



Between Policy and Practice: The Political – Administrative Dynamics of Policy Implementation in Gauteng Province, South Africa.

Submitted in fulfilment of the requirements of the degree of **Doctor of Philosophy in Public Management Specialising in Public Policy** in the Faculty of Management Sciences at the Durban University of Technology

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DEDICATION

With love to my late parents, Mrs Miriam Nombulelo Banda, and Wellington Banda. I can't forget Mrs Stella Temweka Dollas Kamanga-Banda, loving Rev. Rightwell Chikhowe Banda, brother, Isaac Chikhowe Banda, my loving wife, Doreen Ndovie-Banda and my son David Chikhowe Banda.

DECLARATION

I hereby declare that this thesis, titled *Between Policy and Practice: The Political-Administrative Dynamics of Policy Implementation in Gauteng Province, South Africa*, has not been submitted for any postgraduate degree at any other university. Furthermore, this thesis represents my original work, developed during my studies at Durban University of Technology. I affirm that I have utilized previous literature from various authors, which has been appropriately referenced throughout the thesis. The names of these authors are included in the reference list, and I appreciate their valuable knowledge and expertise.

Signature:

15/08/2025

Douglas John Chikhowe Banda

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My success is a collective achievement, and I sincerely appreciate the unwavering support from everyone involved. May God bless you all for being integral to this journey.

DECLARATION OF AUTHENTICITY

In completing this program, I, Douglas John Chikhowe Banda, hereby affirm that I have received authorization from Durban University of Technology to conduct this study in pursuit of my academic objectives. I have not plagiarized any work; instead, I have diligently adhered to the university's plagiarism policy, which emphasizes that ultimate responsibility lies with the student, including myself. Throughout this study, I have properly credited the individuals whose work I referenced, recognizing their knowledge and contributions. Durban University of Technology has stressed the importance of presenting well-defined opinions, which students are expected to uphold to maintain academic integrity. This experience has deepened my understanding of the interconnectedness between authority and responsibility, highlighting that authority must be accompanied by a commitment to loyalty in order to successfully complete the study.

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LIST OF ABBREVIATIONS

AGSA	Auditor – General of South Africa
ANC	African National Congress
CSO	Civil Society Organisations
GEAR	Growth Economic And Redistribution
COGTA	Cooperative Governance and Traditional Affairs
COSATU	Congress of South African Trade Unions
DPME	Department of Performance Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DGs	Director-Generals
GPL	Gauteng Provincial Legislature
ICT	Information and Computer Technology
M&E	Monitoring and Evaluation
MEC	Members of Executive Council
MP	Member of Parliament
NDP	National Development Plan
NPA	National Prosecuting Authority
NVIVO	Non-Versioned Information, Versatile Outcomes
PSCOPA	Provincial Standing Committee on Public Accounts
PP	Public Protector
SPSS	Statistical Package for the Social Sciences
SACP	South African Community Party

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ABSTRACT

Political executives, including the Premier, Members of the Executive Council, and Director-Generals, have effectively implemented policies in Gauteng Province, showcasing strong governance. While these executives have adopted well-designed policies, challenges remain in translating decisions into actionable outcomes within the province. This study reveals that political executives in Gauteng are developing and implementing mechanisms and practices aimed at enhancing policy effectiveness. The thesis posits that the culture and values of political executives must be central to discussions about public policy implementation. It begins by defining policy implementation as the application of techniques to benefit communities, followed by four key reasons why these aspects are vital in Gauteng Province: Firstly, political executives embody the value systems essential for determining whether policies will achieve their intended goals; secondly, the success of policy implementation in Gauteng relies on the legitimacy of the existing cultural and value frameworks to reach desired outcomes; thirdly, addressing the tensions inherent in policy implementation is crucial in a democratic context; and fourthly, Policy implementation influences culture and values, creating feedback loops that reshape the environment for future policy initiatives across different departments in Gauteng.

The discussion draws upon various themes from public policy, particularly integrating elements of complexity, change theory, and institutional theory, supported by both quantitative and qualitative data collection methods. Questionnaires and semi-structured interviews were utilized to gather and analyze data, focusing on how political executives effectively implement policies in Gauteng. The political executives navigated the factors influencing voting behaviour, particularly through a recent "realist" perspective on the democratic process in policy implementation. While the thesis does not aim for a comprehensive review of policy implementation, it identifies key themes, findings, and gaps in policy implementation, using Statistical Package for the Social Sciences (SPSS) and NVivo software to assist political executives in refining policy implementation strategies in their respective departments. These insights contribute to developing solutions such as contextual framework, for the impact and implications of implementing policies in Gauteng Province, South Africa.

CHAPTER 1

INTRODUCTION

1.1 INTRODUCTION

Gauteng Province has yet to achieve effective policy implementation across various institutions, reportedly due to the insensitivity of political executives, including Members of the Executive Councils (MECs) and Director-Generals (DGs), to community needs and their narrow focus on service delivery. Although policy implementation is considered a public concern, it remains at the heart of service delivery protests in Gauteng Province (Cloete, De Coning, Wissink, and Rabie, 2018: 113). This issue is frequently highlighted in various media outlets, such as television, radio, and newspapers, which report on ongoing service delivery protests. According to Masuku, Jili, and Selepe (2016), the ineffective implementation of policies in different institutions has led to widespread dissatisfaction among communities that depend on these services. A significant shortcoming in achieving effective policy implementation is the absence of clear objectives and a genuine commitment to addressing historical grievances in Gauteng Province. Many residents view political executives as incapable of delivering essential services such as education, electricity, healthcare, housing, sanitation, security, transportation, and water (Mosehlana and Sebola, 2020: 90). The responsibility of political executives to implement policies and leverage opportunities is crucial for meeting the expectations of the populace. This obligation is particularly important in the context of Gauteng Province. The political executives' engagement in transforming public service delivery has a profound impact on effective and efficient administration, as well as on the opportunities for growth (Marquardt, 2018: 4).

Policy implementation at the provincial level is often hindered by the politicization of administrative components, leading to inadequate governance (Abdeldayem and Dulaimi, 2019: 66). Political executives responsible for implementing policies support a service delivery system aimed at alleviating poverty through various initiatives. Within the cooperative framework of the Gauteng provincial government, key stakeholders are encouraged to adopt an integrated approach to policy implementation across different departments (Buthelezi and Ledger, 2019). Effective policy implementation in Gauteng Province requires collaboration among relevant

stakeholders to ensure efficient service delivery. This collaboration is essential for improving living standards and achieving sustainable policy outcomes in the province (Ahmed and Dantata, 2019). Over two decades after the advent of democracy in South Africa, policy implementation continues to affect many communities in Gauteng. Residents express dissatisfaction, believing that political executives are to blame for the failure to implement policies effectively (Malobela, 2016: 217). Furthermore, there is a perception that these executives prioritize their own interests over the needs of the communities they serve, leaving residents without the necessary services to sustain their lives (Abdeldayem and Dulaimi, 2019: 68).

This situation underscores a broader issue: the perceived incapacity of political executives to implement policies effectively across various institutions in Gauteng Province. The focus on this region highlights the political executives' struggles in delivering services to diverse communities (Anderson, 2018: 240). This study aims to examine the efforts, capacities, and options of political executives in implementing policies and providing services to communities. The African National Congress (ANC) has significantly influenced policy implementation, albeit with limited impact on community access to services. Blaming political executives without considering the ANC's governing role since 1994 overlooks the contributions of political executives, public servants, and communities in supporting policy implementation (Malobela, 2019: 215). Therefore, this study will explore the effectiveness of policy implementation in Gauteng Province by political executives and the importance of building trust within communities. Additionally, Mosehlana and Sebola (2020: 92) highlight that weak institutional and individual capacities stem from resource constraints during policy implementation. The approach to implementing policies has evolved, moving from long-term strategies to short-term solutions, yet service delivery protests persist in various communities, often resulting in violent incidents that damage infrastructure (Ahmed and Dantata, 2019).

The researcher has identified that the inadequate implementation of policies in Gauteng Province is largely due to insufficient material, physical, and human resources. The study emphasizes that the Gauteng Provincial Government comprises interdependent institutions, where the distinct roles and relationships of political executives play a crucial part in policy implementation. This understanding has

encouraged political executives to act in a manner that aligns with the roles and structures established in departments since 1994 (Marquardt, 2018: 6). The study also recognizes the varying roles and responsibilities of political executives, highlighting the necessity for interaction and interdependence as a means to improve policy implementation. However, the implementation process has revealed significant gaps stemming from unclear objectives, resistance, capacity limitations, and the inadequate allocation of resources across different institutions. Consequently, political executives have faced numerous service delivery protests, which have impeded the execution of policies (Khan and Khandekar, 2016: 542).

Furthermore, there is an uneven emphasis in how policies are implemented within Gauteng Province, negatively impacting the ability of political executives to deliver services to communities. For instance, Viennet and Pont (2017: 18) note that applying a one-size-fits-all approach to policy implementation is ineffective, particularly given the varying attitudes of political executives in different institutions. This ineffective policy implementation may lead to ongoing service delivery protests, and if not addressed, could result in communities resorting to persistent violent demonstrations (Zondi and Reddy, 2016: 35). This study underscores the critical need for political executives to enhance their policy implementation efforts in Gauteng Province.

1.1.1 Conceptual framework

This study aims to tackle a critical research issue by examining the effectiveness of policy implementation, using it as a framework to clarify essential concepts. The goal is not just to compile a list of relevant terms but to offer precise definitions that enhance the understanding of policy implementation in Gauteng Province. The following concepts are explored in detail:

Outline for Conceptual Framework

The conceptual framework diagram explains its relevance to policy implementation as indicated in Fig 1.1

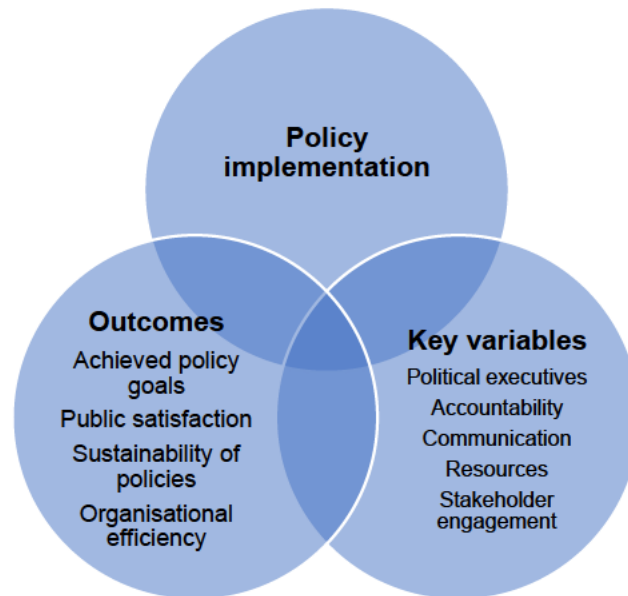


Fig 1.1. Outline for Conceptual Framework

Source: Self – generated by the researcher

1. Central Concept: Policy Implementation

In Figure 1, policy implementation is placed at the top for the research process to map out the relationship with the variables. Therefore, implementation involves the necessary interdependencies among financial resources, technology, and capacity-building efforts that support policy execution (Apukem, 2017). Clear, consistent, and inclusive practices foster collaboration and improve policy effectiveness. It is the active process of executing plans to meet specific objectives with established guidelines for information sharing (Anderson, 2018: 3).

2. Key Variables Influencing Policy Implementation

Political executives

The political executive includes appointed leaders such as Members of Executive Council (MECs) and Director-Generals (DGs), responsible for governing departments and executing policies (Cloete et al., 2018). Their leadership styles and decision-making abilities significantly impact policy implementation.

- **Leadership Style:** The effectiveness of political executives in leading policy implementation influences governance across various institutions in Gauteng Province.
- **Decision-Making Capacity:** Political executives make decisions that address constituents' needs, directly affecting governmental success (Dorasamy, 2010).
- **Oversight Mechanisms:** According to Guerin, MaCee, and Shephard (2018: 3), oversight mechanisms are crucial for ensuring accountability, transparency, and effectiveness in policy implementation. These mechanisms include legislation, audits, media scrutiny, whistleblower protections, judicial reviews, and monitoring and evaluation processes (Buthelezi and Ledger, 2019).
- **Public Trust:** Satisfied citizens are more likely to support policies and engage with government initiatives, leading to better implementation outcomes. Maintaining public trust requires political executives to take ownership of their actions and be transparent, rather than shifting blame when challenges arise (Hessen, Bright, and Zucker, 2019: 3069).

Communication

Effective communication is vital in conveying policy goals, strategies, and expectations to all stakeholders involved in the implementation process (Cloete et al., 2018). It ensures alignment of efforts and clarity in roles and responsibilities.

- **Clarity of Policy Goals:** Political executives must provide clear policy goals to guide strategy development and respect diverse perspectives during execution (Feehily, 2019). Successful implementation indicates the ability of government entities to fulfill their promises (Lorincova, 2019: 384).
- **Stakeholder Engagement:** Political executives are expected to engage stakeholders effectively to share information across departments (Bargain, 2019). Involving diverse perspectives in the policymaking process leads to more accepted and robust policies (Dzwigol, 2018).

Resources

Resources encompass the various assets and inputs necessary for effective policy implementation to achieve objectives set by political executives (Van der Westhuizen, 2018).

- **Financial Support:** Funding for policy initiatives, including budgets for programs and administrative costs, is essential for executing policies (Dorasamy, 2010). Adequate financial resources enable operational expenses and infrastructure investments.
- **Human Resources:** Personnel involved in policy implementation, including political executives, public servants, and specialized staff, are crucial for effective management and service delivery (Guerin et al., 2019).
- **Technological Tools:** Political executives utilize tools and systems to support implementation, such as data management systems and communication platforms (Graafland and Smid, 2019: 238). Technology enhances efficiency, facilitates data collection, and improves communication among stakeholders.

Stakeholder Engagement

Stakeholder engagement involves involving individuals, groups, or organizations with a vested interest in policy implementation (Cloete et al., 2018). Effective engagement is crucial for successful policy execution and can enhance decision-making, build trust, and foster collaboration (Dzwigol, 2018).

- **Public Participation:** Political executives actively engage stakeholders in decision-making, gathering input, and considering diverse perspectives. This ensures policy relevance and effectiveness in addressing community issues (Van der Westhuizen, 2018).
- **Collaboration with NGOs and the Private Sector:** Political executives work with various stakeholders to co-create solutions and develop policies for implementation across departments. This collaboration provides clear information about policy goals, processes, and expected outcomes (Buthelezi and Ledger, 2019).

3. Outcomes of Effective Policy Implementation

Effective policy implementation leads to numerous positive outcomes that significantly impact society, the economy, and the environment in Gauteng Province (Lorincova, 2019: 384). Key outcomes include:

Achieved Policy Goals

Achieved policy goals refer to the specific outcomes a policy aims to accomplish and the extent to which these objectives are met (Dorasamy, 2010). Political executives evaluate these goals to assess the effectiveness and impact of policy implementation. Desired outcomes are essential for demonstrating governmental effectiveness (Dzwigol, 2018).

Public Satisfaction

Public satisfaction measures the degree to which citizens feel content with policy outcomes and the implementation processes. It serves as a key indicator of effectiveness and has significant implications for governance (Graafland and Smid, 2019: 238). This subjective measure reflects public perceptions regarding service quality and overall government performance.

Sustainability of policies

Sustainability refers to the capacity of policies to deliver long-term benefits while balancing social, economic, and environmental considerations. Sustainable policies meet present needs without compromising future generations (Akintoye, 2015). Effective policies are adaptable and capable of delivering continuous benefits (Buthelezi and Ledger, 2019).

Organizational efficiency

Organizational efficiency is the ability of an organization to achieve its goals with minimal waste of resources, time, and effort during policy implementation (Van der Westhuizen, 2018). It is critical for ensuring that policies are executed effectively, maximizing output while minimizing costs (Cloete et al., 2018).

1.2 BACKGROUND OF THE STUDY

Policy implementation is crucial for the development of Gauteng Province, yet political executives face significant resource limitations in this densely populated area of South Africa. According to Malobela (2016: 217), factors such as inadequate skills and training, slow responsiveness to grievances, and a lack of continuity hinder effective policy implementation within the province. Given the delays in policy execution and the resultant service delivery protests from various communities, political executives have a vital role in mitigating these challenges (Tezera, 2019: 172). To address these issues, political executives must engage with public servants and communities to foster a better understanding of policy implementation in Gauteng. They need to take the lead in service delivery to effectively implement policies and develop innovative approaches (Tezera, 2019: 170). Supporting existing institutions or establishing new ones is essential for ensuring effective service delivery. A failure to lead in this manner results in ineffective policy implementation, negatively impacting service delivery throughout the province (Van der Waldt, 2018: 178). This has often led to increased frustration among communities, manifesting in service delivery protests related to policy implementation in various institutions (Abdeldayem and Dulaimi, 2019: 69).

Political executives should adopt a holistic approach that involves public servants and communities in the decision-making process during policy implementation. Effective policy execution will help build trust between political executives and the communities they serve. Many institutions are poorly organized, creating an environment where political executives struggle to cooperate with one another in implementing policies in Gauteng Province (Malobela, 2016: 217). Additionally, political executives often find themselves preoccupied with addressing service delivery protests. Through their choices and judgments, political executives shape policy implementation, engaging in roles that are suggestive, analytical, and interpretative to enhance effectiveness in Gauteng Province (Marquardt, 2018: 12).

The complex challenges faced by political executives will be examined, along with strategies to address ineffective policy implementation that contributes to slow service delivery in various communities (Rabey, 2015: 34). This highlights the shortcomings of political executives in implementing policies within Gauteng Province. Therefore, it is essential to investigate the effectiveness of policy implementation in the region and

the obstacles political executives encounter when delivering services across different institutions (Abdeldayem and Dulaimi, 2019: 69). Ineffective policy implementation, evidenced by service delivery protests, has damaged the public perception of political executives in Gauteng Province. According to Anderson (2018: 240), the ongoing issues surrounding policy implementation can be linked to the limited time political executives spend in office. He suggests that this short tenure hampers their ability to effectively implement sustainable or long-term policies. At this point, a detailed discussion will be provided regarding the legislation and regulatory framework that underpin policy implementation in South Africa.

1.3 POLICY IMPLEMENTATION AND APARTHEID GOVERNMENT

Policy implementation in South Africa underwent a significant transformation in 1948 with the rise of the apartheid government. Initially, these policies were designed to enhance the lives of the privileged white population, who were facing economic challenges across the country. Bendile (2017: 14) notes that historical events, particularly apartheid policies, significantly influenced policy implementation due to the monopolization and economic dominance of the minority. For five decades, the apartheid regime's policies neglected the Black, Coloured, and Indian populations, highlighting a system of marginalization that reflected the unjust structures maintained by the political leaders of that time (Dlamini, 2019). According to Cloete et al. (2018: 113), the aim of development-oriented policy implementation is to address the historical political, social, and economic exclusion resulting from apartheid. The oppression faced by Blacks, Coloureds, and Indians was perpetuated by entrenched institutional structures that enforced inequality in service delivery (Bendile, 2018).

