

# THE NEXUS BETWEEN PUBLIC BUREAUCRATS AND POLICY IMPLEMENTATION FAILURES IN NIGERIA: EXAMINING CHALLENGES AND IMPLICATIONS

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## Abstract

The trajectory of policy implementation is its complexities and technicalities bordering on consensus-building of the various stakeholders such as policy formulators, civil organisations, labour unions, public executives, public bureaucrats, and citizens. Thus, the challenges behind the failure of policy implementation are multi-faceted. Interestingly, the most designed policy may fail since its success is not always the function of its merits. The existence of top-down and bottom-up implementation theories is a paradox in policy science with the advocates of each theory generating criticisms against the existence of another and thus putting the bureaucrats and executives, the leading implementers, in a state of dilemma, contention, and unprecedented errors during implementation. The drive of this study is to examine the various dynamic components that are responsible for policy implementation failure in developing economies such as Nigeria, Nepal, Ghana, Malaysia and others. The objective of this paper was to focus on those factors that usually interface with implementation of public policy by bureaucrats, specifically in Nigeria.

Survey research design was employed in this study. This empirical study discovered from the data collected that some of the reasons responsible for policy failure in the literature actually affected the effective implementation of public policy in Nigeria.

**Keywords:** Public Bureaucrats, Policy Failure, Policy Design, Policy Implementation, Nigeria

## Introduction

Policy formulation is not an end in itself until its implementation succeeds. The implementation is made possible through policy design to improve its prospects and prevent unprecedented administrative obstacles. Unexpected development occurs in the implementation of policy because of the contexts in which they are formulated. Such contexts involve the culture, history, politics, economic, social, and external forces, usually influencing policy development and its implementation. Policy errors continue unabated in both the developed and developing worlds. Even the high-profile nature of the failures across the developing

economies seems insufficient to convince policy makers of their relevance. Problems associated with policy implementation in developing nations occur when the desired result on the target or beneficiaries are not achieved. Such problems arise because of missing of certain critical factors which are communication, resources, dispositions or attitudes and bureaucratic structure (Dziany, 2011; Edwards, 1980;). In Nepal, poor design during formulation, weak harmonisation between complementing policies, unwise allocation of resources, overlapping roles of political boss and civil servants, rent-seeking and corruption, weak commitment of leaders (Ghimire, 2022). In Ghana, some challenges

such as poor leadership, politically implemented, lack of funds, lack of infrastructure etc. are responsible for policy implementation in bureaucracy.

Implementation is known to have failed when there is a difference between the intended and actual consequences. This occurs when the actual effect of the policy does not address the problem. Thus, policy evaluators and researchers account for the difference by defining the implementation process and its challenges. This implementation process is subject to administrators' values, which are inherently involved in any attempt to measure the policy outcomes. Lemay (2002) emphasises that administrators play a central role in determining such values by typically determining a program's goals and articulating standards of measures for accomplishing them. Pressman and Wildavsky (1984) argue that a policy's value therefore must be measured not only in terms of its appeal but also in the light of its implementability. Hill and Hupe (2014) posit that the expected is defined in terms of values either of the observer or the one or more of actors involved in the process.

There is an increasing awareness that policies do not succeed or fail on their own merits; rather, their progress is dependent upon the process of implementation (Hunter & Pecham, 2019). Different factors influence policy development and implementation, such as the content of the policy, the nature of the policy process, the actors involved in the process, and the context in which the policy is designed and implemented (Mthethwa, 2012). However, to prevent policy failure, the government and bureaucrats should endeavour to ensure intentions are turned into results. In their analysis of policy implementation in the Third World, Bertsch, Clark and Wood (1986: 472) observe that many governments operate under administrative, economic, and political constraints that virtually guarantee failure at the point where the policy is applied to the society'.

### **Planning for Successful Policy Implementation**

When confronted with the challenge of implementing a significant project or

programme, the following can be done by an organisation, be it public or private. First, the process by which such a problem can be addressed has to be agreed upon during the policy initiatives. Second, are the skilled personnel to enforce the implementation plan? Third, are resources and supporting tools available for such implementation across the various strata? Fourth, the implementation plan should tally with the problem of the programme that is designed. Fifth, the plan has to be communicated to the entire stakeholders. Sixth, the status, risks, costs, and benefits of implementation have to be carefully monitored. Seventh, the ecological factor that is likely to foster and forestall the success of the implementation must be identified. Eighth, those factors have to be made known to implementers as feedback to serve as a lesson that will prevent future occurrence. Ninth, there is a need to identify contingency plan for all programmes and projects that will contain those challenges.

The various views of scholars in the literature are further expanded to include the following: Policy must align with the organisations' visions, values, missions, and resources for it to be successfully implemented. According to Johnson (2014), the alignment can be done through the establishment of effective communication. Also, through clarity, review of actions, and updating, policy can be aligned to the visions, values, missions, and resources.

The failure of any policy emanates from the non-involvement of policy stakeholders in policy development and implementation. The stakeholders are the persons, groups or teams, and organisations that influence policy. These are the recipients of policy. They participate by identifying, analysing, engaging, and managing the policy formulated. According to Chan (2016), Stakeholder engagement is bringing all people who could possibly be impacted by the public policy process into roles of decision-making.

The next stage is active or proper implementation. At this stage, action is needed on the part of the implementer. Active implementation implies conducting implementation activities essential for

systems change, developing major implementation elements, professional implementation supports, and linking policy to practice. Dodson et al. (2012) suggested that policy-making agencies need to make decisions on how to disseminate and implement the policy. Two basic alternatives exist a passive strategy implying mere dissemination and a more active approach with outreaching strategies to influence awareness, adoption, implementation, and maintenance of the policy.

Policy evaluation and support are inevitable and very germane a stage for successful implementation. Policy implementation evaluation tends to concentrate on the various elements such as inputs, activities, and output; the response of stakeholders in terms of their behaviour, knowledge, and awareness; identifying barriers to implementation. According to Her Majesty's Treasury (2012), data for implementation evaluation is usually intentionally descriptive and uses a variety of measures and types of data to complete a thorough picture of the implementation. Phulkerd et al. (2017) contended that individual support from government officials; suitable financial management mechanisms, inter-organization networks, and personal motivation are potential factors for successfully implementing policy.

