of efficiency, a central yet often misunderstood concept in nonprofit management. Berrett (2025) investigates how leaders from Habitat for Humanity affiliates across the United States assess organizational efficiency. Through interviews with 36 practitioners, the study finds that while affiliates employ a wide range of metrics, many fall short of accurately capturing efficiency. The results point to the need for stronger education on measurement practices and a multidimensional approach that better aligns scholarly frameworks with practitioner realities.

Building on this theme of organizational capacity, De Oro (2025) explores resilience within the nonprofit sector. Using a systematic review guided by Cochrane-Campbell protocols, the study identifies three recurring themes in the literature: disturbances to organizational systems, leadership and management strategies, and financial resilience. The review underscores the importance of developing holistic frameworks that integrate people, structures, and relationships, particularly for smaller nonprofits that may struggle to fully recover yet demonstrate adaptability and survival.

Complementing these organizational perspectives, Berghmans and Vandenabeele (2025) examine how evaluation practices influence the transformative potential of social innovation. They argue that dominant monitoring and evaluation methods, based on simple or complicated intervention logics, often limit transformative outcomes. Instead, approaches grounded in complex intervention logics are more compatible with systemic change. The authors call for cultivating new evaluation habits and propose an agenda for further action and research.

Turning to a specific national context, Alaimo, Pejcal, and Smrčková (2025) investigate the evaluation capacity of Czech nonprofit social service organizations. While these organizations are often required to evaluate their programs by national and EU entities, many struggle with evaluation capacity building (ECB). Using surveys and interviews with directors, the study finds that challenges resemble those seen in other countries but are also shaped by directors' interpretations of government guidelines and their limited understanding of ECB. The authors conclude with practical recommendations for improving evaluation practices.

Finally, questions of workforce performance and sectoral differences are addressed by Bednarczuk (2025), who analyzes work absence patterns across public and private sectors in the United States. Drawing on data from the National Health Interview Study, the findings reveal that public sector employees generally report worse physical health, but better mental health compared to private sector workers. While health alone did not explain absence gaps,

decomposition analysis showed that demographic and organizational differences largely account for the variation. These results highlight the role of sector-level characteristics in shaping workforce outcomes.

Together, these articles expand understanding of critical issues facing nonprofit and public organizations. From measurement and evaluation to resilience and workforce dynamics, the research emphasizes the need for frameworks and practices that reflect the complexity of organizational life and support more effective management and policy.

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