Following the end of apartheid and the election of the African National Congress (ANC), new structures were established to implement policies nationwide. Malobela (2019: 215) emphasizes that enhancing administrative capacity is crucial for effective policy implementation and for meeting community needs. However, the consolidation of power among Members of the Executive Council (MECs) across various departments has not significantly improved policy implementation in Gauteng Province (Dlamini, 2019). The Constitution of the Republic of South Africa, Act 108 of 1996, grants MECs control over provincial institutions and influences policy implementation within Gauteng (Abdeldayem and Dulaimi, 2019: 70). Currently, political leaders are

struggling to implement policies effectively across different institutions to provide services that benefit the community. Mashaba (2018: 5) argues that Gauteng Province's ongoing economic reforms are hindered by insufficient resource allocation, which obstructs equitable redistribution. This ineffective policy implementation has led to civil disobedience, which sometimes escalates into violence as citizens demand better services from their political representatives.

Ackron and Auriacombe (2016: 147) highlight that political executives have repeatedly altered policies, transitioning from the Rural Development Programme (RDP) and Growth, Employment and Redistribution (GEAR) to the Integrated Development Plan (IDP) and the National Development Plan (NDP) Vision 2030, often failing to implement these policies effectively. Signe (2018) concurs, noting that political executives typically overestimate the long-term implications of policy implementation for service delivery, resulting in frequent policy changes. This instability has led to a lack of cohesion in organizational structures, eroding trust in the ability to deliver services to communities in Gauteng Province (Signe, 2018).

As a result, community dissatisfaction has grown, with residents viewing political executives as incompetent and accusing them of wasting taxpayer money on irrelevant initiatives, such as ineffective programs (Masuku and Jili, 2019). Furthermore, Mawela et al. (2017: 160) point out that the provincial government suffers from a lack of information and communication technology (ICT) skills necessary for effective policy implementation. This research study provides a comparative analysis of political executives and examines the evolution of policy implementation in the Gauteng Provincial Government, from the era of apartheid to South Africa's democratic dispensation.

Political executives actively observe and engage in policy implementation, gradually gaining insights into the strategies being established in Gauteng Province. They utilize guidelines that emphasize participation, collaboration, and deliberation across different departments to effectively deliver services (Kiparsky et al., 2017: 5). The Constitution of the Republic of South Africa Act 108 of 1996, Section 195 (1), lays the foundation for policy implementation by outlining the values and principles that govern institutions, including:

- Promotion and maintenance of high standards of professional ethics.
- Efficient, economical, and effective utilization of resources.
- A development-oriented public administration.
- Impartial, fair, equitable, and unbiased service provision.
- Responsiveness to the needs of the public, encouraging citizen participation in policy implementation.
- Accountability in public administration.
- Transparency in providing timely, accessible, and accurate information to the public.
- Good human resource management and career development practices to maximize human potential.
- Representation of the South African populace in public administration, with employment based on ability, fairness, and the need to rectify past imbalances for broad representation.

The study aims to pinpoint the specific underlying factors contributing to poor policy implementation, including inefficiency, skill shortages, insufficient institutional support, and the lack of expert involvement in developing strategies within the Gauteng Provincial Government. Hussein (2018: 356) argues that weak institutional and individual capacities, often due to resource limitations, hinder effective policy implementation by resulting in inadequate material, physical, and human resources. Many political leaders have come to recognize that policy implementation is not being executed effectively and are increasingly aware of the challenges they face in delivering services. Van der Waldt (2018: 91) notes that the South African Constitution of 1996 emphasizes public participation, incorporating elements such as legal frameworks and accountability that set it apart from more established democracies. This highlights the necessity for political leaders to actively engage with communities during policy implementation in Gauteng Province. Ultimately, effective policy implementation within the Gauteng Provincial Government is crucial, as it has a significant impact on millions of residents and must ensure the delivery of quality services.

1.4 RATIONALE OF STUDY

This study investigates the effectiveness of policy implementation in Gauteng Province, focusing on the efforts of political executives to establish initiatives across various institutions (Abdeldayem and Dulaimi, 2019: 72). Following the struggle to end apartheid, attention shifted towards implementing policies in democratic South Africa. However, the frequent turnover of ANC political executives in Gauteng has hindered this process. This instability has contributed to ineffective policy implementation and an increase in service delivery protests within communities (Brown, 2019). Existing literature highlights that effective policy implementation hinges on the allocation of resources and the expertise of political executives in mitigating service delivery protests. The primary goal of this research project is to reflect on how superior practices can help prevent service delivery protests and potential conflicts. Additionally, this study aims to develop suitable theoretical, practical, and policy implementation strategies to enhance public policy analysis, which is essential for effectively executing policies across different institutions.

1.5 RESEARCH PROBLEM

The prevailing view among political analysts is that governments, particularly in Africa, often struggle to convert policies into effective implementation (Marquardt, 2018: 10).

Statement 1: The institutional and political factors that influence the capacity of political executives to implement public policies in Gauteng Province. However, the political dynamics and institutional frameworks impact policy implementation, as highlighted by the challenges faced by South African governments, including political influence and corruption (Ugwuanyi and Chukwuemeka, 2013). Following the end of apartheid in 1994, the post-apartheid government initiated various reforms aimed at improving the lives of citizens; however, these well-intentioned policies have not been effectively implemented, hindering holistic development (Msimanga, 2019: 1).

Statement 2: The barriers to effective service delivery in Gauteng, focusing on political turnover, interdepartmental coordination, and resource allocation. This aligns with the concern over the impact of political turnover and unclear objectives on service delivery (Juma and Onkware, 2015). Similar to Nigeria's experience, where

poor policy implementation has hindered progress. These challenges resonate with concerns raised by South African political commentators (Van der Waldt, 2019: 194). Douglas (2018) argues that service delivery is inherently challenging for governments, often due to unclear objectives that can shift with changes in leadership or circumstances (Juma and Onkware, 2015: 835).

Statement 3: The role of public participation and intergovernmental relations in shaping policy implementation outcomes in Gauteng. This reflects the need for engagement with communities, as poor public participation contributes to policy failures (Ahmed and Dantata, 2019). The ongoing discourse regarding the South African government's failure to implement essential policies has garnered attention from researchers and stakeholders alike (Malobela, 2019: 213; Marquardt, 2018: 14). Ugwuanyi and Chukwuemeka (2013) identify key issues such as inadequate manpower, overly ambitious policies, corruption, and political influence as significant barriers to effective implementation.

Statement 4: The political executives prioritise and integrate community needs into service delivery frameworks. This relates to the necessity of aligning policies with the community's needs, addressing the gap between policy intentions and actual outcomes (Msimanga, 2019). Ahmed and Dantata (2019) and Cloete et al. (2018: 396) further contend that inadequate use of evidence in policy development and implementation significantly contributes to these failures. They emphasize that basing policies on empirical evidence and rational analysis can enhance the likelihood of achieving intended outcomes (Anderson, 2015: 323). In Gauteng Province, effective policy implementation is crucial due to its status as South Africa's commercial hub (Khumalo, 2019: 16).

Statement 5: The readiness of provincial institutions to adapt to dynamic policy environments and public service demands. This provides a solution to the pervasive challenges of policy implementation, as identified by various researchers, emphasizing the need for evidence-based approaches (Cloete et al., 2018). However, Gauteng's political landscape is often marred by intra- and inter-political conflicts, corruption, and other challenges, complicating the implementation process. This study will investigate the intricacies of policy implementation related to service delivery within

the Gauteng provincial government.

Statement 6: The development of a context-sensitive framework for strengthening policy implementation in provincial governments.

This focuses on the capacity of institutions to respond to changing circumstances, a key issue raised regarding the adaptability of governance structures in South Africa (Malobela, 2019). The province's economic opportunities have attracted a substantial influx of labourers, placing additional strain on infrastructure and worsening existing service delivery backlogs (Munzhedzi, 2018: 85). This situation underscores the urgent need for effective service delivery policies.

1.6 RESEARCH OBJECTIVES

Here's how the objectives align with the problem statement:

1. To examine the institutional and political factors that influence the capacity of political executives to implement public policies in Gauteng Province.
2. To analyse the barriers to effective service delivery in Gauteng, focusing on political turnover, interdepartmental coordination, and resource allocation.
3. To assess the role of public participation and intergovernmental relations in shaping policy implementation outcomes in Gauteng.
4. To explore how political executives prioritise and integrate community needs into service delivery frameworks.
5. To critically evaluate the readiness of provincial institutions to adapt to dynamic policy environments and public service demands.
6. To contribute to the development of a context-sensitive framework for strengthening policy implementation in provincial governments

By aligning these objectives with the problem statement, the study seeks to address the multifaceted challenges of policy implementation in Gauteng Province, ultimately aiming to enhance service delivery and governance effectiveness.

1.7 RESEARCH QUESTIONS

Here are the research objectives converted into research questions:

1. What institutional and political factors influence the capacity of political executives to implement public policies in Gauteng Province?
2. What are the barriers to effective service delivery in Gauteng, particularly regarding political turnover, interdepartmental coordination, and resource allocation?
3. How do public participation and intergovernmental relations shape policy implementation outcomes in Gauteng?
4. In what ways do political executives prioritize and integrate community needs into service delivery frameworks?
5. How ready are provincial institutions to adapt to dynamic policy environments and meet public service demands?
6. How can a context-sensitive framework be developed to strengthen policy implementation in provincial governments?

1.8 LITERATURE REVIEW

Introduction

This study presents a review of the literature to provide insight into the effectiveness of policy implementation. This literature review will provide a clear picture of how effectively policy implementation occurs in different institutions within Gauteng Province. This highlights whether policy implementation is consistent in agreeing with or identifying the flaws in the existing literature (Marshall, 2017: 1). Over the years, since 1994, the ineffectiveness of policy implementation in Gauteng Province has been affected by the political executives in different institutions (Kresnaliyska, 2015). They have been accused of the inability to define policy implementation, the untimely changing of political executives, and the inability to manage resource constraints (Marquardt, 2018: 16). The implementation of policies plays a huge role in addressing historical, political, social and economic constraints (Cloete *et al.* 2018: 113). Although policy implementation is affected by the inability to overcome the constraints in different institutions, political executives have been unable to deliver services (Munzhedzi, 2018: 86).

1.81 Defining Policy Implementation

Policy implementation presents a complex challenge in Gauteng Province, impacting the economic, political, technological, and legal landscapes, as well as service delivery to various communities. According to Khan and Khandekar (2016: 538), political executives in the province face two types of actions: effective and ineffective policy implementation. These actions can lead to successful service delivery or trigger protests related to service delivery issues. The lack of consultation among political executives regarding policy implementation further complicates the situation, affecting both the internal and external environments of Gauteng Province (Khan, 2016: 3).

The credibility of political executives to implement policies is often undermined by public servants and community members, who are key stakeholders in this process. Effective policy implementation is crucial for the political executives in various institutions throughout Gauteng Province (Cloete et al., 2018: 207). Khan and Khandekar (2016: 540) define policy implementation as the execution of laws, where multiple stakeholders and organizations collaborate using established procedures and techniques to bring policies into effect and achieve specific goals. Therefore, policy implementation is fundamentally the process of applying laws to address relevant issues affecting different communities.

Anderson (2015: 225) describes policy implementation as a comprehensive system that includes all actions taken to enforce a law and apply it to the target population. It aims to theorize service delivery to communities. Loening-Voysey et al. (2018) define policy implementation as a defined set of activities intended to operationalize a program or activity of specified dimensions. This implementation reflects the efforts of political executives in delivering services across various institutions. Cloete et al. (2018) acknowledge that while there are numerous definitions of implementation, each has its unique perspective. In an institutional context, ineffective policy implementation can hinder the achievement of organizational objectives, ultimately serving as a barrier to effective service delivery in different communities (Khan, 2016: 4).

- **Challenges in Policy Implementation**

This situation has resulted in ineffective prioritization of policy implementation across various institutions (Khan and Khandaker, 2016: 542). Additionally, some political executives offer inadequate guidance in the distribution of both human and financial resources (Baker, Bloom, and Davis, 2016: 1596). Viennet and Pont (2017: 18) highlight that ineffective policy implementation is compounded by significant issues such as rising poverty, high unemployment rates, and community tensions. The effectiveness of policy implementation has also been further undermined by negative social attitudes and the lingering effects of the COVID-19 pandemic, including uneven economic recovery and insufficient community engagement. As a result, many residents have come to question the sincerity of political executives in effectively implementing policies in Gauteng Province (Anderson, 2018: 100).

The literature review will also delve into the theoretical foundations of policy implementation, central to this research. This section will explore the effectiveness of policy implementation to clarify the constructs associated with the identified theories. It will provide a brief overview of policy implementation, including the legislative framework, factors, and themes relevant to political executives. Furthermore, it will analyze the strengths and weaknesses of these executives in executing policies (Abdeldayem and Dulaimi, 2019: 74).

This analysis will enhance the understanding of the study's significance for various institutions. The literature review will be structured into subheadings that define policy implementation, examine its typology and themes, discuss the implementation process, and evaluate its effectiveness and challenges. It will also cover the conditions, drivers, procedures, instruments, and ethical considerations in policy implementation. Additionally, the review will address policy analysis, including its levels, types, and dimensions, which significantly impact the power dynamics and effectiveness of public policy. Finally, the researcher will focus on the strategies (primary, role, and coordination) employed to implement policies across different institutions in Gauteng Province.

1.8.2 The Implementation Plan

The implementation plan serves as a critical tool for political executives to identify gaps in policy execution across various institutions (Buthelezi and Ledger, 2019). This plan is essential for delivering services to communities and fostering economic development in Gauteng Province. According to Rabbie (2016: 93), a well-structured implementation plan helps political executives gain legitimacy by promoting self-management and self-organization, free from interference from political parties within the province. As political executives develop this plan, they focus on four key components that guide policy implementation in Gauteng.

1.8.3 The Four Major Components of an Implementation Plan

The components of the implementation plan are shaped by the essential elements identified by political executives (Anderson, 2018: 100). These key elements include comprehensive planning: organizing work, delineating tasks and subtasks, managing time, and allocating human resources.

- **Planning the Work**

Planning the work represents the initial step in the implementation process, enabling political executives to design effective service delivery to communities (Fouche and Brent, 2016: 119). This phase involves creating models, specifications, or standards for implementing policies across institutions. Zondi and Reddy (2016: 29) argue that thorough planning minimizes wasted time among political executives in Gauteng. Effective planning fosters collective governance, which ultimately leads to better policy implementation (Buthelezi and Ledger, 2019). However, the emergence of independent political parties can delay this planning process, posing significant challenges to political executives (Rabey, 2015: 35). Ineffective policy implementation has also led to widespread allegations of corruption, prompting communities to engage in service delivery protests that sometimes escalate into violence, which in turn hampers economic growth in the region. Political connections have proven ineffective in guiding public institutions and influencing decisions related to policy implementation (Rabbie, 2016: 104).

Additionally, the separation of powers is often overlooked during policy implementation, leading to a blurred line between politics and administration in Gauteng Province (Anderson, 2018: 100). Political executives, tasked with managing institutions, frequently do not distinguish between political and administrative responsibilities. Appointments within senior bureaucratic positions are often viewed as a means of exerting control, resulting in a politicized bureaucracy (FitzGerald, O'Malley, and O'Broin, 2019: 6). This political influence can weaken the performance of political executives as they navigate the complexities of policy implementation, particularly under the dominance of the ruling ANC (Kabonga, 2019).

- **Planning the Tasks and Subtasks**

Following the initial planning phase, political executives then focus on planning specific tasks and subtasks necessary for policy implementation. Meyer, Meyer, and Neethling (2016: 53) highlight that political executives often feel an overwhelming need for power during this phase. While they are recognized as capable leaders within Gauteng Province, disagreements frequently arise when identifying and formulating subtasks (Van der Waldt, 2018: 178). Some political executives may deviate from established guidelines, leading to service delivery protests in certain areas (Zondi and Reddy, 2016: 35).

This ineffective task planning can create conflicts of interest, further eroding community trust in the political executives responsible for implementing policies (Rabbie, 2016: 104). Many political executives struggle to define their roles clearly, resulting in a weak presence across various departments (Anderson, 2018: 114). The relationship between opposition parties and ruling party structures further complicates this dynamic, as some political executives are appointed based on political favoritism rather than merit. Consequently, the prevailing merit system is undermined by nepotism, limiting the ability to assemble a competent workforce based on skill and knowledge, ultimately stifling fair competition (Buthelezi and Ledger, 2019; Grigoropoulos, 2019: 173).

- **Planning the Time**

Effective time management is critical for successful policy implementation across institutions. Political executives must plan tasks and subtasks before determining the time required for each (Meyer et al., 2016: 53). Proper time allocation ensures consistency in service delivery to communities (Rabbie, 2016: 94). However, Fouche and Brent (2016: 120) note that the unregulated power dynamics in time planning can hinder national development efforts. Ineffective resource allocation can foster distrust and animosity among political executives, resulting in social tensions and service delivery protests that may turn violent.

In Gauteng Province, some political executives have struggled with time management due to limited resources allocated to institutions (Anderson, 2018: 116). Policy implementation often fails to account for existing political affiliations, with political executives relying solely on their capabilities. This disregard for public expectations of impartial governance further complicates the execution of policies (Buthelezi and Ledger, 2019).

- **Planning Human Resources**

The allocation of human resources is vital for effective policy implementation, as it reflects the knowledge and expertise available within different departments. De Coning and Rabie (2014: 252) emphasize that sustainable human resource development is crucial for successful policy execution in various institutions. Proper planning of human resources can enhance both organizational and individual performance, leading to more effective policy implementation (Anderson, 2018: 118).

Political executives must strive to de-politicize administrative functions and separate them from political interests (Buthelezi and Ledger, 2019). This separation is essential for effective policy implementation free from partisan biases. However, Meyer et al. (2016: 54) argue that human resource planning often fails to represent the broader population, resulting in isolated incidents of ineffective planning that can spark service delivery protests rooted in political differences.

Ultimately, the ineffectiveness of policy implementation is exacerbated by the insecurity of certain political executives, leading to misinformation during the execution of policies (Ackron and Auriacombe, 2016: 143).

1.8.4 The Effective Policy Implementation Framework

According to Nhlapo and Vyas-Doorgapersad (2016: 167), an effective policy implementation framework provides political executives with guidance on managing the complexities of policy changes across various institutions. This framework consists of three main components: setting goals, building capacity, and implementing and monitoring policies.