### **Knowledge Gaps and/or Policy Gaps**

Max Weber introduced the concept of bureaucracy in the management of organisations and it focuses on the rationalisation of the world (Paiva, 2014). Rationalisation here implies the application of general reasoning in the course of carrying out the formal act of implementing public policy. Successful implementation of public policy is germane to bureaucratic experience of specialised professionals and the strong application of other administrative principles. However, the recent complex in the implementation of policy in the public institutions which emanated from unpredictability, sustainability and

adaptability within the complex system that is resistant to change often creates challenges to the principles of Weber's bureaucratic concept hinging on rationality. The gap existing between bureaucracy and non-performance in policy implementation centres on inadequate performance monitoring, delivery obstacles and insufficient routine progress reports on the part of bureaucrats and policy formulators. Perhaps, the growing interest in the notion of "policy failure" in the bureaucratic institutions resides at the extreme end of a success–failure spectrum where it is characterized by absolute non-achievement of goals.

### **Research Methodology**

The study adopts survey research design through the use of questionnaire. The survey research design is concerned with the structuring of an investigation for the purpose of identifying the relevant variables and their relationships with one another (Singh, 2020). This design was chosen to meet the objectives of the study. The population of the study consists of public servants in the federal civil service ministries in Nigeria, while the sample size was limited to three ministries. The respondents were selected based on stratified random sampling technique. The study makes use of the primary data. The primary data that is used in this study is through the issue of questionnaires which asked questions and required accurate answers from the respondents concerning the topic under study. The questionnaire was structured on 5-point Likert scale of Strongly Agree, Agree, Neutral, Disagree and Strongly Disagree. To test reliability of this research work, Cronbach's alpha was conducted with a result of 0.890 based on standard mean of 0.718. The questionnaire was made available to the respondents through google form and were sent through e-mails generated for the purpose. Two hundred (200) questionnaires were sent out, while one hundred were retrieved, but only one hundred and fifty copies proved useful. The success rate is therefore 75%. Correlation analysis was used

as the data analysis technique, to show the relationship between policy implementation and the role of the bureaucrats.

### **Nigeria**

Nigeria is one of the most existing nations in West Africa. The country covers an area of 923,769 square kilometres (356,669 sq mi), and with a Population of over 230 million. It is located between the Sahel in the north and the Gulf of Guinea in South of Atlantic Ocean. In Africa, it has the largest population. Nigeria shared borders with Cameroun in the east, Benin Republic in the west, Chad in the north-east, Niger in the north. It has 36 states, and with its capital at Abuja.

Nigeria is a heterogeneous state with diverse cultures, and also inhabited by more than 250 ethnic groups speaking 500 distinct languages. There are three very large ethnic groups such as the Hausa-Fulani in the north, the Yoruba in the west and the Ibo in the east. Nigeria was administered between 1861 and 1960 by the British colonial masters. The country was ruled by military leaders for a combined 29 years, while the civilians have ruled for 34 year since independence in 1960. The Gross Domestic Product (GDP) of Nigeria was worth 472.62 billion US dollars in 2022, according to official data from the World Bank. The GDP value of Nigeria represents 0.20 percent of the world economy. In Nigeria, the executive, legislature, bureaucracy and judiciary are the formal institutions through which public policy is made on the national level of the nation's federal system of government. Several policies on education, health, agriculture and others have been implemented by bureaucrats under different governments in Nigeria. While some are successful, others have somersaulted. For instance, the structure and organisation of the Nigeria's education System up to the mid-1950's, was 8-5-2-3 year education: 8 years of primary schooling, 5 years of secondary school, a two-year higher school or sixth form, and a standard three-year university. In 1983, the National Policy on Education (NPE) introduced 6-3-3-4

education policy: 6 years of primary education, 3 years of junior secondary school, 3 years of senior secondary school, and 4 years of university education, to replace 6-5-4 education system: 6 years in primary, 5 years in secondary, and 4 years in university.. The federal government further introduced 9-3-4 education system to attain the goals of universal basic education (UBE) program. Thus, the Nigerian educational structure became 9-3-4, which means 9 years basic education, 3 years senior secondary school education and 4 years tertiary education.

The reasons given by scholars for the failure of implementation by education institutions such as ministry of education, tertiary, secondary and primary institutions are lack of infrastructure, inadequate funding, lack of adequate workshop, poor resources, and frequent change of leadership (Guga, n.d., Okoroma, 2006).

Over the past decade, Nigeria has seen major attempts to strengthen primary health care, through the Saving One Million Lives (SOML) initiative, and to move towards universal health care, through the National Health Act. Both initiatives were successfully adopted, but faced political and institutional challenges in implementation and sustainability (Croke & Ogbuaji, 2023). The Basic Health Services Scheme (BHSS), Build Basic Health Units (BHUs) and Primary Health Care Scheme (PHCS) failed due to lack of stable financing (Odutola, et al., 2016).

It can be noted that the successes achieved in Nigeria's agriculture sector after independence were mainly from the legacies of British colonial rule. During this period, mechanised farming was employed by the colonial government. A significant reason for agriculture policy failure in Nigeria in the period 1970s-1985 was the complex and unpredictable nature of the policy making process which lacked policy design that should have mapped programme expectations. Nigeria from the 1970s to the 1980s lacked technocrats and skilled



bureaucrats, technical tools of analysis such as Cost Benefit Analysis (CBA) and Cost Effective Analysis (CEA) were lacking in the policy making process (Olaoye, 2010). According to Abubakar, Gambo & Umar (2021), some of the agricultural programmes succeeded at early stage, but failed later because the policies were constrained by various challenges: technical, social, political, and economic.