Setting Goals

Political executives in Gauteng Province establish goals for policy implementation within different institutions. These goals serve as a foundation for creating a policy implementation plan aimed at achieving the desired objectives (Fouche and Brent, 2016: 119). However, a lack of clarity regarding the implementation process can hinder goal-setting, leading to excessive reliance on political executives (Ackron and Auriacombe, 2016). Additionally, some political executives do not actively support ongoing goal-setting, which contributes to ineffective policy execution. Consequently, while some political executives may enjoy popular support, this support does not always align with effective policy implementation.

Building Capacity

Capacity building is essential for enabling political executives to implement policies autonomously, without succumbing to opposition within various institutions (De Coning and Rabie, 2014: 252). This process ensures that political executives adhere to constitutional provisions while delivering services to communities. Nhlapo and Vyas-Doorgapersad (2016: 167) emphasize the importance of complying with the Constitution of the Republic of South Africa, Act 108 of 1996, Section 195 (1), which mandates the efficient and effective use of resources during policy implementation. However, Fouche and Brent (2016: 128) highlight that many political executives lack the necessary capacity to initiate changes in response to ineffective policy execution, leading to a cycle of impunity and resulting in service delivery protests throughout Gauteng Province (Zondi and Reddy, 2016: 36).

Implementing Policies

Rabbie (2016: 93) notes that political executives can gain political advantages through effective policy implementation. This encourages engagement with stakeholders during the implementation process. Political executives have the authority to influence policy execution by prioritizing their interests while working to deliver services in Gauteng Province (Fouche and Brent, 2016: 143). However, there are challenges, as the implementation process is often perceived as a barrier to knowledge sharing and experience exchange, particularly when addressing service delivery protests (Rabbie, 2016). Tensions may arise among political executives regarding which policies should be implemented to serve the community effectively (Meyer et al., 2016: 58).

Currently, policy implementation in Gauteng Province is increasingly complex, as many political executives face staffing shortages and resistance from stakeholders, including public servants and community members. This creates a challenging environment for implementing policies (Malobela, 2016: 217). Technological advancements and social dynamics further complicate the ability of political executives to execute policies effectively. Latib (2016: 77) points out that technology impacts media, social networks, and community interactions, alongside insufficient institutional support, which can weaken the capacity of political executives. This often leads to misinformation during the implementation process (Ahmed and Dantata, 2016: 63).

Ineffective policy implementation has far-reaching implications, affecting not only the Gauteng provincial government but also local municipalities. Service delivery protests can disrupt policy execution across institutions (Ackron and Auriacombe, 2016: 143). Furthermore, a decline in trust erodes relationships between political executives and the communities they serve. A lack of adequate skills and training contributes to delays in service delivery (Malobela, 2016: 217). These service delivery protests hinder political executives' ability to carry out their responsibilities effectively (Anderson, 2018: 240). The ineffective execution of policies has resulted in a significant loss of knowledgeable public servants, making it difficult to attract skilled youth and investors. Additionally, the diverse theoretical frameworks utilized in Gauteng Province often result in a lack of continuity in policy implementation across institutions (Anyebe, 2018: 10).

1.8.5 Themes in Policy Implementation within the Gauteng Government

The themes surrounding policy implementation in Gauteng Province focus on access to information and the empowerment of political executives. According to Ackron and Auriacombe (2016: 143), political executives are responsible for ensuring that community members, investors, and political parties have access to information related to service delivery. Institutions that facilitate this access enable the national government of South Africa to allocate necessary resources to the provinces. However, inadequate reporting on policy implementation fails to alleviate the backlog in service delivery. Van der Waldt (2018: 178) concurs, stating that the absence of clear and understandable information has resulted in limited access to essential services. This situation has caused some political executives to disregard directives aimed at effective policy implementation in Gauteng Province. Influences stemming from poor policy execution can undermine authority and create vulnerabilities during service delivery (Latib, 2016: 75). Rabey (2015: 34) argues that political executives' dilution of governmental projects and programs empowers communities to better access service delivery, promoting consistency and fairness in policy administration across different communities in Gauteng.

The Role of Political Executives

The political executives of the Gauteng Provincial Government, including Members of the Executive Council (MECs) and Directors-General (DGs), play a crucial role in approving policies for implementation, ensuring checks and balances to facilitate service delivery. Cloete et al. (2018: 122) note that these executives work to promote public participation through established political structures during the policy implementation process. They are also responsible for monitoring and evaluating the effectiveness of these policies to ensure services reach various communities (Zondi and Reddy, 2016: 53).

However, some policy implementers struggle with effective communication with communities, which hampers successful service delivery. Atelhe and Adah (2018: 134) claim that the lack of policy implementation is primarily due to the ANC-led government yielding to global pressures to commercialize and privatize public services. This suggests that policy implementation can be a lengthy process, with

capable political executives often being reassigned or retrenched within the Gauteng Provincial Government (Berezin et al., 2018).

Political executives implement policies to ensure service delivery, as Dunn (2018: 240) indicates that most government departments rely on these executives to execute policies and programs. This implies that political executives may resort to reducing violence and looting as a means to apply pressure on the Gauteng Provincial Government for its failure to enhance service delivery. Khumalo (2019: 16) argues that policy implementation is sluggish due to competing and complex objectives. In instances where political executives are unable to fulfill their responsibilities, communities have the option to elect new officials or seek legal action to compel policy implementation (Berezin et al., 2018).

While changing governments during elections can be an effective way to hold leaders accountable for policy execution, community members may also turn to the courts to demand compliance if all other efforts have failed (Candel, 2017: 533). The rise of informal settlements in Gauteng Province further complicates the implementation of policies, as political executives often face unclear responsibilities. Anderson (2015: 226) notes that vigorous political struggles frequently accompany the implementation of policies related to service delivery, such as education. This dynamic can lead political executives to engage in illegal strikes to either change or delay the implementation of policies.

1.8.6 Effective Policy Implementation in Gauteng Province

Policy implementation in Gauteng Province is fraught with challenges, including a lack of vision, inadequate provincial institutions, and poor communication. According to Cloete et al. (2018), entrenched government programs have caused political executives to become accustomed to existing policy implementation strategies, making them hesitant to consider alternative approaches. This entrenched mindset has led public servants to predict the success of policy implementations while attempting to avoid potential failures. Howlett, How, and del Rio (2015: 1235) argue that unpredictable and unavoidable events tend to generate more understanding for policy shortcomings, often viewed less as outright failures.

The inability to achieve a harmonious balance among political executives during policy implementation often results in a blame game among various departments. Even with the political executives' efforts to implement policies, the ongoing political concerns and uncertainties frequently hinder effective execution in Gauteng Province (Berezin et al., 2018). As a result, the roles and functions of political executives, along with their corresponding structures, vary widely in effectiveness across different departments. Only a small fraction of political executives manage to implement policies successfully to deliver services to communities (Abdelnour, Hasselbladh, and Kalinikos, 2017: 1777).

The instability of structures in newly appointed positions contrasts sharply with the political executives' ability to make decisions regarding the policies imposed by the ruling party. This situation has led to political executives relying more on their personal charisma and relationships than on established institutions and legitimate procedures guiding policy implementation (Dogaru, 2017).

Moreover, political executives often lack robust monitoring mechanisms to ensure compliance with policy implementation aimed at delivering services. Sarakinsky and Fakir (2019: 36) note that these institutions suffer from internal divisions and weak leadership, which adversely impact their effectiveness during policy implementation. This division fosters an over-reliance on the national government for unjust assessments before policies are enacted.

The insufficient availability of accurate information has caused political executives to overlook the slow pace of service delivery. Viennet and Pont (2017: 11) highlight that repeated failures in policy implementation can lead citizens to lose confidence and patience in political executives' ability to provide services. A deficiency in analytical skills among political executives complicates the selection of appropriate strategies for policy execution, thereby undermining community loyalty.

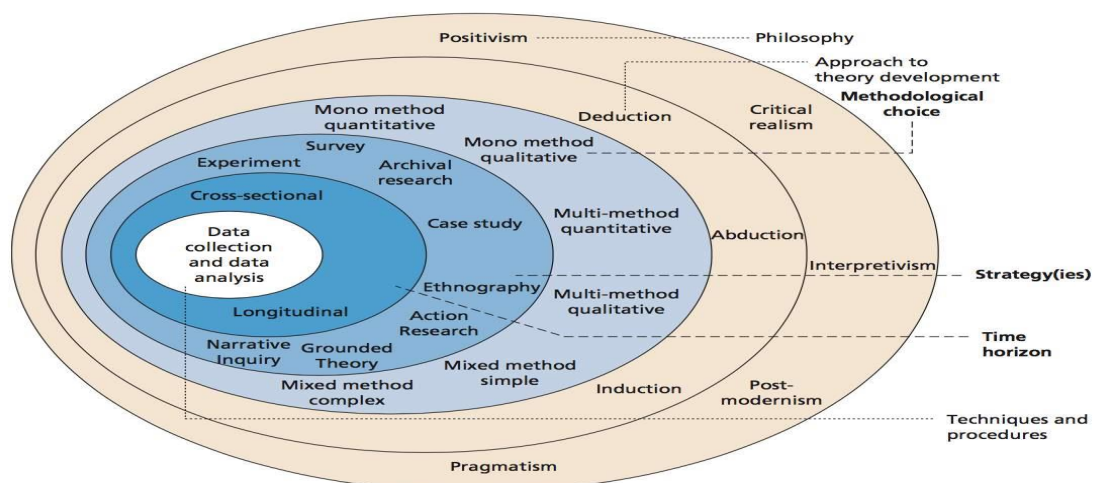
Ineffective political executives may resort to authoritative decision-making in their attempts to deliver services. Sturgess (2018: 155) suggests that poor policy implementation often incites community protests stemming from a lack of understanding regarding when and how strategies are executed. Additionally, the significant issue of rising unemployment cannot be ignored by political executives,

prompting a need for prioritization in policy implementation to ensure effective service delivery (Berezin et al., 2018). This study will further explore the application of theoretical frameworks in the context of policy implementation within Gauteng Province.

1.9 RESEARCH METHODOLOGY

Policy implementation relies on frameworks that guide the choice of research methodologies for data collection. Mohajan (2017: 4) defines research methodology as a set of guidelines that researchers follow to conduct their research activities. This methodology acts as a roadmap, enabling researchers to adhere to essential principles for organizing, planning, designing, and executing their studies (Smith and Smith, 2018: 82). The "onion layer" model serves as a metaphor for the different elements of a research paradigm, represented as concentric circles or layers. Each layer signifies a unique aspect of the research process, helping researchers to design their studies effectively. An overview of the layers typically included in this model is illustrated in Fig. 1.1.

Figure 1. 2 Saunders research onion philosophies



Source: Adapted from Saunders *et al.* (2012).

1. Research Paradigm

The outermost layer encompasses fundamental beliefs regarding knowledge (epistemology) and reality (ontology). It includes three primary philosophies:

Positivism: Positivism is a philosophical theory that asserts that knowledge is primarily derived from empirical evidence and observable phenomena (Creswell, 2018). Mohajan, (2018) state that it focuses on observable phenomena and often employs quantitative methods emphasizing the importance of observable facts and experiences as the foundation for knowledge. It relies on scientific methods to gather data and validate theories used to manage positivism (Creswell, and Plano Clark, 2018).

Interpretivism: Interpretivism is a philosophical approach in social sciences that emphasizes understanding the subjective meaning and experiences of individuals (Creswell and Poth, 2018). Saunders *et al.* (2012), state that it emphasizes the subjective understanding of social phenomena, typically using qualitative methods. Interpretivism focuses on the meanings that individuals or groups assign to their experiences seeking to understand how people perceive and interpret their social world (Mohajan, 2018).

Critical Realism: **Critical Realism** is a philosophical approach that combines elements of realism and interpretivism, focusing on the understanding of social phenomena through a layered view of reality (Creswell, 2018). Saunders *et al.* (2012), state that it recognizes an independent reality while asserting that our understanding is socially constructed. Critical realism posits that there is a reality independent of our perceptions, but our understanding of this reality is always mediated by social, historical, and cultural contexts. The selected philosophy significantly influences the entire research design, shaping how data is collected and interpreted (Creswell, and Plano Clark, 2018).

2. Approach to Theory

This layer examines the relationship between theory and research, emphasizing the formulation and testing of theories. It encompasses:

- **Deductive Approach**

The deductive approach is a reasoning method that starts with broad principles or theories and narrows down to specific examples or conclusions with a hypothesis that

is tested through empirical data (Mohajan, 2018). Essentially, this approach works from a general theory or hypothesis and assesses it against specific observations or data, aiming to either confirm or disprove the initial premise. It is often linked to quantitative research methods, where data is typically numerical and analyzed using statistical techniques.

- **Inductive Approach**

The inductive approach, in contrast, starts with specific observations or data and builds towards general conclusions or theories beginning with detailed observations to identify patterns that can lead to broader generalizations (Creswell, and Plano Clark, 2018). This method is often exploratory, focusing on uncovering new insights or understanding complex phenomena without relying on predetermined hypotheses. The inductive approach plays a crucial role in shaping the research design and methodology, guiding the transition from theory to practical application (Saunders *et al.* 2012).

3. Methodological Choice

This layer outlines the overall strategy for conducting research, distinguishing among qualitative, quantitative, or mixed methods:

Qualitative Methods: Qualitative methods are research techniques used to gather non-numerical data and understand concepts, thoughts, or experiences (Creswell, 2018). It aim to understand phenomena through interviews, focus groups, and observations to explore the meaning and interpretation of social phenomena rather than quantifying data. They seek to understand how individuals perceive and make sense of their experiences.

Quantitative Methods: Quantitative methods are research techniques that focus on collecting and analyzing numerical data to identify patterns, test hypotheses, and make predictions (Mohajan, 2018). It focus on measurement and statistical analysis, often utilizing surveys or experiments. These methods employ statistical techniques to analyze data, allowing researchers to identify relationships, differences, and trends within the data set.

Mixed Methods: Mixed methods refer to a research approach that combines both qualitative and quantitative methods in a single study for a more comprehensive understanding (Creswell, 2018). Saunders *et al.* (2012), state that the methodological choice directly impacts how research questions are addressed and the types of data collected. This allows researchers to leverage the strengths of each method by capturing both numerical data and the context behind it (Mohajan, 2018).

4. Research Strategy

Research strategy refers to the overall plan or approach that guides a research study. It outlines how researchers will collect, analyze, and interpret data to address specific research questions or hypotheses (Creswell, and Plano Clark, 2018). This layer details the specific design of the study, including data collection and analysis methods. Common strategies include:

Case Study: A case study is a research method that involves an in-depth, detailed examination of a particular case or cases within a real-world context (Creswell and Poth, 2018). An in-depth analysis of a specific instance or context. This method emphasizes the context in which the case exists, considering environmental, social, and cultural factors that may influence the case (Mohajan, 2018).

Survey: Saunders *et al.* (2012), state that surveys are research tools used to gather information from individuals or groups through a structured set of questions. Surveys are designed to collect quantitative or qualitative data from respondents, often about their opinions, behaviours, experiences, or demographics. They are used to collect data from a sample population to generalize findings.

The research strategy dictates the practical steps taken to gather and analyze data, guiding the overall research process.

5. Time Horizon

This layer pertains to the study's timeframe, distinguishing between cross-sectional and longitudinal studies:

Cross-Sectional Research: This study employed a cross-sectional design, as defined by Saunders *et al.* (2012), which establishes a specific time frame for data collection. According to Creswell (2018: 300), cross-sectional studies yield reliable data that can lead to robust conclusions and the formulation of new hypotheses for

future research. This approach was particularly valuable for demonstrating evidence of policy implementation through effective data collection (Mohajan, 2018).

Longitudinal Research: Creswell and Plano Clark (2018) describe longitudinal research as the repeated collection of data over an extended period to facilitate comparisons. This method focuses on observing changes in attitudes, behaviors, processes, or phenomena among participants (Creswell and Poth, 2018). Such an approach would enable the researcher to gather data from the same samples at various time intervals, avoiding the inclusion of new samples (Rugani, Vallortigara, and Regolin, 2015: 4).

The time horizon influences data interpretation and the conclusions drawn regarding changes over time.

6. Techniques and Procedures

The innermost layer centres on the specific methods and tools used for data collection and analysis.

- **Core of the Research Onion**

The sixth layer of the Saunders research onion represents the critical decision-making phase where researchers choose particular techniques and procedures for their studies.

- **Population**

This investigation focused on political executives within the Gauteng provincial government. Mohajan (2018) defines a population as "a group of individuals sharing one or more characteristics of interest to the researcher." This definition encompasses any complete group—such as individuals, organizations, or institutions—that share common traits (Hesse-Biber, 2018). For this study, the population included 600 political executives engaged in policy implementation across various institutions.

- **Sampling Methods**

Probability Sampling

Probability sampling is a technique for selecting samples from a population where each member has a known, non-zero chance of being selected (Creswell and Poth, 2018). This method ensures that the sample accurately represents the population, facilitating the generalization of findings. Key elements of this approach include random sampling, which will be elaborated on in Chapter 4. For determining the sample size from the population, the stratified method was chosen for this study.

- **Stratified Random Sampling**

Stratified random sampling was selected for this research, allowing the researcher to utilize both proportionate and stratified sampling methods (Saunders *et al.* 2012). This approach enabled the calculation of an appropriate sample size. In Gauteng Province, fourteen Members of the Executive Council (MECs) oversee various departments, which were considered in the sampling strategy.

No. of Departments (MECs)	14
No. of Political Executives	600
Therefore,	$600/14 = 42.85$ (approx. 43)
DGs render their services to MECs.	
Each MEC is allocated 8 DGs	$14 \times 8 = 112$ DGs
Therefore,	$600/112 = 5.35$ (approx. 5)

The total sample size for this study consists of 48 participants, which includes both male and female political executives in Gauteng Province ($43 + 5 = 48$). As outlined in Table 1.1, the different segments of the target population, specifically Members of the Executive Council (MECs) and Director-Generals (DGs), are equally represented. This approach ensures that the sample size selected through stratified random sampling is both reliable and comprehensive.

Non-Probability Sampling: Non-probability sampling is a sampling method where not all members of a population have a chance of being selected. This approach does not rely on random selection and can lead to biases, but it is often easier and more cost-effective. The sampling elements will be explained in Chapter 4.

Key techniques include:

- **Questionnaires**

Surveys are structured tools used to gather information from individuals or groups through a series of questions (Creswell and Poth, 2018). They aim to collect either quantitative or qualitative data regarding respondents' opinions, behaviours, experiences, or demographics. These instruments are specifically designed to obtain insights from participants.