In Nigeria, according to Dibia (2014), the conflict between the demand of interest groups and the role of the bureaucracy in decision-making is one of the most basic in the government representing the authority of the state. Some of the implementation failure occurs when a program or policy is affected by the actions of actors employed to implement it. The best, most reasonable, and

purest policy may meet its fiasco if it is sabotaged during implementation.

Bureaucrats at the micro-level find it challenging to be objective as actors of policy implementation because they sometimes allow their influence to affect their decisions. Bureaucrats at bottom-up or street-level or what is regarded as "Backward mapping" (Lipsky, 2010), policy is based on bargaining ability between the bureaucratic officials and their clients. Where the policy is not favourable to the bureaucrats at this lower level, they tend to meld policies or tamper with policies to suit their interests and that of their clients (Linder and Peters, 1987). This act is influenced by pressures from the institutional environment, local politics, pressure groups, and informal relations (Scott, 2008; Heidenreich and Rice, 2016).

## Results

To determine the linkage between the role of public bureaucrats and Policy implementation failure in Nigeria, the distributed questionnaires were subjected to statistical evaluation through the use of correlation analysis.

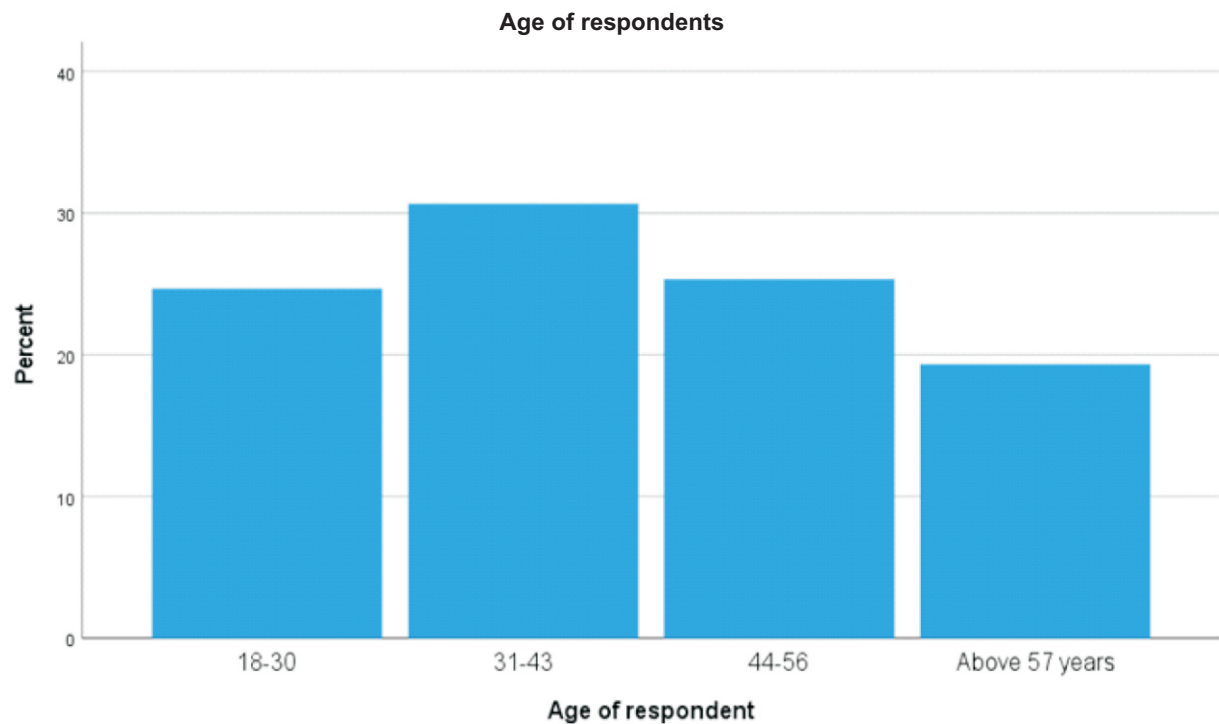
**Table 1: Age of respondents**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	37	24.7	24.7	24.7
31-43	46	30.7	30.7	55.3
44-56	38	25.3	25.3	80.7
Above 57 years	29	19.3	19.3	100.0
Total	150	100.0	100.0	

### Source: Researchers' Analysis, 2024

Out of the 150 questionnaires that was returned by the respondents, 37 respondents have their ages between 18-30 which amounts to 24.7% of the total, 37% were between ages

31-43, 25.3% are between 44-56 and 19.3% have their ages above 57 years. The larger proportion of the respondents are in the age bracket of 31-43 years which is good for the dynamism of work at that age bracket.

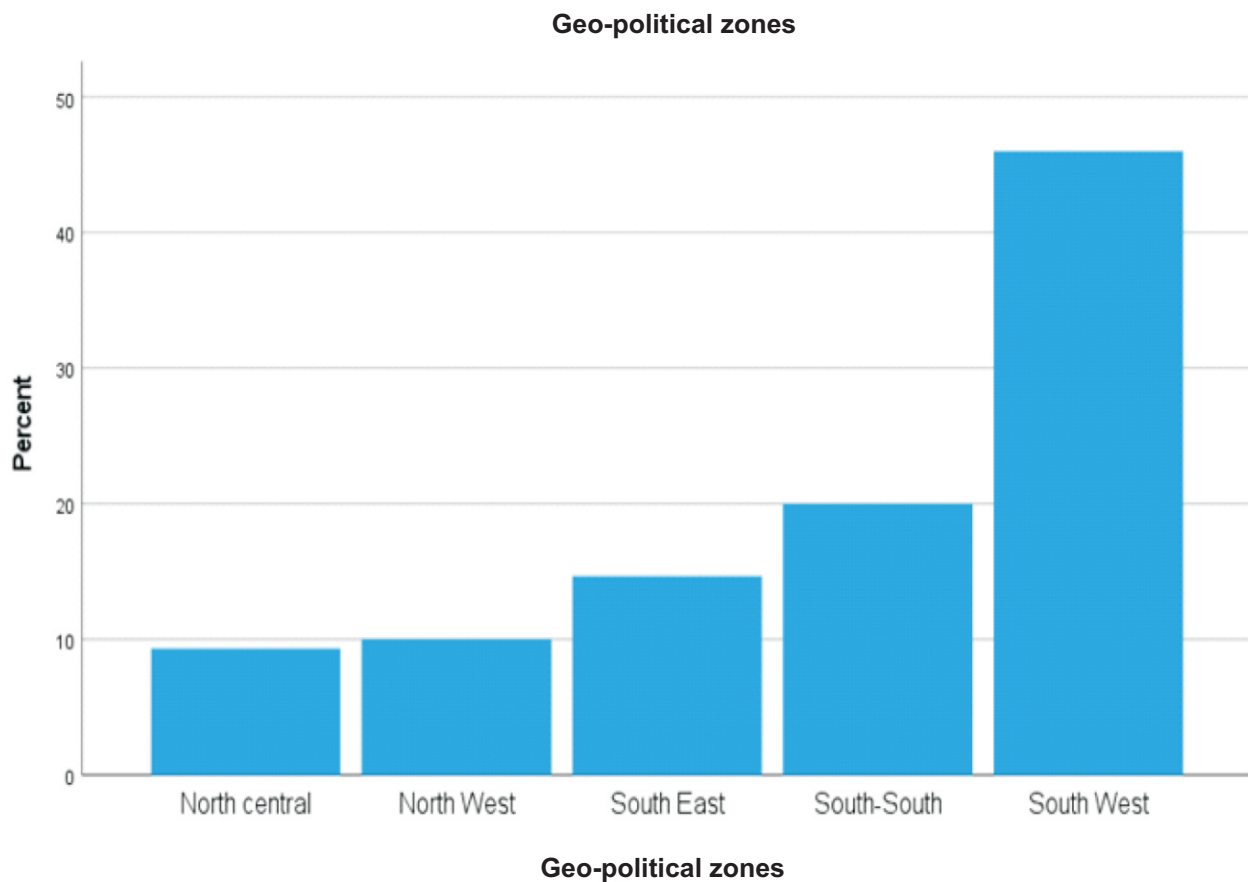


**Table 2: Geo-political zones**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	North central	14	9.3	9.3	9.3
	North West	15	10.0	10.0	19.3
	South East	22	14.7	14.7	34.0
	South	30	20.0	20.0	54.0
	South West	69	46.0	46.0	100.0
		150	100.0	100.0	

**Source: Researchers' Analysis, 2024**

The geopolitical zones of the respondents are analysed in table 2. 14 are from the North Central amounting 9.3% of the total, 10% are from the North West Zone, 14.7% from the South East, 20%



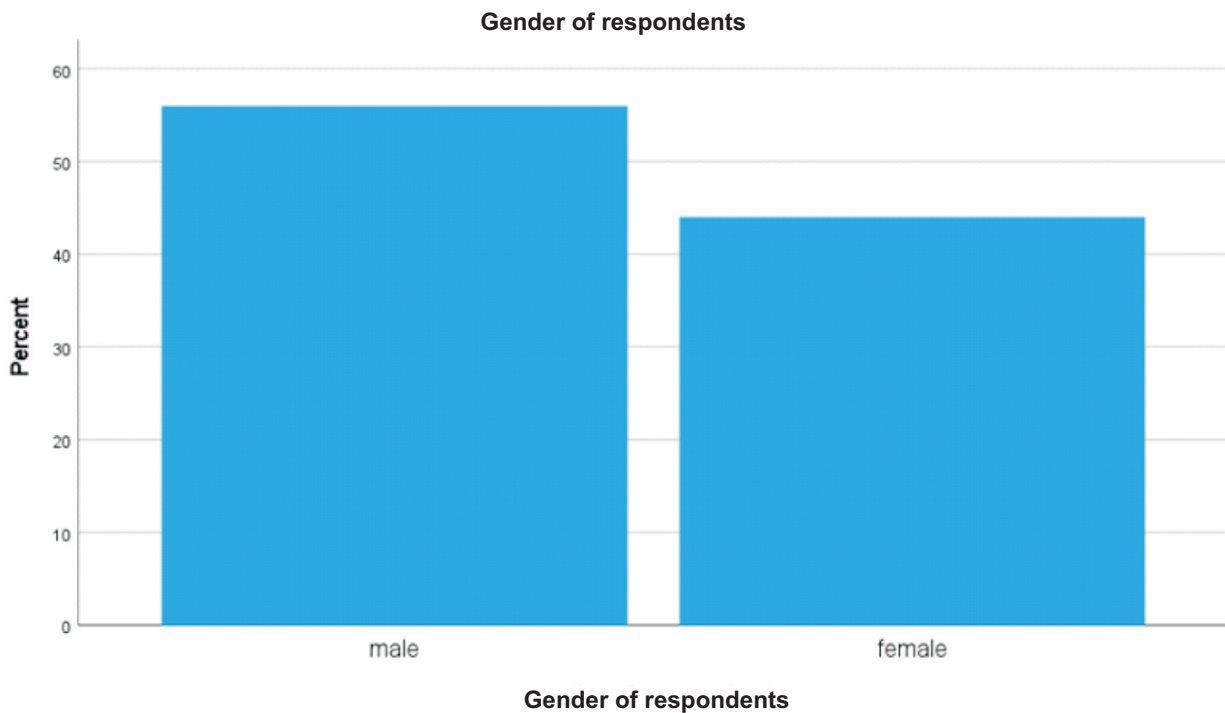
**Table 3: Gender of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	84	56.0	56.0	56.0
	Female	66	44.0	44.0	100.0
	Total	150	100.0	100.0	

are from the South-South Zone while South West are 46% of the total.