- **Semi-Structured Discussions**

Semi-structured interviews are a qualitative research method that blends aspects of both structured and unstructured interviews (Creswell, and Plano Clark, 2018). They follow a predefined set of questions but allow the interviewer to delve deeper into topics based on the participant's responses. This method was employed to gain more profound insights.

- **Statistical Analysis**

For processing quantitative data, non-parametric tests are utilized. These statistical methods analyze data without assuming a specific distribution, such as normality, of the underlying population (Creswell and Poth, 2018). They are particularly suitable for ordinal or nominal data and small sample sizes. This study will discuss the Mann-Whitney U Test and the Wilcoxon Signed-Rank Test in Chapter 4. This layer establishes the practical framework needed for conducting the research, ensuring effective data collection and analysis. The onion layer model offers a comprehensive framework for understanding the various components of a research paradigm (Creswell, and Plano Clark, 2018). By thoughtfully considering each layer, researchers can design methodologically sound studies that align with their philosophical beliefs. This holistic approach is essential for producing valid and reliable research outcomes.

1.10 Delimitations of the Study

Delimitations refer to the choices made by the researcher to define the scope and boundaries of the study. These decisions enhance the study's feasibility and quality, serving not only the researcher's interests but also clarifying the limitations that are beyond their control. In this study, the delimitations include the theoretical framework,

objectives, research questions, variables being examined, and the identified study sample. The researcher will provide a comprehensive overview of policy implementation, which will be aligned with the research design and the philosophical framework guiding the study. Delimitations focus on explaining not only what is included in the study but also the rationale for excluding certain approaches or methods during the research process.

1.11 Limitations of the Study

The quality of the research is influenced by the researcher's individual skills in data collection and analysis. Limitations refer to aspects of the research design or methodology that may impact the interpretation of findings. These limitations will help contextualize the research results and guide the interpretation of the data. For instance, secondary data related to policy implementation may be scarce or difficult to access, which could hinder data collection from participants. Additionally, constraints such as insufficient financial resources and time limitations may affect the study, complicating the data collection process. Consequently, the researcher may encounter challenges in evaluating, managing, and determining the data for analysis.

1.12 Ethical Considerations

Ethical considerations are paramount in conducting research. The researcher will adhere to the ethical guidelines and procedures approved by the Institutional Research Ethics Committee (IREC) throughout the data collection process. This adherence will enhance the credibility of the research conducted across various institutions (Dongre and Sankaran, 2016: 1191). Prior to the study, permission was obtained from the Gauteng provincial government (Clark-Kazak, 2017: 13). A gatekeeper's letter provided by the provincial government is included in Annexure B.

Participants will be recruited using a disproportionate sampling method. Key ethical principles for this study include informed consent, anonymity, confidentiality, and protection from harm, which are detailed below.

Participants will be informed about the nature of the study (Akaranga and Makau, 2016: 6). This information will be conveyed verbally, and an informed consent document prepared by the researcher will be presented to them, as shown in Appendix

B. Consent will be sought for using political executives' emails for sending soft copies and for using personal addresses to deliver hard copies of interview questions. Additionally, consent will be obtained for conducting face-to-face interviews. Participants will have the option to sign the informed consent document if they agree with its contents. As noted by De Jong, Hibben, and Pennell (2016: 794), participants who feel uncomfortable may withdraw from the study at any time, and the researcher will not apply any pressure.

The researcher will ensure anonymity and confidentiality during the data collection process. Anonymity guarantees that participants' identities will remain undisclosed (Gajjar, 2013: 13). The researcher will assure participants that their names will not be revealed to anyone, including the media, to protect their reputations. Confidentiality entails not disclosing participants' personal details, such as their photographs, addresses, or workplace information. The researcher will take measures to safeguard this information (Dongre and Sankaran, 2016: 1191). Maintaining both anonymity and confidentiality will encourage participants to share their experiences regarding policy implementation in various institutions (Dooly et al., 2017: 354). This process is also outlined in Appendix B, which details the use of a sealed box to store all written responses from the interview guide, ensuring that responses are protected from unauthorized access.

The researcher is committed to protecting participants from any form of harm, whether emotional or physical. Participants will be reassured that their identities will be safeguarded from exposure to the media, which could lead to potential harm (De Jong *et al.*, 2016: 796). Interviews may be postponed or rescheduled to a more suitable time if necessary, as indicated in Appendix B. The researcher will also identify potential hazards during data collection, such as uneven or slippery surfaces, to avert any physical risks to participants (Akaranga and Makau, 2016: 6). This proactive approach will help participants feel secure in expressing their views on policy implementation in Gauteng Province (Wood, 2017: 5).

1.13 CONCLUSION

This chapter has explored various aspects related to the effectiveness of policy implementation by political executives in Gauteng Province. There is a notable

disparity between the perspectives of the communities regarding policy implementation and those of the political executives responsible for delivering services across different departments. Community involvement in the policy implementation process is limited, resulting in the establishment of stringent regulations that political executives rely on. For the Gauteng provincial government, it is the political executives who approve policy implementation aimed at providing services to the community. This underscores that the success of policy implementation in Gauteng hinges on the commitment of political executives and their ability to secure essential information for effective service delivery. Ultimately, the implementation of policies establishes the standards required for political executives to serve the communities effectively.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

This chapter begins by situating the study within the policy cycle, identifying the key elements of policy implementation in Gauteng Province. The context of policy implementation aligns efforts, promoting coherence through the interplay of political, social, economic, and legal factors that expose challenges faced by various institutions (Malobela, 2019: 214). Contextualizing policy implementation provides a framework for understanding the relationship between dependent and independent variables in Gauteng Province (Domer and Ward, 2018: 14). Malobela (2019: 200) emphasizes that effective policy implementation in Gauteng is closely tied to the role of political executives in allocating resources across different departments. Furthermore, contextualizing policy implementation encourages diverse perspectives, fostering deeper engagement among various stakeholders throughout the policy process (Graafland and Smid, 2019: 231). The interactions between political executives and stakeholders can lead to the formation of new relationships, underscoring the importance of contextualizing policy implementation.

- **Contextualising policy cycles**

Contextualizing policy cycles entails examining the stages of policy development and implementation within distinct socio-political and economic contexts (Cloete et al., 2018: 28). This approach underscores how local conditions affect policy effectiveness and the relationships among stakeholders involved in the process.

Definitions and Stages of the Policy Cycle

The policy cycle generally consists of several key stages: agenda-setting, policy formulation, decision-making, implementation, and evaluation (Munzhedzi, 2017: 83). Each of these stages is shaped by various contextual factors, including political dynamics, social needs, economic conditions, and legal frameworks.

- **Political Context**

Political elements, such as governance structures and leadership styles, are crucial in shaping policy cycles (Marume et al., 2016: 88). In Gauteng Province, the political environment can significantly influence how policies are prioritized and executed. Political executives must manage complex relationships with stakeholders, including community members, advocacy groups, and other government entities, to achieve successful policy outcomes (Malobela, 2019: 214).

- **Social Context**

The social landscape impacts public perception and acceptance of policies (Ahmed and Dantata, 2016: 60). It is essential to consider community needs and expectations during the policy cycle to encourage engagement and support. In Gauteng, an understanding of local demographics and social dynamics is critical for crafting policies that resonate with the community (Cloete et al., 2018: 30).

- **Economic Context**

Economic factors play a significant role in resource allocation and the viability of policy initiatives (Munzhedzi, 2017: 83). In Gauteng, economic challenges can limit the effective implementation of policies, making it necessary for political executives to engage in strategic planning and prioritization (Rothstein and Sarak, 2019: 22).

- **Legal Context**

Legal frameworks define the constraints and opportunities for policy development and execution (Malobela, 2019: 214). A thorough understanding of relevant legislation and regulatory requirements is essential for ensuring compliance and facilitating effective policy implementation (Ahmed and Dantata, 2016: 60).

- **Stakeholder Engagement**

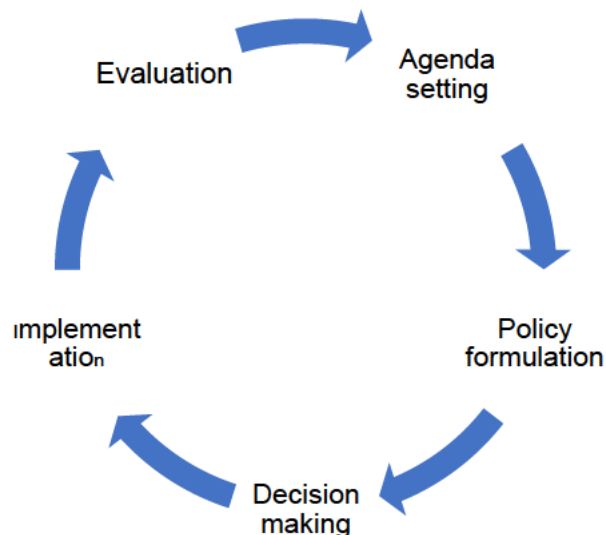
Engaging stakeholders throughout the policy cycle is crucial for contextualizing policies. This engagement promotes collaboration and allows for the integration of diverse perspectives, thereby enhancing the relevance and effectiveness of policy initiatives (Cloete et al., 2018: 44).

In summary, contextualizing policy cycles provides a comprehensive understanding of the factors that influence policy implementation by considering the political, social, economic, and legal contexts. The stakeholders can better navigate the complexities of policy development and execution, ultimately leading to more effective governance and improved service delivery in Gauteng Province.

- **Key phases of policy implementation**

To further contextualize the examination of policy implementation in this region, it is broken down into several key phases, in Fig. 2.

Fig. 2. Key phases of policy implementation



Source: Self – generated by the researcher

Agenda Setting

The researcher identified key issues by examining the social, economic, and political challenges that necessitate new policies in Gauteng Province (Gleisner *et al.*, 2021). Engaging stakeholders such as community members, local governments, and NGOs brought attention to urgent concerns (Dzwigol, 2018). However, Dialoke *et al.*, (2017) state that sufficient funding and human resources are critical for executing the plans established by political executives, which are integral to their agenda setting. Limited

financial resources can significantly impede the progress of policy implementation in the province (Dorasamy, 2010).

Policy Formulation

Political executives conduct research and analysis after collecting data on existing policies and their impacts, along with exploring potential solutions (Graafland and Smid, 2019: 60). Cloete *et al.*, (2018) state the drafting process involves collaboration with experts and stakeholders to develop policy proposals that address identified issues. Yet, when political executives act contrary to established policies, it undermines the authority of governance and decision-making bodies, leading to a loss of trust in leadership and complicating effective policy enforcement (Buthelezi and Ledger, 2019).

Decision-Making

Political executives assess how policies are debated and approved within Gauteng's provincial structures before finalizing the decision to implement the policies (Gleisner *et al.*, 2021). The political dynamics involve the influence of political parties and interest groups on decisions made across various departments. However, Dlamini, (2019) states that political insubordination can create conflicting signals regarding policy priorities, causing confusion among stakeholders and implementers. Ineffective decision-making results in fragmented efforts among different factions pursuing divergent agendas, which hinders coordinated action and leads to inefficiencies (Dzwigol, 2018).

Implementation

The strategies and resource allocation identify how political executives carry out policies, including funding, staffing, and technology in Gauteng Province (Graafland and Smid, 2019: 80). Capacity building involves ongoing assessments of the skills and capabilities of implementing agencies at provincial and local levels. However, Buthelezi and Ledger, (2019) state that when political executives prioritize personal or political agendas over established policies, resources may be misallocated. Such delays can increase costs and waste resources, further complicating the implementation process (Dorasamy, 2010).

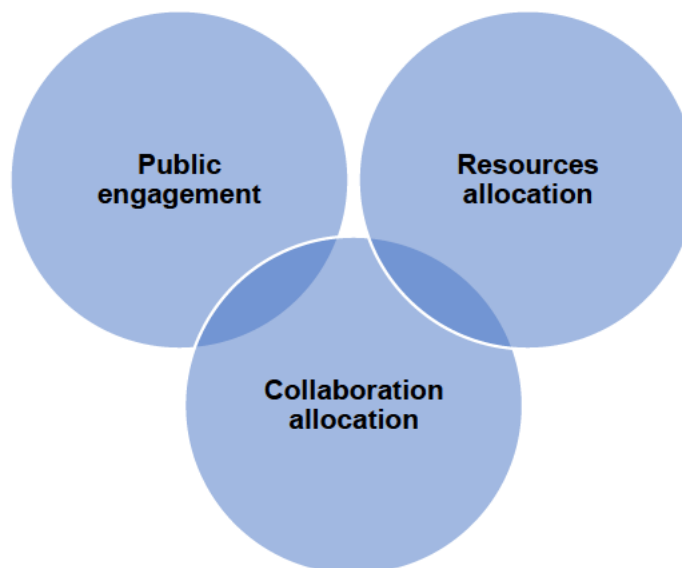
Evaluation

Political executives continuously evaluate outcomes by measuring whether policies achieve their intended goals and identifying any unintended consequences (Cloete *et al.*, 2018). Feedback mechanisms use evaluation results to inform future policy cycles, promoting continuous improvement and actively involving residents to enhance accountability and responsiveness. However, Dialoke *et al.*, (2017) state that political insubordination can bypass or undermine established accountability frameworks, making it difficult to hold individuals accountable. This lack of accountability can lead to corruption and misuse of power, complicating policy implementation (Gleisner *et al.*, 2021).

Core Elements of Implementation in Gauteng

The core elements of implementation in Gauteng are identified in Fig. 2.1, often include:

Fig 2.1 Core elements of policy implementation



Source: Self – generated by the researcher

- **Collaboration across Sectors:** Dialoke *et al.*, (2017) state that effective implementation relies on coordination among government departments, NGOs, and community organizations. Engaging the public ensures that policies

address the actual needs of the community. Stakeholder input can help identify gaps and refine objectives, leading to better outcomes (Graafland and Smid, 2019: 210).

- **Resource Allocation:** Cloete *et al.*, (2018) state that political executives must ensure that adequate financial and human resources are dedicated to policy implementation across different departments in Gauteng Province. Public involvement can facilitate the implementation process; when citizens are informed and engaged, they are more likely to support and participate in policy execution, reducing resistance (Dorasamy, 2010).
- **Public Engagement:** Promoting public engagement fosters transparency, allowing citizens to understand the policymaking process and the rationale behind decisions (Gleisner *et al.*, 2021). Buthelezi and Ledger, (2019), claim that when the public is involved, political executives are more likely to be held accountable. Citizen feedback can encourage policymakers to fulfil their commitments and enhance service delivery, building trust between government officials and the community (Graafland and Smid, 2019: 212).

In summary, examining these phases, political executives gain a deeper insight into the intricacies of policy implementation in Gauteng and pinpoint opportunities for enhancement.

2.1.1 THEORISING POLICY IMPLEMENTATION

Policy implementation has emerged as a critical issue in South Africa, with various scholars offering their definitions of the concept. For instance, Umana (2018: 3) defines policy implementation as “a process of interaction between the setting of goals and actions geared to achieve the desired outcome.” This definition highlights the importance of actively engaging political executives in establishing clear and attainable goals for any government or institution (Rothstein and Sarak, 2019: 22). Policy implementation is vital for three primary reasons: it reduces costs, enhances performance, and improves accountability. This suggests that policy implementation is integral to service delivery, as policies are executed according to the directives of political executives (Cloete *et al.*, 2018: 28). In South Africa, policy implementation is seen as an opportunity for political executives—including the President, Cabinet

ministers, Premiers, Members of the Executive Councils (MECs), and Director-Generals (DGs)—to foster nation-building.

Khan and Khandeker (2016: 540) describe policy implementation as “the execution of law, in which various stakeholders and organizations collaborate using established procedures and techniques to enact policies that help achieve specified goals.” Policy implementation occurs whenever legislation is employed to facilitate development (Battaglini et al., 2018). It is significant for two main reasons: it promotes accountability and mitigates legal risks for communities. In this context, policy implementation establishes a connection among political executives, holding them accountable for their actions across different institutions and levels (Cloete et al., 2018: 28). For example, these executives are answerable to one another and ultimately to the communities they serve in Gauteng Province (Kohler, 2015: 323). Moreover, the responsibility for implementing policies within various institutions rests with the political executives.

Anderson (2015: 225) defines policy implementation as “a system that encompasses everything done to put a law into effect and apply it to the target population.” This definition emphasizes that policy implementation involves a series of activities aimed at completing approved tasks. Poor decisions made during this process can incur significant costs and harm the reputation of political executives. Consequently, effective policy implementation is essential for sustaining the livelihoods of individuals in different communities (Rothstein and Sarak, 2019: 22).

2.2 THE IMPLEMENTATION PLAN

An implementation plan is a documented framework that outlines the steps a team will take to achieve the goals of Gauteng Province and deliver services to various communities (Candido and Santos, 2019). These plans help team members and key stakeholders understand all elements of the strategies before they are put into action. Consequently, the implementation plan details how strategic goals will be met, including the timeline and allocation of necessary resources for Gauteng Province (Battaglini et al., 2018). Political executives play a crucial role in ensuring that policy implementation is carried out effectively across different departments in Gauteng Province. This study adopted a merit-based system for policy implementation, moving

away from the spoils system often marked by political favoritism and interference (Selane, 2018). Such political influences in Gauteng Province have historically obstructed equitable service delivery. On a national level, Ibrahim and Daniel (2019) have identified Gauteng Province as a key area for immediate intervention in policy implementation related to service provision. Being closer to the community, this province is positioned to address local needs effectively. The study argues that inadequate policy implementation and poor service delivery at the provincial level stem from the politicization of institutions (Candido and Santos, 2019).

The implementation plan serves as a tool for political executives to identify gaps in policy execution within various institutions. This enables them to provide guidelines for implementing policies in communities while fostering economic development in Gauteng Province. The advantages of having an implementation plan include enhanced communication among team members and key stakeholders. Additionally, political executives utilize the plan to improve the organization and management of resources, which increases accountability among those involved in policy implementation in Gauteng Province (Rothstein and Sarak, 2019: 23). The implementation plan in Gauteng Province is structured with a clear timeline, allowing political executives to establish effective workflows. Rabbie (2016: 93) notes that the implementation plan aids political executives in gaining legitimacy by promoting self-management and self-organization without interference from the political parties in the province. As political executives develop the implementation plan, their focus is centered on the four key components essential for implementing policies in Gauteng Province.

2.3 THE 4 MAJOR COMPONENTS OF AN IMPLEMENTATION PLAN

The political executives in Gauteng Province identified essential elements to guide the components of an implementation plan (Selane, 2018). These key elements primarily include planning: work planning, task and subtask planning, time planning, and human resource planning, each of which is briefly explained below.