The gender frequency of the respondents is analyzed in table 3. Of the total respondents, 84 amounting to 56 % are males, while 66 amounting to 44% are females. The larger proportion of the respondents are male

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**Source: Researchers' Analysis, 2024**

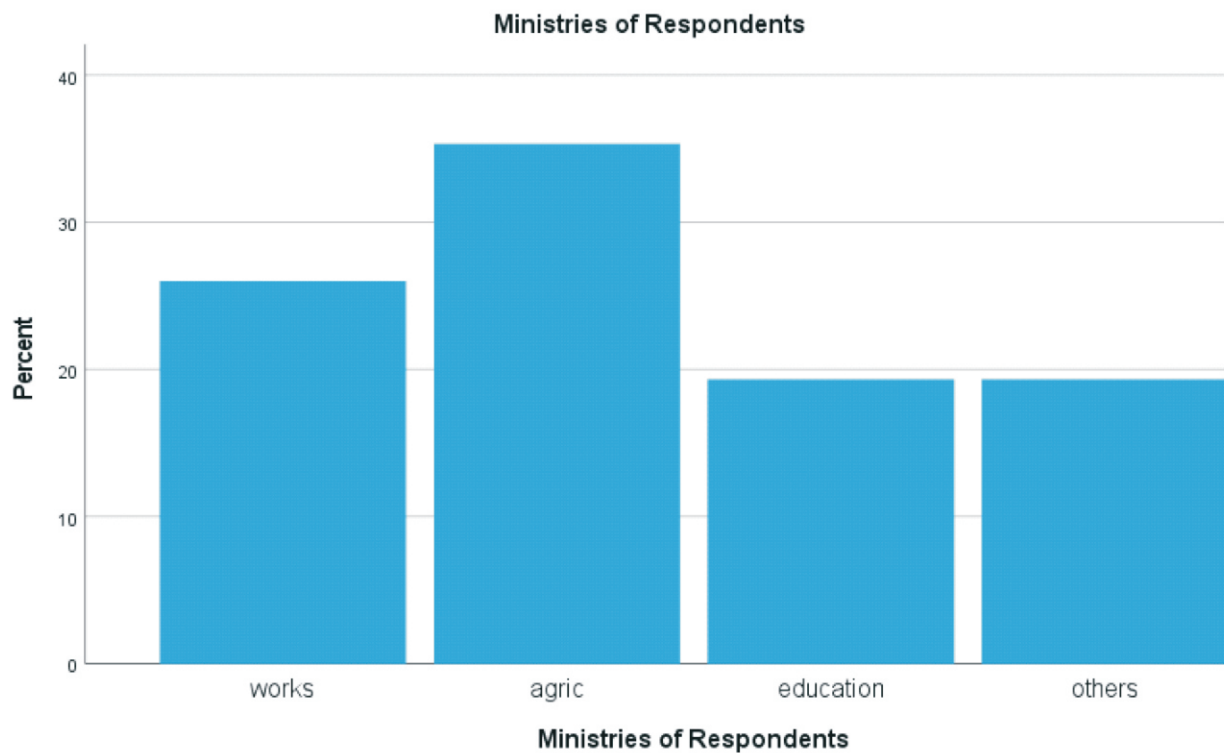
**Table 4: Ministries of Respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Works	39	26.0	26.0	26.0
	Agric	53	35.3	35.3	61.3
	Education	29	19.3	19.3	80.7
	Others	29	19.3	19.3	100.0
	Total	150	100.0	100.0	

**Source: Researchers' Analysis, 2024**

The distribution of the respondents in the Ministries where they work is analyzed in table 4. 39 respondents amounting to 26% are from Ministry of works, 35.3% are from Ministry of Agriculture, 19.3% are from Ministry of Education, while 19.3% are from other ministries.





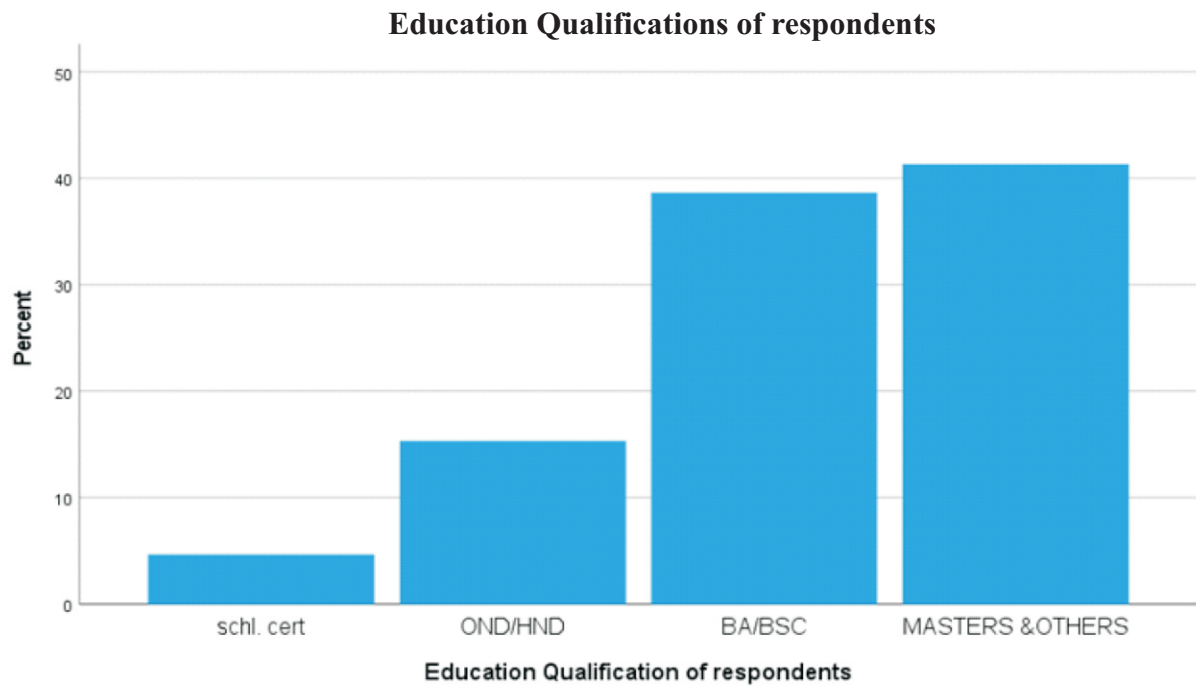
**Source: Researchers' Analysis, 2024**

**Table 5: Education Qualifications of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	School Certificate	7	4.7	4.7	4.7
	OND/HND	23	15.3	15.3	20.0
	BA/BSC	58	38.7	38.7	58.7
	Masters & Others	62	41.3	41.3	100.0
	Total	150	100.0	100.0	