Planning the Work

The first step in the implementation plan involves planning the work, which political executives designed to provide services to various communities in Gauteng Province (Fouche and Brent, 2016: 119). This process begins with defining the goals of policy implementation that have been approved by the political executives to achieve desired outcomes. It serves as a model or standard for executing policies across different institutions. Zondi and Reddy (2016: 29) note that effective planning reduces wasted time among political executives as they manage resources in various institutions. Consequently, this planning fosters collective governance, leading to more effective policy implementation in Gauteng Province (Candido and Santos, 2019). It also allows political executives to identify potential risks associated with task assignments and deadlines for policy implementation.

Persistent challenges in service delivery, such as governance issues and backlogs, have been evident in Gauteng Province for several years (Rothstein and Sarak, 2019: 22). This underscores the importance of policy implementation at a fundamental level, where Gauteng Province is tasked with meeting basic communal needs and services (Selane, 2018). Through effective policy implementation, political executives aim to improve the quality of life and enhance community livelihoods. They emphasize teamwork in administering and managing Gauteng Province (Ibrahim and Daniel, 2019).

However, the emergence of independent political parties in Gauteng Province has complicated the planning process, contributing to delays in policy implementation (Rabey, 2015: 35). Issues such as financial irregularities, corruption, and maladministration have plagued policy implementation, leading to violent service delivery protests in various communities (Candido and Santos, 2019). Excessive political interference in the administration of policy implementation has undermined opportunities for efficient governance. Poor planning can lead to significant delays, extending the timeline for policy execution in different institutions. Rabbie (2016: 104) points out that ineffective policy implementation has resulted in widespread allegations of corruption among political executives in Gauteng Province. This has, in turn, fueled community commitment to service delivery protests, which can escalate into violence, exacerbating uneven economic growth in the region. The lack of collaboration among

political executives has severely impacted their ability to deliver services to communities (Selane, 2018).

Planning the Tasks and Subtasks

Following the work planning phase, the next step involves planning the tasks and subtasks necessary for policy implementation in various institutions. Meyer et al. (2016: 53) indicate that political executives, when planning these tasks, often grapple with an overwhelming desire for power to execute policies effectively. These executives are generally recognized and respected throughout Gauteng Province for their capacity to facilitate policy implementation. However, Van der Walddt (2018: 178) notes that disagreements frequently arise during the identification and formulation of subtasks for policy implementation. Additionally, Zondi and Reddy (2016: 35) highlight that some political executives fail to adhere to established guidelines, which can contribute to service delivery protests in certain areas of Gauteng Province. Ineffective task planning can create conflicts of interest during policy implementation (Latib, 2016: 88).

The ongoing issues of ineffective policy implementation in Gauteng Province have resulted in irregular occurrences among political executives across institutions (Candido and Santos, 2019). Basic service deficiencies, including inadequate housing, water and sanitation, and insufficient skills capacity, are often attributed to poor policy implementation (Selane, 2018). While there has been some progress, improvements have been inconsistent, highlighting the need for enhanced policy implementation strategies. Consequently, backlogs in housing, water, and sanitation services have damaged relationships with communities due to poor communication during policy implementation (Ibrahim and Daniel, 2019). Political executives in Gauteng Province have struggled to address allegations of corruption, abuse of authority, and accountability. Often, poorly executed legislation has negatively impacted governance and essential service delivery, leading to weak leadership and a lack of necessary skills for effective implementation (Candido and Santos, 2019).

Planning the Time

A critical element of any implementation plan is establishing a clear timeline for the project in Gauteng Province (Brown, 2019). Although initial timelines may not be perfect, they provide a target for stakeholders to work towards. Proper time allocation is invaluable when implementing policies across different institutions. Political executives must plan tasks and subtasks before assigning timeframes. Meyer et al. (2016: 53) emphasize the importance of political executives' support in earlier discussions regarding the time allocation needed for various institutions. According to Rabbie (2016: 94), effective time planning ensures consistency in service delivery across communities. Despite some successes, policy implementation has historically suffered from inefficiency and lack of relevance (Candido and Santos, 2019).

An implementation timeline functions as a working document that outlines activities, responsible parties, and estimated timeframes for task completion. Political interference has undermined administrative efficiency and separated policy implementation activities from administrative functions (Ibrahim and Daniel, 2019).

Fouche and Brent (2016: 120) argue that unchecked power in time planning can hinder national efforts to implement policies effectively. Inefficient resource allocation fosters distrust and resentment among political executives, leading communities to develop negative social attitudes and engage in service delivery protests, which can sometimes become violent (Candido and Santos, 2019). Such interference by political executives is viewed as detrimental, eroding administrative efficiency and compromising the neutrality of public officials. This interference includes managing costs, anticipating obstacles, and setting objectives related to policy implementation in Gauteng Province. Consequently, there has been no clear separation of responsibilities between political executives and the implementation process (Ibrahim and Daniel, 2019).

The management of policy implementation activities by political executives should be distinct from their failures to deliver basic services, as unfulfilled promises have sparked service protests. This situation contrasts with a politicized bureaucracy, where party structures influence decisions in various administrative matters in Gauteng Province (Mahmood et al., 2021).

Planning the Human Resources

Allocating human resources for policy implementation sheds light on the knowledge and expertise that political executives bring to different departments. De Coning and Rabie (2014: 252) assert that effective policy implementation hinges on the sustainable development of human resources in various institutions. Human resource planning follows the political executives' initial authority in policy implementation. However, Meyer et al. (2016: 54) note that the planning of human resources often fails to reflect the general population's needs during policy execution. Instances of ineffective human resource planning have been linked to service delivery protests, allegedly arising from political differences within communities.

Rabey (2015: 34) points out that poor policy implementation has led to increased service delivery protests, which can escalate into violence. The inadequate planning of work is further exacerbated by some political executives' insecurity when implementing policies in various institutions, leading to the dissemination of incorrect information (Ackron and Auriacombe, 2016: 143). Moreover, the bureaucracy must maintain neutrality in its administrative responsibilities, as political interference undermines the potential for effective policy implementation. Administrative inefficiency burdens the separation of responsibilities between political executives and their roles in different administrative functions in Gauteng Province (Ibrahim and Daniel, 2019).

A significant issue is the lack of adequate legal support and decision-making capacity in policy implementation within Gauteng Province. To address these challenges, it is vital to influence political executives towards effective policy implementation for service delivery. This situation has resulted in misallocated skills within Gauteng Province, with political considerations often overriding qualifications in the appointment of political executives.

2.4 EFFECTIVE POLICY IMPLEMENTATION FRAMEWORK

Nhlapo and Vyas-Doorgapersad (2016) assert that an effective policy implementation framework offers political executives guidance on managing complex changes in policy execution across various institutions. This framework consists of several

components: setting goals, building capacity, and implementing and monitoring policies.

- **Setting Goals**

Political executives in Gauteng Province establish goals for policy implementation within different institutions. These goals guide the development of a policy-implementation plan aimed at achieving the objectives set by the executives (Fouche and Brent, 2016: 119). Clear goal-setting helps political executives enhance the effectiveness of policy implementation and contribute to the province's economic development. However, Lehohla (2019) points out that the ideological enthusiasm in Gauteng often blurs the lines between politics and management. Politicized institutions can undermine administrative efficiency and create confusion between political roles and neutral policy implementation, which should ideally be devoid of political bias. Critics argue that this politicization compromises the practical execution of policies in alignment with the province's developmental agenda (Marshall, Ted, and Jagers, 2017).

The implementation of policies reflects various political ideologies and stakeholders in Gauteng Province, emphasizing the need for a holistic political approach that encompasses the entire policy process to ensure stability and effectiveness across institutions. Despite this, Ackron and Auriacombe (2016: 142) highlight that goal-setting is often hampered by a lack of clarity from political executives regarding the policies being implemented. This can lead to an overreliance on political executives during the implementation process. Furthermore, some political executives do not support ongoing goal-setting, resulting in ineffective policy execution (Fouche and Brent, 2016: 132). This disconnect can cause frustrations within communities, slowing down the implementation of policies and service delivery (Mahmood et al., 2021). Political interference can hinder the effectiveness of service provision, as executives may manipulate procedures to further political agendas, negatively impacting service delivery.

- **Build Capacity**

Capacity building empowers political executives to implement policies independently and effectively across various institutions (De Coning and Rabie, 2014: 252). This capacity is critical for respecting constitutional provisions while delivering services to communities. Nhlapo and Vyas-Doorgapersad (2016) emphasize that political executives must adhere to the Constitution of the Republic of South Africa, Act 108 of 1996, Section 195 (1), which mandates the efficient, economical, and effective use of resources in policy implementation. The pressures faced by political executives can influence their decision-making regarding policy and law enforcement, presenting challenges for different departments (Hudson, Hunter, and Peckham, 2019). Some organizations representing interest groups may struggle to utilize guidance effectively, impacting their ability to deliver services.

However, Fouche and Brent (2016) note that political executives often lack the capacity to drive change in the face of ineffective policy implementation. There is often a contradiction between their roles in fostering unity and building trust across departments. Addressing these issues requires strong personal leadership from political executives, appealing to both national and provincial symbols to manage trends effectively (Linder and Peters, 2020). Political ideologies surrounding these executives necessitate rational skills and organizational talent to navigate the complexities of policy implementation. The inability to effectively implement policies can lead to impunity among political executives, resulting in service delivery protests in Gauteng Province (Zondi and Reddy, 2016: 36). This situation reflects a pragmatic assessment of policy implementation goals in managing available resources.

- **Implement**

Rabbie (2016) suggests that political executives can gain political advantage through the implementation of policies in various institutions. This allows them to engage with stakeholders effectively while promoting their interests and ensuring service delivery in Gauteng Province (Fouche and Brent, 2016: 143). However, Rabbie also points out that political executives sometimes obstruct the flow of knowledge and experiences, disguising this interference as a management strategy for service delivery protests in different communities. The lack of stable structures contrasts sharply with the leadership and decision-making responsibilities imposed on political executives (Kotnik et al., 2020: 116).

The ongoing mismatch between resource allocation and policy implementation has contributed to low morale among political executives. This situation has fostered distractions and dissent among executives whose perspectives and recommendations are often disregarded, leading to conflicting opinions during policy implementation (Marume, Mutongi, and Madziyire, 2016: 2320). Currently, policy implementation in Gauteng Province has become increasingly complex; political executives face understaffing issues while dealing with stubborn stakeholders, including public servants and community members. This creates a turbulent environment for implementing policies across various institutions (Malobela, 2016: 217).

Technological advancements and social trends further complicate the ability of political executives to effectively execute policies. Latib (2016: 77) notes that technology influences media, social networks, and community dynamics, while insufficient institutional capacity weakens the executives' ability to implement policies effectively. These conditions have led to misinformation between political executives and public servants during implementation (Ahmed and Dantata, 2016: 63).

Ineffective policy implementation has significant implications, not only for the Gauteng provincial government but also for municipalities. Service delivery protests disrupt the implementation of policies across various institutions (Ackron and Auriacombe, 2016: 143). Additionally, the growing lack of trust has deteriorated relationships between political executives and the communities they serve.

Inadequate skills and training have contributed to slow service delivery to communities (Malobela, 2016: 217). Service delivery protests hinder political executives' ability to implement policies and disrupt their assigned operational activities. The ineffective implementation of policies has resulted in a substantial loss of knowledgeable public servants, making it difficult to attract skilled young people and investors (Anderson, 2018: 240). Furthermore, varying theoretical frameworks in Gauteng Province expose political executives to a lack of continuity in policy implementation across institutions. This situation has created an urgent need to promote rapid social and economic development through effective policy execution in Gauteng Province (Marume et al., 2016: 2322). The challenges in fostering unity among political executives amidst factionalism within different departments have also contributed to high turnover rates

among executives, hampering effective policy implementation (Linneberg and Korsgaard, 2019).

2.5 THE THEMES IN POLICY IMPLEMENTATION IN GAUTENG GOVERNMENT

The themes surrounding policy implementation in Gauteng Province include access to information and the empowerment of political executives. Ackron and Auriacombe (2016: 143) emphasize that political executives provide community members, investors, and political parties with critical information regarding service delivery. The existence of institutions that facilitate access to information enables the national government of South Africa to allocate appropriate resources to the provinces. However, inadequate reporting on policy implementation fails to alleviate the backlog in service delivery. Van der Waldt (2018: 178) concurs that a lack of clear and comprehensible information has resulted in poor access to basic services. This situation has caused some political executives to ignore directives meant to enhance service delivery in Gauteng Province. Ineffective policy implementation can weaken the authority of political executives and increase their vulnerability during service delivery (Latib, 2016: 75). Rabey (2015: 34) argues that when political executives dilute government projects and programs, they inadvertently empower communities to demand better service delivery. As a result, political executives strive to ensure consistent and equitable administration of policies across various communities in Gauteng Province.

- **The Political Executives**

Political executives, including Members of the Executive Council (MECs) and Director-Generals (DGs) within the Gauteng Provincial Government, are responsible for approving policies and implementing checks and balances to facilitate service delivery. According to Cloete et al. (2018), these executives implement policies to encourage public participation through established political structures. They also monitor and evaluate the effectiveness of policy implementation to ensure services reach different communities (Zondi and Reddy, 2016: 53). However, some policy implementers struggle with effective communication with communities, which adversely affects service delivery. Harvey (2019) suggests that the lack of effective policy implementation can be attributed to the ANC-led government's susceptibility to global

pressures to commercialize and privatize public services. This indicates that policy implementation can be a lengthy process, with some capable political executives being transferred or retrenched by the Gauteng Provincial Government (Domer and Ward, 2018). Consequently, the management of policy implementation has suffered due to changes made by political executives, resulting in ineffective outcomes and limited access to essential services (Marume et al., 2016: 2340).

Political executives assign tasks and deadlines to team members to ensure the effective delivery of services and implementation of policies. Dunn (2018: 240) notes that most government departments are responsible for implementing policies and programs overseen by these executives. This implies that political executives aim to mitigate violence and looting as communities pressure the Gauteng Provincial Government to fulfil its policy commitments. Khumalo (2019: 16) argues that the slow pace of policy implementation is often due to competing and complex objectives. When political executives fail to implement policies effectively, communities may resort to electing a new government or seeking legal recourse (Kotnik et al., 2020: 113).

While changing governments during elections can compel policy implementation, community members may also approach the courts for enforcement if their concerns remain unaddressed (Candel, 2017: 533). The rise of informal settlements exacerbates poor policy implementation, highlighting the lack of clear accountability among political executives in Gauteng Province. Anderson (2015: 226) argues that vigorous political struggles often accompany the implementation of policies, such as those related to education. Political executives may exert pressure that leads to illegal strikes aimed at altering or delaying policy implementation (Kotnik et al., 2018: 118).

- **Effective Policy Implementation in Gauteng Province**

Policy implementation in Gauteng Province is fraught with challenges, including a lack of vision, ineffective provincial institutions, and communication barriers. Cloete et al. (2018) observe that long-standing government programs have made political executives accustomed to existing policy implementation strategies, leading to resistance against alternative approaches. This complacency can result in public servants predicting the success of policy implementation while also averting potential failures. Howlett et al. (2015) argue that unpredictable events generate more sympathy

toward policy implementation, mitigating negative perceptions of failure compared to anticipated outcomes.

The failure to maintain a balance among political executives during policy implementation often results in blame-shifting among various departments. Despite the efforts of political executives, political concerns and uncertainties continue to hinder effective policy implementation in Gauteng Province (Kotnik et al., 2021: 113). The lack of clear monitoring mechanisms further complicates compliance in policy implementation aimed at delivering services to communities. Sarakinsky and Fakir (2019: 36) highlight that internal divisions within institutions, coupled with weak leadership, negatively affect relationships during policy implementation. This creates an overdependence on the national government to assess situations unjustly before policies are implemented.

The absence of accurate information for policy implementation in the Gauteng Provincial Government has led political executives to overlook the slow pace of service delivery. Viennet and Pont (2017: 11) indicate that failed implementations can erode public confidence and patience in political executives. A lack of analytical capacity among political executives complicates the selection of appropriate strategies for effective policy execution, which in turn affects their ability to foster loyalty in service delivery. Ineffective political executives often resort to authoritative decisions that can lead to community protests due to a lack of clarity regarding policy execution (Sturgess, 2018: 155).

The rise in unemployment must not be underestimated, as it influences the prioritization of policy implementation for service delivery (Domer and Ward, 2018). This study will explore the application of theoretical frameworks in the policy implementation process within Gauteng Province.

2.6 TYPOLOGY OF POLICIES

When policy implementation proves ineffective, communities begin to question the types of policies selected by political executives, especially those seeking meaningful change (Cloete et al., 2018: 48). The policies that these executives choose to implement serve as a framework to address service delivery protests across various

institutions. Historically, political executives in Gauteng Province have enacted policies that often do not align with community expectations. Different types of policies are typically identified and approved by political executives within various institutions for implementation (Marume, Ndudzo, and Jaricha, 2016: 24). The typology of policy implementation includes distributive, regulatory, redistributive, and miscellaneous policies across different institutions. In this context, political executives select policies from a range of institutional typologies (Munzhedzi, 2017: 83). Understanding these types of policies is crucial for grasping their implementation and recognizing their distinctions, as illustrated in Figure 2.1.

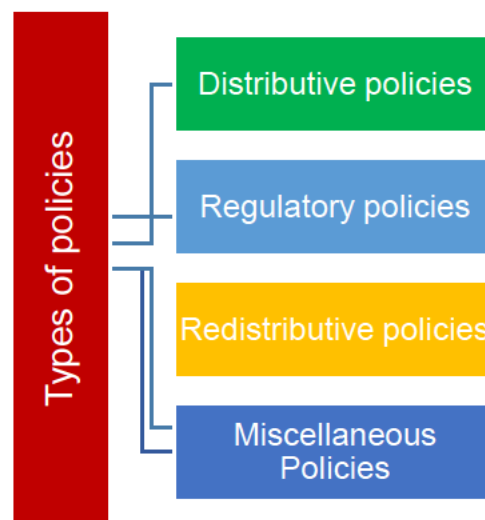


Figure 2. 2 Types of policies

Source: Self – generated by the researcher

- **Distributive Policy**

Political executives consider distributive policies essential for implementing initiatives across various institutions (Oni, 2016: 330). They hold significant authority in policy implementation (Ahmed and Dantata, 2016: 63) and are responsible for resource allocation (Kohler, 2015: 7). A failure to distribute resources effectively is seen as a failure to foster community development (Grossman, 2016: 1). Political executives select distributive policies to enhance equity and encourage public participation (Andrews, 2014: 7). However, many executives face ongoing challenges related to ineffective policy implementation, which undermines democratic values (Sinko, 2016: 231). Additionally, successful distributive policies can lead to structural changes by formalizing property rights (Filipovic, 2005: 1). For example, these policies can bolster

the functioning of provincial and national economies in delivering services (Gulaliyeva et al., 2016: 9754). Distributive policies can be categorized into subsidies, contracts, and licenses, each explained in detail below.

- **Subsidies**

Subsidies are a key aspect of distributive policy utilized by political executives. Interestingly, these executives are often keen to access government subsidies to implement policies (Malobela, 2019: 213). They allocate funds to specific groups to foster community engagement in business initiatives (Moatshe, 2019: 1). As such, subsidies aim to distribute resources to various communities to support their success. For instance, farm subsidies are issued to encourage agricultural development (Kohler, 2015: 16). However, the withdrawal of these subsidies can hinder policy implementation across institutions (Baker et al., 2016: 1596), leading to misallocation of both human and financial resources (Sinko, 2016: 233).

- **Contracts**

Contracts are another form of distributive policy that aims to promote equity across different institutions. These contracts enable political executives to implement policies under established rules (Anderson, 2015: 320). Political executives often seek to implement policies without constraints from other institutions, relying on contract law to guide their actions (Rieger, 2015: 153). Institutions frequently enter contracts with private organizations to provide services on behalf of the province, a practice known as outsourcing. However, such contracts can raise concerns about public policy and potential corruption (Malobela, 2019: 213). Uncertainty can arise from these contracts, complicating policy implementation (Erickson and Noorman, 2018: 2). Without contracts, political executives risk being seen as unreliable in their policy commitments (Guerin et al., 2018: 24).

- **Licenses**

Licenses are part of the distributive policy framework aimed at managing socio-economic impacts in various institutions. For example, licenses are issued to regulate alcohol consumption, which is overseen by political executives (Gumede, 2019: 8). They are crucial for protecting intellectual property rights within institutions

implementing policies. According to Abdeldayem (2019: 67), the implementation of distributive policies often prompts political executives to initiate changes in their institutions. However, many scholars argue that these policies face challenges due to communities' overwhelming needs (Siambombe, 2015: 101), complicating efforts to promote social equity (Dunnes, 2017: 3).

- **Redistributive Policies**

Political executives view redistributive policies as a means to build community trust during policy implementation (Naidoo, 2019: 6). These policies involve the transfer of resources among communities (Oni, 2016: 330) and aim to address historical grievances of marginalized groups, such as through affirmative action (Dunnes, 2017: 5). While redistributive policies seek to alter power dynamics, they can also lead to cronyism and exacerbate inequality (Bishop, 2016: 4). This concentration of power among a few executives can hinder effective communication and implementation (Zulu, 2019: 34).

- **Regulatory Policies**

Political executives frequently utilize regulatory policies to manage resource allocation effectively (Moatshe, 2019: 14; Oni, 2016: 331). These policies establish rules governing human and societal interactions, guiding the implementation of services (Siambombe, 2015: 102). However, strict regulations can provoke service delivery protests, highlighting deficiencies in policy execution (Munzhedzi, 2017: 84). Regulatory policies are further categorized into substantive and procedural regulations.

- **Substantive Regulation**

Substantive regulations are enforced by political executives for various policy implementations, such as infrastructure development and environmental protection (Craker, 2019: 18). However, inadequate attention to improving these regulations can lead to controversies in service delivery (Gulaliyeva et al., 2016: 9757). This often results in highly centralized decision-making, which can frustrate communities (Cloete et al., 2018: 173). The lack of clarity in applying these regulations diminishes public trust and leads to unfulfilled service expectations (Sinko, 2016: 230).

- **Procedural Regulation**

Procedural regulations guide the actions of political executives in administering policies (Malobela, 2019: 213). When these regulations are unclear or inconsistent, they may be deemed illegal, complicating policy implementation (Nancarrow, 2019). Such limitations can increase inequalities among institutions and hinder effective communication (Guerin et al., 2018: 11). The inability to apply constitutional powers effectively can further delay policy implementation (Rall, 2019: 2).

- **Miscellaneous Policies**

Political executives often use miscellaneous policies as flexible tools for implementation. These policies address gaps left by other regulations (Cloete et al., 2018: 151). Examples include data protection and disciplinary codes. While they aim to prevent misconduct and inefficiency, the failure to implement these policies can lead to service delivery challenges and community dissatisfaction (Moatshe, 2019). Some political executives may neglect their obligations under these policies, resulting in poor service delivery (Ndalamba, 2018: 64).

In summary, the diverse policy types employed by political executives in Gauteng Province reflect the complexities and challenges of effective governance and service delivery. Each policy type has its strengths and weaknesses, and understanding these nuances is crucial for improving implementation outcomes.

2.7 IMPACT OF TYPOLOGIES ON POLICY IMPLEMENTATION

The typologies of policy implementation provide a framework through which political executives significantly impact service delivery (Thornhill, Van Dijk, and Ille, 2014: 140). The effectiveness of policy implementation can differ based on the institutions involved and the political executives leading them. Additionally, a lack of sufficient human capacity and limited resources complicate the implementation of these policy typologies (Munzhedzi, 2018: 86). The various types of policies selected by political executives can undermine implementation due to community sentiments and perceptions (Ahmed and Dantata, 2016: 61). These policy typologies can affect implementation in multiple ways, producing both intended and unintended consequences, which are detailed below.

- **Intended Effects**

As noted by Lawrenz (2020), effective policy implementation reflects the political executives' intended outcomes when organizing the necessary structures to deliver services to communities. These intended effects are crucial and require careful consideration within the institutional context to ensure successful policy implementation in Gauteng Province. Some political executives have successfully promoted policy implementation in various institutions, resulting in increased efficiency and effectiveness at different levels, thereby facilitating positive changes in service delivery (Signe, 2017: 21). The typologies of policy implementation have evolved within social contexts, serving as interpretive frameworks, resources, and norms utilized by political executives in various institutions (Rieger, 2015: 140). However, while communities recognize the importance of institutions, constraints in policy implementation can negatively impact service delivery when community needs are unmet (Anderson, 2015: 325). The actions—or inactions—of political executives can hinder effective policy implementation and service delivery (Marume et al., 2016: 88), which can help reduce service delivery protests and link institutional patterns to address community issues.

- **Unintended Effects**

Cloete et al. (2018) highlight that unintended consequences of policy implementation typologies can arise within institutions responsible for delivering services to communities. Some policy types may lack clarity, leading to diminished enthusiasm among political executives for implementation and service delivery (Rothstein and Sorak, 2017: 11). Moreover, the absence of supportive legislation makes it challenging for political executives to prioritize service delivery, resulting in regulatory uncertainty in policy execution across different institutions (Srivastava, 2016: 41). Additionally, the effectiveness of these typologies can be hampered by inadequate institutional structures available for political executives to utilize in Gauteng Province (Shongwe, 2019: 7). This reliance on national institutions, such as the auditor-general, public protector, and minister of justice, can contribute to policy institutional failures. Efforts to address weaknesses in policy implementation often focus on managing misinformation, which further hampers effective service delivery (Marume et al., 2016: 87). Consequently, political executives tend to concentrate on limiting service delivery

protests while paying less attention to fostering long-term sustainability (Malobela, 2019: 214).

2.8 THEMES OF POLICY IMPLEMENTATION

Political executives are expected to understand and manage the themes of policy implementation to adapt to institutional changes (Illingworth, 2020: 27). These themes encapsulate the role of political executives and convey essential information related to policy implementation across various departments. They promote flexibility among political executives who enforce standards in different institutions (Mawela, Ochara, and Twinomurinzi, 2017: 149). It is crucial to identify the themes of policy implementation and assess whether they lead to improved outcomes across various institutions (Rabkin, 2018). Themes serve as foundational frameworks that enrich policy implementation efforts in different departments. These themes can be categorized as follows:

- **Setting Standards**

Standards established within a regulatory framework are intended to enhance confidence in policy implementation. Political executives possess the authority, skills, and knowledge necessary to implement policies effectively across institutions (Marume et al., 2016: 87). This has led to the formulation of principles that clarify policy implementation procedures in various settings (Redl, 2015: 4). By setting standards, political executives encourage the adoption of a code of conduct that assists them without necessitating significant changes. This process helps them recognize areas of convergence in policy implementation (Khan, 2016: 4). Therefore, establishing standards fosters dialogue and development within institutions, facilitating effective service delivery (Ahmed and Dantata, 2016: 61). Political executives also establish procedures or techniques for policy implementation across different institutions (Tezera, 2019: 94).

However, some political executives fail to adhere to these standards, struggling to collaborate and coordinate the necessary skills for effective policy implementation (Erickson and Noorman, 2018: 2). Additionally, reliance on standards can diffuse power during implementation, creating vulnerabilities in service delivery in Gauteng

Province (Rabey, 2015: 34). Certain political executives may be dissuaded by their peers from effectively implementing policies (Malobela, 2019: 213). A lack of support among executives can also skew interpretations of events related to policy implementation, ultimately hindering progress. The excessive control exerted by some political executives has negatively impacted policy implementation across various departments in Gauteng Province (Okechukwu, 2019). Consequently, the inclusion of less competent political executives has resulted in inadequate service delivery and violent protests, leading to costly legal disputes (Kohler, 2015: 15).

- **Sustainability**

Political executives are expected to promote sustainability as a means to enhance the quality of policy implementation in different institutions (Marume et al., 2016: 87). Sustainability encourages these executives to find effective ways to implement policies that deliver essential services (Ahmed and Dantata, 2016: 60). This principle guides political executives in monitoring policy implementation while utilizing limited resources. Furthermore, political executives aim to ensure consistent and fair policy execution across Gauteng Province (Kariuki and Reddy, 2017: 2). The establishment of standards continues to influence positive policy outcomes. Sustainability in policy implementation fosters integrity, expertise, and transparency among political executives (Kotnik et al., 2021: 114).

Despite this, many political executives struggle to promote sustainability due to limited resources available to their institutions (Van der Waldt, 2018: 178). This resource scarcity has led some executives to disregard implementation instructions, resulting in a lack of clarity in communication. This issue is prevalent across South Africa, where various political executives find it challenging to implement policies effectively. According to Marume et al. (2016: 87), sustainability is hindered when political executives apply inconsistent legislation to assess policy implementation. Consequently, their ability to maintain sustainability in policy execution across institutions is compromised (Mthethwa and Jili, 2016: 110). Over-reliance on political executives to foster sustainability can also trigger scrutiny regarding the socio-economic conditions of Gauteng Province (Kohler, 2015: 323).

- **Enhancing Public Interest**

While public interest is a national priority, the themes of policy implementation are particularly relevant for political executives in Gauteng Province as they strive to deliver services. Enhancing public interest is crucial for political executives as it supports provincial economic development (Hoppe, 2015: 29). This focus on public interest promotes stability (Martin et al., 2015) and allows political executives to express their perspectives. It is vital for policy implementation, as it enables political executives to assess their capacity to provide goods and services (Kariuki and Reddy, 2017: 2). This empowers political executives to allocate resources effectively for policy management across various institutions (Cloete et al., 2018: 140). Furthermore, enhancing public interest involves disseminating information and facilitating communication to ensure timely and efficient policy implementation (Khan, 2016: 4). However, public interest can sometimes be perceived as an abstract concept, making it challenging for political executives to justify actions that benefit the community (Morris and Rosenbloom, 2017). This necessitates careful consideration to ensure that changes in policy implementation genuinely serve the public good.

Unfortunately, some political executives struggle to implement policies due to difficulties in defining the benefits of the services provided to communities. Additionally, poor reporting can hinder efforts to enhance public interest, further complicating the implementation of policies (Onkware, 2015: 3). Institutional biases can also obstruct the recognition of themes in policy implementation, resulting in inequalities (Kohler, 2015: 14). In Gauteng Province, the diverse cultural needs complicate the implementation process (Sergio, 2019: 26). The themes of policy implementation are thus affected by ineffective communication, dysfunctional institutions, limited resources, and insufficient community engagement (Malobela, 2019: 214). Enhancing public interest remains a critical concern, posing challenges for effective service delivery across institutions.

- **Aligning Efforts for Synergy and Efficiency**

In Gauteng Province, effective policy implementation is essential for community service delivery; therefore, political executives align their strategies to minimize costs. Access to information is crucial for effective policy execution across institutions (Uhl-Bien and Arena, 2018: 2). Synergy refers to the collaborative exchange of relevant knowledge among political executives (Rabey, 2015: 32). By aligning efforts to achieve

synergy and efficiency, political executives can provide valuable insights to institutions aiming to develop their capabilities (Kilonzo and Ikamari, 2015: 124). These themes reflect the connections among political executives in their policy implementation efforts (Illingworth, 2020: 27). Increased satisfaction among political executives can enhance collaboration between departments, enabling them to adapt their policy implementation strategies to manage competitive landscapes effectively (Mthethwa, 2016). Achieving synergy through aligned goals leads to improved efficiency and innovation in policy execution across various departments.

However, some political executives are leaving their positions not due to a lack of job opportunities but because of inadequate housing—this situation is unique to Gauteng Province. The complexities of policy implementation can overwhelm some political executives (Mthethwa and Jili, 2016: 110). If political executives fail to align their efforts for synergy and efficiency, it results in complicated time management that hinders effective policy implementation (Boitt, 2016: 32). The limited financial resources allocated to different institutions restrict political executives' ability to utilize implementation themes effectively (Kohler, 2015: 15). Consequently, understanding the synergy and effectiveness of policy execution becomes a challenge for political executives in delivering essential services (Marume et al., 2016: 87).

2.9 THE KEY ELEMENTS OF POLICY IMPLEMENTATION

The key elements of policy implementation encompass a range of activities specific to Gauteng Province. This includes the formal processes and operations through which the legislature exercises its authority to implement policies across various institutions (Kotnik et al., 2021: 115). Furthermore, it addresses issues of justice and the roles of political executives within different institutions in Gauteng Province. A detailed identification and illustration of these critical components can be found in Figure 2.2.

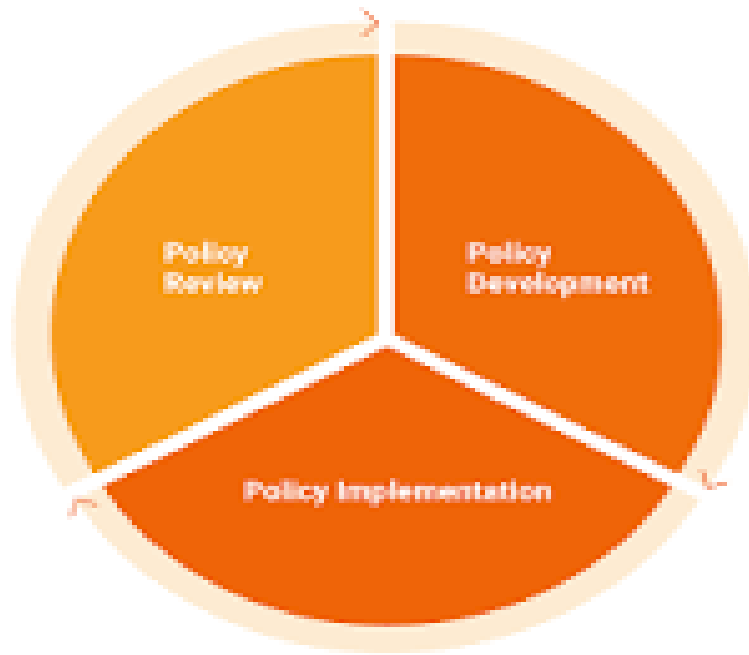


Figure 2.3 The three elements of policy implementation

Source: Self-generated by the researcher

Figure 2.3 illustrates three essential elements of policy implementation: policy development, policy implementation, and policy review, highlighting the similarities between policies and interventions (Domer and Ward, 2018). These elements are crucial for political executives, particularly regarding communication and feedback mechanisms. Consequently, political executives are required at all levels for effective policy implementation, as detailed below.

- **Policy Development**

The policy development process involves identifying issues related to policy responses and implementation in Gauteng Province (Graafland and Smid, 2019: 231). Due to inconsistencies in policy execution, political executives often struggle to meet established goals and objectives, which are vital for achieving necessary social changes. Generally, political executives in Gauteng Province have been ineffective in managing policies to meet their implementation goals (Kotnik et al., 2018: 118). These executives develop policies to align with the legal and social contexts in which they operate, thereby fostering trust with the communities they serve. This approach allows them to create frameworks for policy implementation in Gauteng Province (Ndalamba, 2018: 68).

The policy development process offers guidance for establishing relevant and consistent policies and procedures. Political executives enact this process by issuing directives that comply with legislation and regulations in Gauteng Province (Kotnik et al., 2021: 116). However, changes in political leadership have led to the creation of cross-cutting policies, which are often met with delays due to bureaucratic red tape during implementation (Graafland and Smid, 2019: 231). This situation has blurred the boundaries among different political executive management areas, necessitating urgent policy action in Gauteng Province (Domer and Ward, 2018). Unfortunately, insufficient emphasis on preventing unnecessary policy development has affected consistency in implementation. Moreover, the design of these policies has not been systematically developed to support effective execution through the application of knowledge and skills (Kotnik et al., 2020: 120). Consequently, technological gaps within institutions in Gauteng Province hinder political executives' ability to implement policies, resulting in short-term decision-making regarding policy development effectiveness (Rall, 2019).

- **Policy Implementation**

Implementing policies in Gauteng Province is viewed as a complex process requiring a series of steps to ensure effectiveness (Graafland and Smid, 2019: 234). Successful policy implementation necessitates careful timing, such as the optimal moment to launch awareness campaigns (Rall, 2019). This process translates the goals and objectives of political executives into systematic actions, enabling the province to reduce biases and improve service delivery (Kotnik et al., 2018: 118). Policy implementation serves as a critical step to put chosen public policies into action, although Gauteng Province often allocates limited financial resources to political executives for effective policy execution across institutions (Domer and Ward, 2018).

Consequently, political executives leverage implementation tools to influence the distribution of government goods and services. However, poor policy execution, characterized by complexity and variability, often obscures their efforts (Oluwalola, Olaoluwa, and Ojo, 2022). Conflicting ideologies and a lack of capacity further complicate the situation, with allegations of corruption demotivating political executives (Rakale, January, and Mukansi, 2019). Insufficient time and resources allocated for policy implementation impede effective service delivery across

departments in Gauteng Province (Obona, 2016: 62). The necessary combination of human, financial, and informational resources is often unavailable, hindering the implementation of policies (Graafland and Smid, 2019: 231).

- **Policy Review**

Policy implementation reviews enable political executives to assess changing needs and ensure alignment across departments in Gauteng Province (Domer and Ward, 2018). These reviews provide critical insights into stakeholder perceptions, awareness, and barriers to effective policy execution. They examine the inputs, activities, and outputs involved in policy implementation by political executives (Kotnik et al., 2018: 118). This process helps conserve limited financial resources by reducing ineffective policy implementations, allowing political executives to address gaps in service delivery.