**Source: Researchers' Analysis, 2024**

The educational qualifications of the respondents indicate that 7 amounting to 4.7% of the total respondents had school certificates, 15.3% had OND/HND, and 38.7% had B.A/B.Sc., while the rest 41.3% has Masters /others



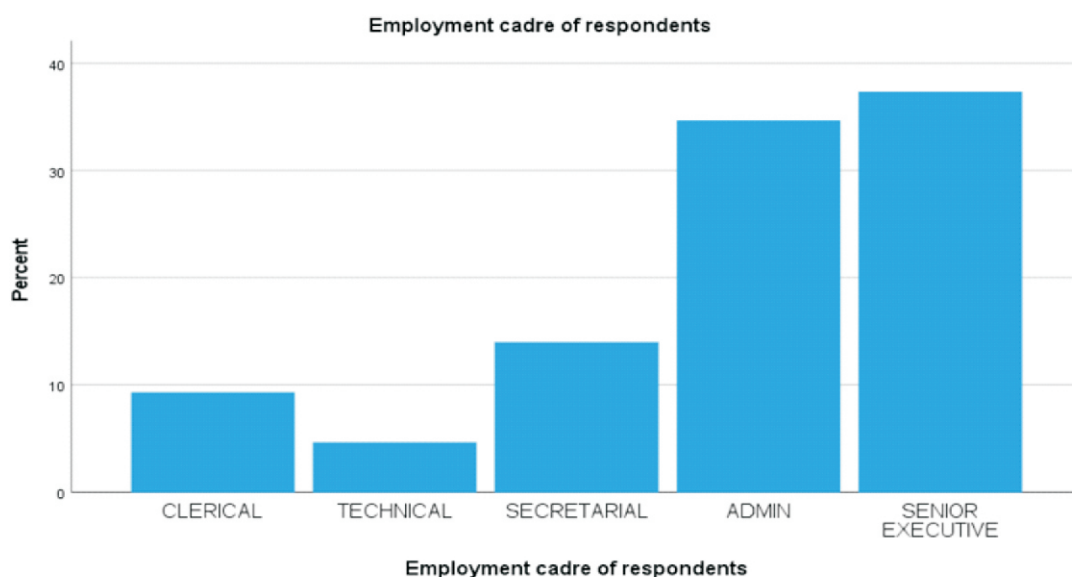
Source: Researchers' Analysis, 2024

**Table 6: Employment cadre of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Clerical	14	9.3	9.3	9.3
	Technical	7	4.7	4.7	14.0
	Secretarial	21	14.0	14.0	28.0
	Admin	52	34.7	34.7	62.7
	Senior Executive	56	37.3	37.3	100.0
	Total	150	100.0	100.0	

Source: Researchers' Analysis, 2024

The distributions of the employment cadre of the respondents are analyzed in table 6. The clerical staff totaled 14 which amounts to 9.3% of the total respondents, technical staff is 4.7%, Secretarial staff numbered 14.0%, Admin is 34.7% while the senior executive totaled 37.3%.

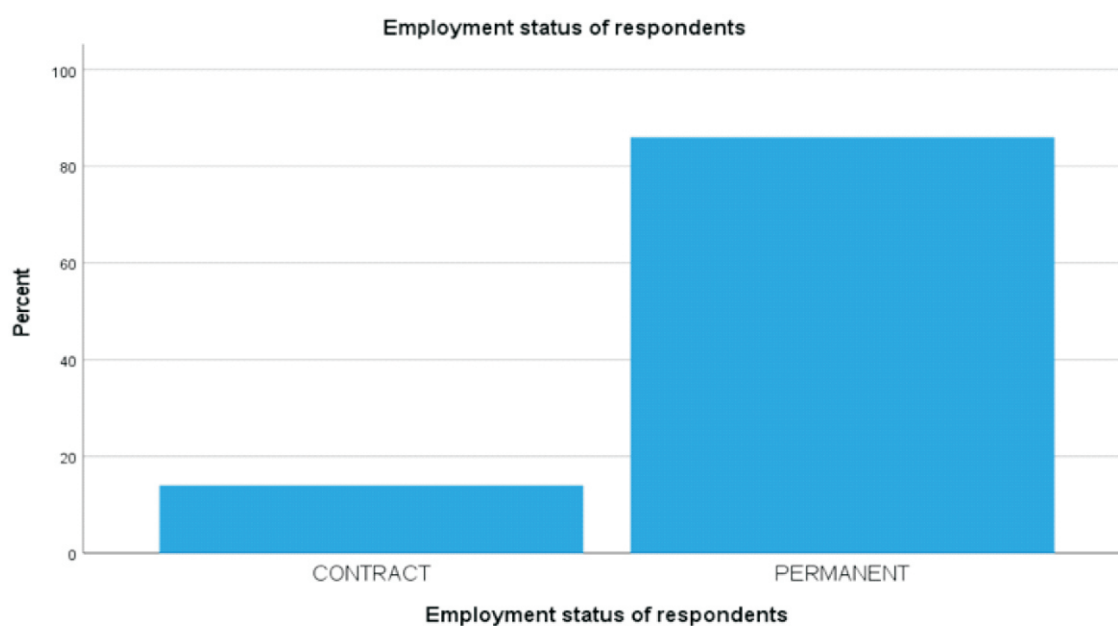


Source: Researchers' Analysis, 2024

**Table 7: Employment status of respondents**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Contract	21	14.0	14.0	14.0
	Permanent	129	86.0	86.0	100.0
	Total	150	100.0	100.0	

The employment status of the respondents is shown in table 7. Of the total 150 respondents, 21 amounting to 14.0% are in contract status. 129 staff amounting to 86.0% is in permanent status.