A successful policy review requires the capacity to conduct thorough analyses while minimizing hostility from political executives. Clear objectives are vital for successful implementation, ensuring that all political executives work towards common goals of efficiency and effectiveness. When policies align with shared objectives, prioritizing tasks and decision-making becomes more manageable in Gauteng Province (Graafland and Smid, 2019: 236).

Moreover, utilizing policy reviews and flexible coordination networks can enhance resource mobilization during implementation in Gauteng Province. However, the policy review process often lacks clarity due to ineffective resource utilization, which is exacerbated by insufficient support from political executives. This creates barriers to effective policy implementation, with resistance to change from some political executives (Atehe and Adah, 2018: 136). Additionally, time constraints during policy implementation in Gauteng Province limit the availability of resources. A sound theory of change that establishes cause-and-effect relationships is essential for ensuring effectiveness across departments. When policies are executed, understanding these relationships fosters both direct and indirect links in the implementation process (Dialoke et al., 2017).

2.10 POLICY IMPLEMENTATION PROCESS

Political executives engage in a complex policy implementation process aimed at enhancing service delivery while minimizing costs and waste (Mason, 2016; Pont, 2017). As the frequency of service delivery protests increases, communities are demanding the establishment of effective structures for policy implementation. While political executives are expected to understand this process, many still exhibit incompetence in empowering communities through effective policy execution (Kresnaliyska, 2015: 46). Additionally, ineffective communication among political executives complicates policy implementation due to varying approaches (Mandisa, 2019: 4). The elements of the policy implementation process include consideration, communication, implementation, extension, and balance, which are discussed in detail below.

- **Consideration**

Consideration is a critical component of the policy implementation process, encompassing communication, leadership, and feedback among political executives (Hoppe, 2015: 21). This element is essential at all institutional levels to facilitate effective policy execution. It enables political executives to evaluate communication and feedback mechanisms (Maqhina, 2019: 5). By emphasizing consideration, political executives can devise strategies that help rebuild trust within institutions tasked with policy implementation. This process is vital for allocating sufficient resources to support effective policy execution (Moatshe, 2019: 1). Following the policy implementation process is crucial for reducing service delivery costs (Marume et al., 2016: 87). Effective planning ensures that a well-structured framework is in place, promoting development across departments and leading to consistent and efficient policy implementation (Graafland and Smid, 2019: 243).

However, consideration within the implementation process can either hinder or facilitate service delivery (Juma and Onkware, 2015: 838). For instance, insufficient resource allocation to provincial entities can disrupt policy implementation (Khan and Khandaker, 2016: 542). Numerous challenges plague South Africa's policy implementation landscape, affecting political executives' ability to provide services. Additionally, institutional controls over policy implementation are often lacking or

ineffective (Rothstein and Sorak, 2017: 11). Consequently, political executives struggle to navigate the policy implementation process due to limited resources (Cloete et al., 2018: 148). This pressure to implement policies with constrained resources continues to damage the reputation of various institutions (Anderson, 2015: 323).

- **Communication**

Effective communication is vital in the policy implementation process, facilitating the exchange of information among political executives (Mthethwa and Jili, 2016: 107). Communication serves as a foundation for establishing precedents on how policies should be implemented, utilizing the phases of the policy implementation process (Ngidi and Dorasamy, 2013: 33). It also involves assessing political executives' guidance on policy implementation in Gauteng Province (Van de Pas et al., 2017: 8). Furthermore, communication encourages executives to share insights about policy implementation (Hans, 2019: 8).

However, the complexities of the policy implementation process can disrupt effective communication. For example, inadequate resource allocation to provincial entities can impede coherence in policy execution (Khan and Khandaker, 2016: 542). Successful policy implementation requires clear leadership, a competent team, and appropriate governance structures across institutions. Aligning policy implementation with national laws and international standards is essential for political executives in different departments (Friel, 2017).

The lack of effective integration among various political executives contributes to communication breakdowns (Craker, 2019: 18). Insufficient transparency in managing institutional controls further complicates policy implementation (Nel, 2015: 77). Consequently, the policy implementation process in South Africa faces numerous communication challenges that undermine service delivery. If the implementation process is conducted inconsistently, effective communication may falter (Riskowitz, 2019: 21)

- **Implementation**

The implementation phase involves the actions taken by political executives to deliver services, translating prior policy decisions into tangible outcomes (Kiparsky, 2017: 8). This process entails converting financial inputs into actionable services, linking policies to the activities of political executives (Mougalian, 2016: 2). Effective implementation enables political executives to fulfill their responsibilities in various institutions (Mthethwa, 2016: 37). Political executives must align their actions with the policy implementation process to ensure effective service delivery (Dunn, 2018: 240). This connection between political executives and their policy implementation efforts is crucial for addressing historical inequalities (Candido and Santos, 2019: 10).

However, variations in the implementation process are influenced by how political executives approach their roles. Limited financial resources often hamper effective policy execution in developing communities (Cloete et al., 2018: 163). Policies that do not align with the established implementation process can lead to increased service delivery protests from communities. The complexities of this process hinder political executives from effectively implementing policies across different institutions (Munzhedzi, 2019). Changes in legislation can further restrict the policy implementation process, resulting in ineffective constitutional directives by political executives (Seepe and Heller, 2019: 8). Such implications affect various stakeholders, including political executives and NGOs, in their efforts to maintain consistency in Gauteng Province. This has led to the introduction of ambiguous policies that are difficult to implement (Obone, 2016: 66).

- **Extension and Balance**

Political executives emphasize the importance of extension and balance during policy implementation across different institutions in Gauteng Province (Graafland and Smid, 2019: 240). The design and development of policies can be influenced by the chosen courses of action, potentially undermining the achievement of desired goals. Understanding the implementation process is essential for fostering trust between political executives and communities in Gauteng Province (Hans, 2019: 7). The mutually beneficial nature of extension and balance is explained below.

Extension

Extension in the policy implementation process aims to encourage political executives to implement policies that stimulate the provincial economy (Kilonzo and Ikamari, 2015: 124). This approach enables political executives and public servants to manage policy implementation through monetary and fiscal stimuli (Ahmed and Dantata, 2016: 60). While extension is a popular strategy for managing the implementation process, it carries risks, especially when political executives are pressured to cut costs while improving social outcomes. Extension seeks to mitigate economic downturns and recessions in various institutions to ensure effective service delivery (Puhakka, 2018: 21). Although this method aims to reduce costs and address political economy challenges, it can also lead to poor decision-making when political executives face service delivery backlogs in Gauteng Province (Rasethaba, 2019).

The implementation of extension varies among political executives across different institutions (Brown, 2019: 14). This situation indicates that the policy implementation process in South Africa may not be fully realized whenever new political executives are appointed. Consequently, some may become frustrated and impede the implementation process (Marume et al., 2016: 88). Long-serving political executives may resist changes to policy implementation for fear of exposing their inefficiencies, which could jeopardize their positions (Hoppe, 2015: 16). Furthermore, inadequate budget approvals complicate the prioritization of the policy implementation process across institutions (Anderson, 2018: 292).

Balance

Providing balance in the policy implementation process is essential for promoting sustainable practices across different institutions (Kilonzo and Ikamari, 2015: 124). The implementation process utilizes regulations to integrate budgetary considerations and changes in policy to enhance service delivery (Candido and Santos, 2019: 10). This aspect is gaining increased attention as political executives strive to reduce social costs. Balancing the policy implementation process involves managing the resources, structures, and programs that political executives use to execute policies (Junjan and Boogers, 2016: 32).

The implementation process aims to enhance efficiency and effectiveness among political executives in Gauteng Province. Political executives are appointed based on

their expertise to address sensitive issues before disrupting policy implementation (Kabonga, 2018: 8). Their roles extend beyond rational decision-making, often requiring emotional intelligence when implementing policies across different departments in Gauteng Province (Baapogmak et al., 2015: 28).

However, the process of setting appropriate budgets has undermined effective policy implementation across departments. This limitation affects political executives' ability to maintain sustainable relationships with communities (Hoppe, 2015: 16). Furthermore, the lack of balance in the policy implementation process is evident across institutions, constraining information sharing (Khan and Khandaker, 2016: 542). Achieving a balance in implementation remains challenging, affecting the ability to accelerate service delivery to communities in Gauteng Province (Du Bois, 2019: 12). The ineffective implementation of policies is often termed "implementation barriers," rooted in the efforts of political executives across various departments. This has led to a range of ineffective outcomes influenced by opposition from key stakeholders, including political executives and NGOs (Molobela, 2019). Additionally, limited pressure from communities has failed to compel political executives to balance policy implementation effectively (Malobela, 2019: 213). Inadequate human and financial resources, along with unclear operational guidelines, have impeded policy implementation efforts across departments. Consequently, defined roles and responsibilities for implementation can lead to conflicts, complicating efforts to ensure efficiency and effectiveness in Gauteng Province (Seopetse, 2020).

2.10.1 Effectiveness of the policy implementation process

The allocation of resources in Gauteng Province, particularly the reduction in the number of political executives, highlights the effectiveness of the policy implementation process (Nkosi, 2019: 4). Moreover, political executives have the potential to drive structural changes that promote sustainable economic growth through effective policy implementation (Akonji, Olubukola, and Wakili, 2013: 4). Umana (2018: 4) notes that the success of the policy implementation process is evident when political executives have adequate access to information. This process also helps minimize costs associated with delivering services to various communities (Anderson, 2015: 225). The effectiveness of policy implementation is influenced by the

policies themselves; the tools used in implementation are linked to different perceptions that support service delivery (Cloete et al., 2018: 274).

From a policy implementation perspective, it is crucial for political executives to recognize the necessity of addressing historical grievances. Effective policy implementation is vital for institutional development, as political executives play a key role in this process (Rothgiesser, 2019). Staffing issues and referrals encourage the implementation of policies that enhance leadership support, team dynamics, and processes across departments. Political executives view the social environment as foundational to facilitating service delivery in Gauteng Province (Segova and Ramos, 2018).

However, the policy implementation process presents challenges for various institutions, particularly when political executives are ineffective (Sarakinsk and Fakir, 2019). Additionally, this process reduces inefficiency by managing administrators who face increased workloads while delivering services (Marume et al., 2016: 88). The integration of education into the policy implementation process has sometimes led to political executives misrepresenting the institutions tasked with service delivery (Stoltzfs, 2020). Moreover, some political executives rely on outdated guidelines, which undermine effective service delivery (Malobela, 2019: 212). This reliance contributes to uncertainty when integrating information within the policy implementation process (Mandisa, 2019: 4). Furthermore, the process is sometimes used by political executives to restrict access to information shared among different departments (Rabey, 2015: 115). Poor policy implementation in Gauteng Province is characterized by complexity and limited resources allocated to political executives. This complexity arises from conflicting ideologies, institutional capacity issues, and challenges in implementing policies across various departments (Rothstein and Sorak, 2017).

Conversely, political executives often obstruct the implementation of policies, leading to a lack of appreciation from the communities they serve (Ahmed and Dantata, 2016: 60). Limited financial resources further hinder the effectiveness of the policy implementation process (Umana, 2018: 4). Consequently, the implementation process becomes complicated, involving various assumptions across institutions. The inconsistency in policy implementation is perceived as a result of the political

executives' inability to maintain coherence within different departments (Maphumulo and Bhengu, 2019: 5). This leads to poorly defined goals and a lack of alignment when implementing policies. Furthermore, disengagement among political executives (Mchunu, 2018: 16) and instability during the implementation process are common issues across institutions (Subban and Wissink, 2015: 44). In summary, the political environment is crucial for political executives in successfully implementing policies across different institutions.

2.10.2 Drawbacks of policy implementation process

The policy implementation process provides a framework that effectively guides political executives. However, these executives face challenges due to community behavior, particularly demands for improved service delivery (Ahmed and Dantata, 2016: 65). The shortcomings of the policy implementation process in Gauteng Province have been persistent across various institutions. Many political executives tend to follow the implementation of policies rather than actively leading their institutions. This has prompted political executives to identify strategies to address the ongoing challenges in policy implementation. Among the most significant issues are political and legal interferences, which are discussed in detail below.

- **Political Interference**

Political executives are often seen as interfering in the policy implementation process. Such interference can create unhealthy dynamics during the execution of policies across different institutions (Manyisa and Van Aswegen, 2017: 36). For instance, political executives have been criticized for issuing strict directives without prior consultation, undermining the effectiveness of policy implementation (Cloete et al., 2018: 316). These unilateral orders can adversely affect service delivery in various institutions (Bagraim, 2019: 11). Moreover, conflicts among political executives often arise at inappropriate times during policy implementation, either too early or too late (Kohler, 2015: 15). This situation is problematic, as it enhances the unchecked authority of political executives during the implementation process (Cloete et al., 2018: 28). Such political interference can lead to significant flaws in policy execution, as these policies may not be administered effectively (Ahmed and Dantata, 2016: 61).

- **Legal Interference**

Legal interference can impede political executives' ability to uphold discipline in implementing policies that focus on service delivery. This interference often disrupts the impartial execution of policies across institutions (Zhiying and Feng, 2016: 11). Consequently, inconsistent policy implementation has become a common issue among political executives (Anderson, 2015: 225). Without regular and precise legislation, political executives struggle to implement policies effectively (Kohler, 2015: 10). For example, weak economic growth in Gauteng Province has led to uncertainty in policy execution. Communities often perceive legal interference as either excessively harsh or insufficiently robust in meeting their service expectations (Sinko, 2016: 230). This perception has resulted in ineffective policy implementation by political executives across various institutions. Although they may have well-structured implementation plans, there is often a lack of consistency in delivering services to communities (Kohler, 2015: 10). The failure to track progress during policy implementation indicates a disconnect between political executives and their strategic objectives. Consequently, this disconnect has contributed to ineffective service provision across institutions, compounded by the complexities of provincial legislative provisions (Vries, 2019).

2.11 CONDITIONS DRIVING POLICY IMPLEMENTATION

According to Domer and Ward (2018), the conditions necessary for effective policy implementation are shaped by the perceptions, norms, and values within various institutions. These conditions reflect the intent of political executives to establish goals and tasks that align with their objectives (Mosehlana and Sebola, 2020: 87). Political executives engage to identify the essential conditions for policy implementation across different institutions (Drewry and Butcher, 2015: 176). Additionally, they create conditions that facilitate access to information related to service delivery (Magagula, 2019: 61). The factors influencing policy implementation are dynamic and can change depending on the institution's leadership (Tezera, 2019: 93). The three key conditions for successful policy implementation are communication, leadership, and response, which are explained in detail below.

- **Communication**

Communication is crucial for clarifying the objectives that political executives depend on to implement policies across various institutions (Jungan and Boogers, 2016: 35). It enables political executives to achieve consensus during the policy implementation process (Squire et al., 2020: 2). As noted by Faulenbach (2007), communication in policy implementation is guided by the rules and regulations that political executives adhere to within their institutions. Effective communication structures help political executives manage time and resources efficiently, thereby facilitating service delivery (Huitema et al., 2016: 3). Understanding the role of communication is vital, as it establishes the conditions necessary for political executives to engage with different institutions effectively. When implementing policies, political executives must ensure good governance by collaborating with one another (Tebane, 2018).

However, ineffective communication can hinder policy implementation, with some political executives neglecting to prioritize communication improvements (Van der Waldt, 2019: 17). This deficiency can lead to uncertainty and poor planning among political executives in various institutions (Mchunu, 2018: 16; Zulu, 2019: 25). Additionally, some political executives may lack the experience needed to effectively communicate policy implementation strategies (Kohler, 2015: 16). When political executives fail to utilize regulations in their communication, it complicates the policy implementation process (Malobela, 2019: 213). The overarching issue of overly optimistic expectations in different departments further complicates policy implementation in Gauteng Province, resulting in fragmented governance (Tshisevhe, 2017).

- **Leadership**

Leadership is a critical condition exercised by political executives in the implementation of policies across institutions (Tezera, 2019: 94). Effective leadership reveals the unique circumstances that political executives face in their institutions (Van Rensburg, 2014: 3). Skilled and knowledgeable political executives can effectively implement policies even with limited resources (Marume et al., 2016: 89). Recognizing the importance of effective leadership is essential for identifying the right institutions for service delivery (Khan, 2016: 9). Strong leadership fosters a sense of urgency in implementing policies under various conditions (Carlos and Sergio, 2019: 19).

However, complex issues such as deeply rooted inequalities can overshadow leadership effectiveness and hinder policy implementation (Zulu, 2019: 25). In some instances, ineffective leadership among political executives undermines the policy implementation process (Viennet and Pont, 2017: 11). For example, political executives may struggle to implement policies due to conflicting choices regarding service delivery (Lehohla, 2019: 18). A lack of specific knowledge necessary for effective implementation further complicates leadership efforts (Khandaker, 2016: 542). Additionally, insufficient leadership can result in increased costs and create weak internal controls within institutions (Baapogmah et al., 2015: 34). Resource allocation challenges also limit effective leadership in implementing policies within communities (Sithole, 2019: 13).

- **Response**

Response, as a condition of policy implementation, involves political executives assessing progress within their institutions (Ileri et al., 2020: 29). These responses encourage political executives to develop alternative strategies for delivering services to communities (Zhiying and Feng, 2016: 11). For instance, effective responses can enhance efficiency and effectiveness in policy implementation across Gauteng Province (Schuman, 2017: 6). Such responses also enable political executives to allocate resources equitably, improving the quality of service delivery and establishing a legacy of effective governance (Sinko, 2016: 230). It is essential for political executives to transition from merely creating plans to actively implementing policies across different departments (Viennet and Pont, 2017).

However, responses from political executives can be overlooked when institutions politicize the implementation of policies (Anderson, 2015: 225). This often leads to financial mismanagement and uncertainty during the implementation process (Sergio, 2019: 26). Poor public finance management can undermine the monitoring of policies executed by political executives. Moreover, limited resources can create uncertainty about how to effectively implement policies and support community development (Schuman, 2017: 6). Political executives have been criticized for their slow responses to community demands for improved services (Qaisar and Khan, 2010: 311). Additionally, varying political responses can influence the actions of political

executives, leading to differing ideologies during policy implementation (Seepe, 2019: 10).

2.12 THE DRIVERS OF POLICY IMPLEMENTATION

The drivers of policy implementation are essential for delivering goods and services across various institutions (Magagula, 2019: 61). These drivers are present in all institutions, regardless of the political executives responsible for implementing the policies (Loening-Voysey et al., 2018: 19). From a policy implementation perspective, effective political executives are needed to reshape mandates, resources, structures, and programs. Key examples of these drivers include public opinion, political decisions, and institutional capacity.