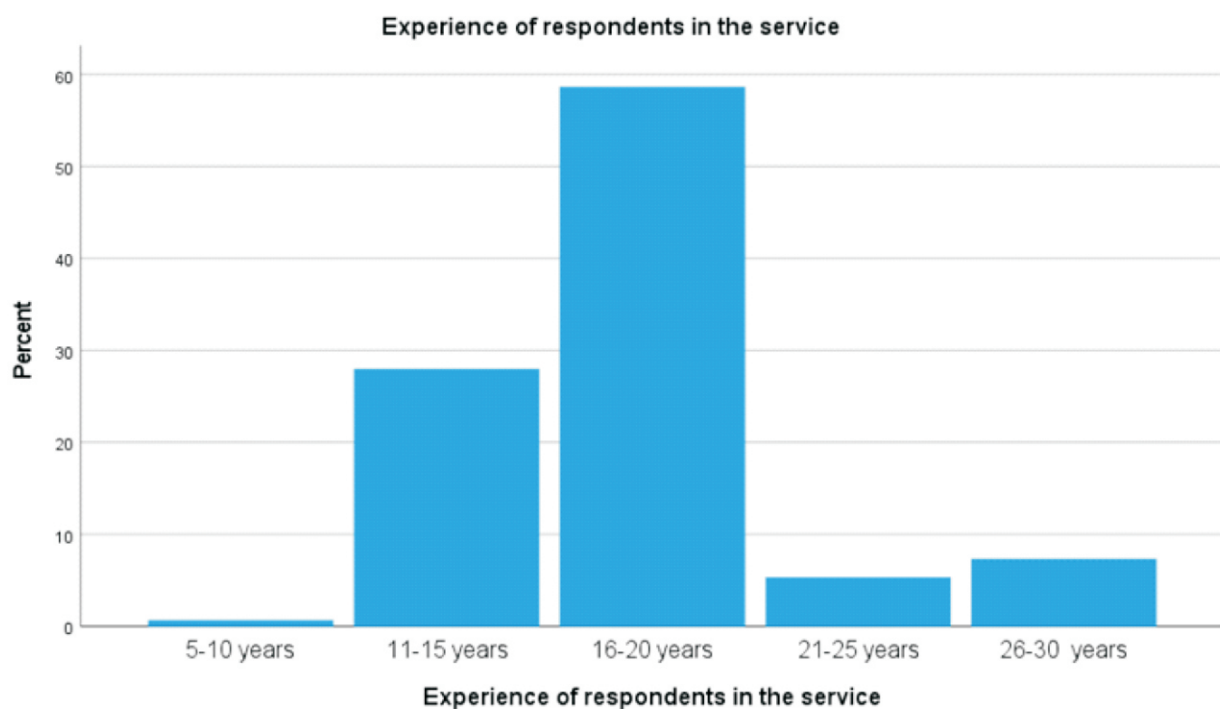


**Table 8: Experience of respondents in the service**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5-10 years	1	.7	.7	.7
	11-15 years	42	28.7	28.7	29.3
	16-20 years	89	59.0	59.0	89.3
	21-25 years	8	5.1	5.5	94.7
	26-30 years	10	5.5	5.5	100.0
	Total	150	100.0	100.0	

**Source: Researchers' Analysis, 2024**

The respondent's year of experience is analyzed in table 8 respondent has worked for 5-10 years, amounting to 7% of the total respondents; 28.7% has experienced between 11-15 years; 60% has experienced 16-20 years, while the rest 5.3% has 26-30 years' experience. There is larger percentage of respondents in the experience bracket of 16-20 years.



**Source: Researchers' Analysis, 2024**

The relationship between role of bureaucrats and implementation failure challenges are analyzed below:



**Table 9: Roles of bureaucrat and lack of transparency**

		Role of bureaucrat in the implementati on of public policy	Lack of transparency, Accountabilit y and corruption
Role of bureaucrat in the implementation of public policy	Pearson Correlation	1	-0.484
	Sig. (2-tailed)		0.005
	N	150	150
Lack of transparency, Accountability and corruption	Pearson Correlation	-0.484	1
	Sig. (2-tailed)	0.005	
	N	150	150

**Source: Researchers' Analysis, 2024**

Lack of transparency and Accountability, have a negative or inverse relationship with the role of bureaucrats and the relationship is statistically significant at the 2-tailed significant level. The significant level is below the 5% (0.05) benchmark significant level. It depicts that as the bureaucrat role of implementing public policy is enhanced, lack of transparency and accountability inhibits such performance.

**Table 10: Role of bureaucrat and incessant political interruptions**

		Role of bureaucrat in the implementati on of public policy	Incessant political interruptions
Role of bureaucrat in the implementation of public policy	Pearson Correlation	1	-0.422
	Sig. (2-tailed)		0.022
	N	150	150
Incessant political interruptions	Pearson Correlation	-0.422	1
	Sig. (2-tailed)	0.022	
	N	150	150

**Source: Researchers' Analysis, 2024**

The correlation result between the role of bureaucrat and incessant political interruptions shows that a negative or inverse relationship exists between them. It is significant at the 5% significant level. The result depicts an inverse relationship which implies that the role of bureaucrat in the implementation of public policy is often retarded negatively by incessant political interruptions.

**Table 11: Role of bureaucrat and lack of adequate resources**

		Role of bureaucrat in the implementati on of public policy	Lack of adequate resources
Role of bureaucrat in the implementation of public policy	Pearson	1	-0.684
	Correlation		
	Sig. (2-tailed)		0.045
	N	150	150
Lack of adequate resources	Pearson	-0.684	1
	Correlation		
	Sig. (2-tailed)	0.045	
	N	150	150

**Source: Researchers' Analysis, 2024**

The correlation results between the role of bureaucrats and lack of adequate resources show that a negative relationship exists between them. It is significant at the 5% significant level. This implies that there is an inverse relationship between lack of adequate resources and the implementation of public policy.

**Table 12: Role of bureaucrat and lack of experience in policy implementation**

		Role of bureaucrat in the implementati on of public policy	Lack of experience in policy implementati on
Role of bureaucrat in the implementation of public policy	Pearson	1	-.0.777
	Correlation		
	Sig. (2-tailed)		0.030
	N	150	150
Lack of experience in policy implementation	Pearson	-0.717	1
	Correlation		
	Sig. (2-tailed)	0.030	
	N	150	150

**Source: Researchers' Analysis, 2024**

The correlation result between the role of bureaucrats and lack of experience in policy implementation shows that a negative or inverse relationship exists between the two. This is significant at the 5% significant level. This depicts that lack of experience inhibits the performance of the role of bureaucrats

### Discussion of Findings

The study aimed to identify the relationship between the role of bureaucrats and the challenges in policy implementation within Nigeria's federal civil service. The survey included 150 public servants from various ministries, with a structured questionnaire based on a 5-point Likert scale. The analysis included descriptive statistics and correlation analysis to explore the relationships between the role of bureaucrats and various challenges in policy implementation.

A negative relationship was found between the role of bureaucrats in policy implementation and lack of transparency, accountability, and corruption ( $r = -0.484$ ,  $p = 0.005$ ). As bureaucratic roles are enhanced, lack of transparency and accountability tends to inhibit performance. A negative relationship was observed between bureaucratic roles and political interruptions ( $r = -0.422$ ,  $p = 0.022$ ). Incessant political interruptions negatively impact the effectiveness of bureaucratic roles in policy implementation. A significant negative relationship was found between bureaucratic roles and lack of adequate resources ( $r = -0.684$ ,  $p = 0.045$ ). Insufficient resources negatively impact the ability of bureaucrats to implement policies effectively. There was a strong negative relationship between bureaucratic roles and lack of experience in policy implementation ( $r = -0.777$ ,  $p = 0.030$ ). A lack of experience among bureaucrats hinders effective policy implementation.

The study highlights several critical factors that impede the successful implementation of public policy in Nigeria, focusing on the role of bureaucrats. The findings are consistent

with existing literature on policy implementation challenges in developing countries, emphasizing issues such as transparency, political interference, resource allocation, and experience. Literature supports the idea that transparency and accountability are critical for effective policy implementation. According to Grindle (2007), lack of transparency and accountability can lead to corruption and mismanagement, which are significant barriers to successful policy implementation. Fukuyama (2013) emphasizes that good governance, characterized by transparency and accountability, is essential for the effective implementation of public policies.

The detrimental impact of political interruptions on policy implementation is well-documented. Bardach (1977) argues that political instability and interference can disrupt the continuity and consistency needed for effective policy implementation. Similarly, Peters (2015) notes that frequent political changes and interference often lead to shifts in policy priorities, causing implementation delays and failures. Adequate resources are fundamental for successful policy implementation. Lipsky (2010) highlights that resource constraints can cripple the efforts of bureaucrats, leading to suboptimal implementation outcomes. This is echoed by Sabatier and Mazmanian (1980), who state that sufficient financial, human, and material resources are crucial for translating policy intentions into tangible results.

#### Experience and Expertise

The significance of experience and expertise in policy implementation is supported by several scholars. Lipsky (1980) introduces the concept of "street-level bureaucracy," emphasizing that frontline workers' experience and judgment are vital for effective policy implementation. Hill and Hupe (2014) further assert that the knowledge and skills of bureaucrats are critical in navigating the complexities of policy implementation.

## Conclusion

Policy implementation exists in every society irrespective of the level of development since programmes, projects, and plans are executed through public service institutions established by the government to attend to the needs of the citizens. The role of the bureaucrats in the bureaucratic organisations is to ensure that programmes, projects, and plans of the government are realised through their successful implementation of public policies. These policies are implemented through a top-down approach, bottom-up approach, and hybrid approach. Thus, each approach has in one way or the other contributed to the failure of policy implementation by preventing government from attaining the set objectives of public policies.

The study provides valuable insights into the challenges of policy implementation in Nigeria, particularly focusing on the role of bureaucrats. Key issues such as lack of transparency, political interference, inadequate resources, and insufficient experience are identified as significant barriers. Addressing these challenges requires a multifaceted approach, including improving accountability mechanisms, ensuring political stability, enhancing resource allocation, and investing in the professional development of bureaucrats. By tackling these issues, policymakers can improve the implementation process and achieve the desired outcomes of public policies.

## Policy Recommendations

- i) The developing countries can improve in their policy implementation performance when those in governance realize that bureaucrats should be given time to address the complex areas of the policies.
- ii) Political leaders should re-examine the grey areas of the policy where the public implementers have discovered challenges. This should be done periodically and with the stakeholders.

- iii) Since most of the implementers in the developing economies such as Nigeria, Nepal, Ghana, Malaysia etc are still in the learning stage, there is need for the government to embark on intensive capacity-building to enable them to have sufficient skills and exposure that will result to successful implementation.
- iv) There should be constant monitoring of government agencies that are given the responsibility of implementing the policies to prevent them from deviating from the set goals. Policy implementers in this regard are expected to give feedback to those in the political arena on how they have implemented the policies and what challenges they have encountered. The problem with some of the bureaucrats in the less developed countries is that they believe that administration should be mutually separated from politics. This view is antithetical to contemporary stance of some scholars in the field of politics and administration.
- v) The need for adequate resources to be provided to implementing agencies is very significant. Most of the developing economies lacked resources to support implementers because they survived on borrowed money and also lack focus. For instance, there is need for adequate fund, staff and materials to be made available for bureaucrats in those agencies to utilize. Policy implementation is capital intensive.

In view of the recommendations above, the government in every less developed country should address those implementation gaps. The government should create a more robust policy design as this would create an enabling environment for successful implementation delivery. In addition, the monitoring agencies in those countries should focus on how allocated funds are spent adequately. The bane of policy implementation in less developed economies is high diversion of



project money to private account during the implementation process. This corrupt act usually leads to non-execution of projects and shoddy implementation of programmes. More importantly, comprehensive policy support programmes should be made available by implementing agencies.

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