- **Public Opinion**

Public opinion plays a crucial role in the policy implementation process across institutions. It is defined as the collective attitudes, sentiments, or views held by communities regarding policy implementation (Soans and Abe, 2016: 23). Political executives rely on these opinions to guide their relationships and actions in implementing policies and delivering services (Anderson, 2015: 232). By considering public sentiment, political executives can better address the nuances of policy implementation (Marume et al., 2016: 87). They are tasked with analyzing public opinions from various communities to optimize their policy strategies (Irei et al., 2020: 29; Rabey, 2015: 32). For instance, understanding public opinion can foster personal growth for political executives during policy execution (Strehlenert, 2017). However, the implementation process can be complex, especially in departments across Gauteng Province (Tezera, 2019: 93). Political executives face unique challenges and opportunities that require tailored strategies for effective policy implementation, which also helps them develop valuable social skills and values (Vries, 2019).

If public opinions are misaligned with the policy implementation process, political executives may encounter significant challenges (Gleisner et al., 2021: 4). Such complexities can hinder effective policy implementation in Gauteng Province (Soans and Abe, 2016: 24). Moreover, if political executives fail to manage public opinion effectively, it can lead to inequalities and an overwhelming burden in policy execution across institutions (Kohler, 2015: 10). Delays in implementing policies often arise from

unfavorable public sentiment, resulting in uncertainty (Mahlangu, 2019: 12). For example, unpopular public opinions can create confusion during policy execution (Van der Westhuizen, 2018). Political executives who actively engage with communities can encourage participation in decision-making processes, enhancing policy implementation.

- **Political Decisions**

Political decisions are central to the policy implementation process across institutions. These decisions are defined as the choices made by political executives in the context of implementing policies (Waluyo, 2018: 4). Such decisions compel political executives to align with the policy implementation process to achieve desired objectives (Monyae and Motambo, 2019: 8). This perspective emphasizes the significance of political decisions in the context of implementing policies in Gauteng Province (Moatshe, 2019: 1). Political executives must consider the opinions and perceptions of the public when making these decisions (Magagula, 2019: 101). When political executives create the necessary conditions for implementation, they view policy execution as a positive step forward (Shockery, 2019). Previous research has suggested that political executives should be innovative and diligent in their decision-making to ensure effective policy implementation across various institutions. This process involves translating policy goals into actionable steps, providing clarity for future implementations (Wandolo, 2018).

Conversely, political decisions may not always consider the specific conditions surrounding the policy implementation process. According to Van der Waldt (2019: 44), political decisions often struggle to engage historically marginalized groups, such as women and youth, which can threaten effective policy implementation and lead to resource misuse (Brown, 2019: 14). If political decisions are not aligned with the policy implementation process, they can result in wasted time and uncertainty (Gleisner et al., 2021: 4). This uncertainty may undermine the capacity of political executives to implement policies effectively in Gauteng Province (Mahlangu, 2019: 12). Consequently, the decisions made by political executives regarding policy implementation become critical to service delivery. Additionally, political executives may struggle to connect policy implementation with creativity in Gauteng Province, hindering service provision (Wanki, 2015: 19). Some institutions have not embraced

the leadership of political executives, leading to a resurgence of strict bureaucracy in the province (Cloete et al., 2018: 151).

- **Institutional Capacity**

Political executives must recognize the importance of institutional capacity when implementing policies. This understanding is vital within the context of South African politics (Motshwana, 2018: 23). Political executives incorporate policy implementation across institutions to deliver services to communities. Institutional capacity is essential for balancing mutual interests during policy execution (Baapogmak et al., 2015: 28; Rothstein and Sarak, 2019: 22; Marume et al., 2016: 88). Political executives play a crucial role in linking norms and values to institutional capacity to ensure effective service delivery (Moatshe, 2019). Successful policy implementation requires clear leadership, a competent team, and the right political executives capable of making informed decisions within Gauteng Province (Rasethebe, 2019).

While acknowledging the need for sufficient institutional capacity, political executives often face challenges in managing conflicts of interest across different institutions (Mukand and Rodrick, 2020: 775). Previous studies have highlighted difficulties in linking institutional capacity to policy implementation (Mawela, Ochara, and Twinomurinzi, 2017: 144; Kohler, 2015: 10). Some political executives lack the persuasive power necessary for effective policy execution across institutions. Additionally, inadequate institutional capacity can lead to inefficiency and a lack of urgency in implementing policies (Mahlwazi, Sigba, and Seabe, 2019: 38). The lack of clarity within institutions further complicates the ability of political executives to implement policies, often due to the absence of effective intervention (Guerin et al., 2018: 20).

2.13 PROCEDURES FOR POLICY IMPLEMENTATION

Both political executives approach the policy implementation procedures with care; however, this issue extends beyond Gauteng Province (Ahmed and Dantata, 2016: 62). When policy implementation fosters sustainability, it can lead to a promising future for both political executives in Gauteng Province and for South Africa as a whole. Recently, some provincial entities have set positive examples by reorganizing their structures to facilitate effective policy implementation in Gauteng Province (Mokgathle,

2019: 10). The procedures for policy implementation were designed to address service delivery backlogs in the province. However, cultural insensitivity among political executives has negatively impacted the execution of policies across various institutions (Cloete et al., 2018: 151). This insensitivity has resulted in poorly executed strategies and created barriers to effective communication during policy implementation. The key components of the policy implementation procedures include content, context, capacity, and coalition, as illustrated in Figure 2.4.

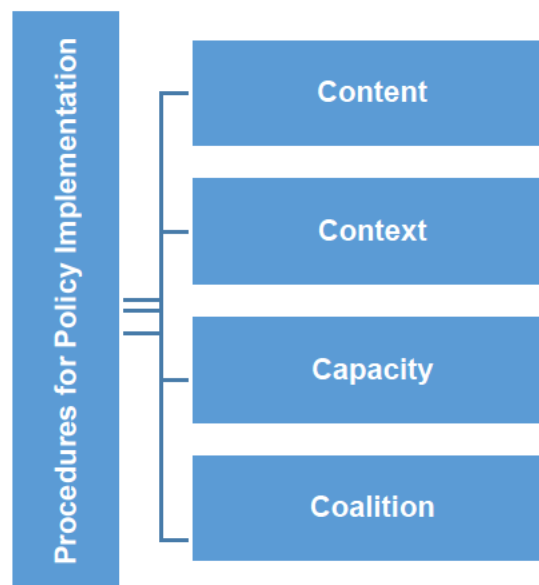


Figure 2. 4 Policy implementation

Source: Self-generated by the researcher

- **Content**

In this study, "content" refers to the information that enhances knowledge during policy implementation, helping to sustain stakeholder motivation in Gauteng Province (Malobela, 2019: 214). It encompasses the beliefs and values that political executives share while implementing policies (Maqhina and Mkhwanazi, 2019: 1). Furthermore, content assists political executives in navigating the complexities of policy implementation (Mokgathle, 2019: 10). It serves as a communication tool that allows political executives to address challenges encountered during policy execution (Lorincova, 2015: 388). For example, political executives focus on employing procedures to implement policies and promote equality within various communities (Mathebula, 2016: 217). Effective communication is essential for facilitating the

successful implementation of policy content among political executives in Gauteng Province (Graafland and Smid, 2019: 238). Systematic communication shares updates and feedback on implementation progress and policy milestones.

However, the assumptions surrounding content can limit policy implementation, particularly when skilled political executives are not retained in Gauteng Province. Ineffective consultation can hinder policy execution across institutions (Nancarrow, 2019). Additionally, unclear content may distract political executives from effectively implementing policies (Calland, 2020: 27). Some political executives' lack of confidence in their ability to implement policies affects the regulatory context and diminishes value across institutions (Cloete et al., 2018: 144). Excessive authority exercised by political executives can complicate service delivery efforts to various communities (Mhlwazi et al., 2019: 39). This has resulted in diverse perspectives on managing strategies within different institutions in Gauteng Province (Kabonga, 2018: 8). Consequently, the policy implementation process has become complex, with varying guides that slowly evolve to reach agreements in Gauteng Province.

- **Context**

The context of policy implementation is vital for political executives as they manage efforts across different institutions simultaneously. A well-defined policy implementation context fosters coherence and creates a successful environment for political executives in Gauteng Province. This context encompasses political, social, economic, and legal factors that reveal the ineffective development of political executives in various institutions (Malobela, 2019: 214). Thus, context serves as a guideline for political executives during policy implementation (Domer and Ward, 2018: 14). The context is linked to the pursuit of effective policy implementation in Gauteng, supported by relevant legislation. Moreover, the context brings together diverse perspectives, allowing for closer engagement among political executives during policy execution (Graafland and Smid, 2019: 231). The interplay between political executives can lead to the emergence of new and unplanned systems, highlighting the necessity for coherent legislation prior to full policy implementation.

However, the complexity of different institutions can undermine the accountability of political executives in overseeing policy implementation in Gauteng Province.

Unintended consequences, such as a lack of responsiveness from political executives, can arise (Imamura et al., 2015: 20). Contextualizing policy implementation might further marginalize communities due to the varying skill levels of political executives (Domer and Ward, 2018: 32). An overreliance on contextual factors to address past grievances can delay effective policy execution (Rabey, 2016: 80). For instance, ineffective organizational structures highlight inconsistencies in policy implementation by political executives (Viennet and Pont, 2017: 36). Additionally, differing priorities in policy execution can hinder the ability of political executives to deliver services, thereby increasing costs and creating barriers to effective policy implementation.

- **Capacity**

Capacity is critical for addressing challenges in policy implementation, as effective execution relies on the availability of sufficient resources (Ndaba, 2019: 9). The historical context of service delivery significantly influences institutional capacity (Signe, 2017: 19). Capacity is essential for managing cost-effectiveness during policy implementation across various institutions (Mahlangu, 2019: 10). Makinde (2015: 125) notes that political executives are ideally supported by communities in their efforts to implement policies. For example, having adequate human capacity allows for the efficient use of financial resources during policy execution (Maqhina and Mkhwanazi, 2019: 1). Political executives require sufficient human resources to make effective decisions regarding policy implementation (Gleisner et al., 2021: 10). Political objectives should ensure consistency by suggesting fixed-term positions for policy implementation, strengthening relationships within Gauteng Province. This highlights the need for a collaborative approach among political executives that focuses on building and maintaining relationships while managing complexity and interdependence.

Conversely, the capacity of political executives can be hindered by ineffective guidelines for policy implementation across institutions. Additionally, political executives often have limited time to identify ineffective policy practices (Zulu, 2019: 25). The rise of patriotism among political executives in Gauteng Province can compromise the use of oversight institutions during policy implementation (Illingworth, 2017: 8). Ineffective capacity can also lead to mismanagement in executing policies (Viennet and Pont, 2017: 36). For instance, unclear responsibilities among political

executives can undermine capacity development within different institutions (Malobela, 2019: 212). This situation indicates that some political executives do not receive preferential treatment in policy implementation (Mahlangu, 2019: 13). Additionally, political executives may hesitate to implement policies due to fears of potential litigation in various institutions (Anderson, 2015: 323).

- **Coalition**

Political executives can enhance policy implementation by forming coalitions with other parties represented in the Gauteng Provincial Legislature (Rasethaba, 2019: 20). Historically, such coalitions have been established by political executives across different institutions to improve policy execution (Feketha, 2019: 1). Coalitions are intentional agreements made by political executives to collaborate on policy implementation and service delivery (Kohler, 2015: 10). These collaborations improve communication among political executives during policy execution in Gauteng Province (Lehohla, 2019: 18). They facilitate the dissemination of information and help resolve disputes during the implementation process (Andrews, 2014: 5). Political executives are accountable for their actions during policy implementation, emphasizing the importance of coalition-building for enhancing policy execution across institutions (Domer and Ward, 2018: 11).

However, maintaining coalitions can be challenging, often leading to ineffective communication due to the workload associated with policy implementation (Seepe and Heller, 2019: 8). The reliance on coalitions can also introduce varying opinions, resulting in uncertainty across different institutions (Guerin et al., 2018: 20). Furthermore, coalitions may provide a platform for misunderstandings among political executives during policy implementation (Riskowitz, 2019: 21). For example, some political executives may rely on outdated guidelines, limiting resource allocation for effective policy execution (Mehlape, 2018). Coalitions typically involve interest groups, citizens, other government units, and political executives in the policy implementation process (Ndaba, 2018). Consequently, while the needs for policy implementation are clearly defined, they must remain realistic to align with the timeframes of political executives' tenures. This can lead some political executives to adopt varying ethical approaches to policy implementation in Gauteng, complicating their ability to manage conflicting responsibilities (Maquardt, 2018: 8).

2.14 ETHICAL CONSIDERATIONS IN POLICY IMPLEMENTATION

Ethics play a crucial role in the interactions among political executives across various institutions in Gauteng Province. For instance, ethical considerations have sparked interest among these leaders in organizing service delivery (Shockery, 2019: 1). Political executives, including the Premier, MECs, and DGs, are expected to act fairly, sensitively, and honestly during policy implementation, particularly in managing resources. Ethics is defined as the application of moral values to the behavior and actions of individuals involved in policy implementation (Motshwane, 2018: 19).

From a political standpoint, executives fulfill their responsibilities in accordance with ethical norms and public values, as outlined in Section 195 (1) of the Constitution of the Republic of South Africa (1996). This section mandates that legislation be executed based on ethical principles to effectively serve the community. Administratively, political executives leverage ethics to guide functional activities and ensure orderly policy implementation across various institutions (Gull, 2018: 34). This structured approach allows for thorough consideration of alternatives in service delivery (Howlett, McConnell, and Perl, 2016: 8; Wandolo, 2018: 11). Morally, ethics in policy implementation aim to enhance community social norms and adapt services accordingly (Shockery, 2019: 1).

However, there are four primary areas of concern regarding the ethical conduct of political executives:

1. **Legally Enforceable Agreements:** The relationships among political executives involve legally binding agreements that influence policy implementation in Gauteng Province (Candido and Santos, 2019: 10). These contracts, entered on behalf of the government, help focus on addressing problematic situations effectively.
2. **Contracts with Private Institutions:** The interactions among political executives suggest a framework for contracting with private entities in Gauteng Province (Kabonga, 2018: 8). This framework serves as a platform for public discourse on national and provincial issues through debates held in various institutions (Munzhedzi, 2017: 83).

3. **Community Engagement:** Political executives must engage with communities to minimize costs associated with policy implementation in Gauteng Province (Hudson et al., 2019: 4).
4. **Resource Allocation:** The interactions among political executives also involve predetermined costs related to the allocation of financial resources necessary for effective policy management (Guerin et al., 2018: 7). This engagement is vital for community involvement prior to political decisions that impact service delivery.

The ethical framework guiding policy implementation is constrained by the ability of political executives to manage unethical behavior within various institutions in Gauteng Province (Seepe and Heller, 2019: 8). Moreover, the processes for entering contracts often lack clarity and sufficient detail, which impedes the establishment of necessary conditions for effective policy implementation (Calland, 2020: 27). This ambiguity has made it challenging for political executives to enter contracts and support policy initiatives (Gleisner et al., 2021: 7). Unethical conduct manifests in forms such as selective information sharing, work overload, inappropriate delegation, and ineffective legislation, as elaborated further.

- **Selective Information**

South Africa's democratic strategy aims to address historical grievances, leading to divisions among tribal groups regarding ethical practices (Wandolo, 2018: 11). This division complicates the ability of political executives in Gauteng Province to effectively implement policies across various institutions. Political executives have resorted to utilizing selective information as part of their ethical approach to policy implementation, such as through audits in different institutions (Jamnik, 2017: 87). This selective information helps create a framework for actionable policy implementation with clear, tangible goals and allows for the delegation of tasks to other political executives, ensuring accountability (Oluwalola et al., 2022). Political executives rely on the information available to them to make informed decisions regarding policy implementation across various departments in Gauteng Province. Consequently, policies and programs are adapted to align with changing circumstances, which can lead to a diminished effectiveness in ethical practices during implementation (Puhakka, 2018).

Conversely, Marshall (2017) notes that the inability to manage selective information has rendered many institutions ineffective in upholding ethical standards during policy implementation. This has resulted in a lack of effectiveness across provincial institutions (Kohler, 2015: 15). For instance, poor financial management decisions by political executives hinder the implementation of policies designed to deliver services (Baker et al., 2016: 1596). Such issues prevent transparent communication among political executives, which is crucial for executing strategies that meet stakeholder demands.

- **Work Overload**

Political executives are given the responsibility to apply ethical practices in the implementation of policies across various institutions (Grigoropoulos, 2019: 171). Malobela (2019: 213) defines workload as the inability to manage the necessary tasks and activities for effective policy implementation. The workload is influenced by the strategies chosen by political executives for policy implementation (Carlos and Sergio, 2019: 26). This can result in political executives deliberately creating work overload through procrastination. Despite this, they are also averse to failure in executing policies meant to serve communities. In some cases, public servants may withhold information that could assist political executives in employing ethical practices effectively (Marshall, 2017: 2).

When political executives fail to implement policies, they may temporarily retain their positions, leading to increased workloads as they are perceived to use their influence to manage policy implementation (Ndalamba, 2018: 65). Overcoming inequality in policy implementation has proven challenging for political executives (Ravitch and Carl, 2016: 3). Successful policy implementation often relies on having appropriate tools, such as checklists, to identify challenges effectively. Frequent changes in policy initiatives can jeopardize the political executives' reputation and consistency in maintaining safe working practices (Morris and Rosenbloom, 2017). Consequently, political executives struggle to develop suitable policy responses for various departments (Rall, 2019). Ineffective policy implementation hampers the organization's ability to comply with laws and regulations, widening the gaps in policy execution due to issues with contracting services from private sector organizations, which undermines participation in certain institutions (Munzhedzi, 2018: 85).

- **Inappropriate Delegation**

Delegation of authority involves transferring power to others within the same institution or organization. In the context of policy implementation, those tasked with exercising this authority take on the responsibility of making ethical decisions regarding policy execution (Wandolo, 2018: 11). They have the ability to initiate reforms and act independently to ensure sustainable policy implementation (Mehlape, 2018). However, this can lead to financial challenges, such as mismanagement of funds allocated for policy implementation across various institutions (Okechukwu, 2018). Poor delegation practices can hinder efforts to deliver consistent services (Cloete et al., 2018: 58). Additionally, political executives often face criticism for failing to meet implementation requirements and for not taking responsibility for mistakes (Kresnaliyska, 2015: 46). Many do not adhere to established guidelines for policy execution, resulting in feelings of undervaluation among some political executives (Marume and Jubenkanda, 2016).

Conversely, some political executives may intentionally delegate authority to subordinates in a way that sets them up for failure, hoping to regain trust in the process (Marshall, 2017: 2). They may assign challenging tasks without providing adequate information or resources necessary for successful implementation (Chisango and Lesame, 2017: 52). The concentration of delegation power in the hands of political executives often serves their own interests (Marume et al., 2016: 91). This can lead to delays in policy implementation due to ineffective communication, creating uncertainty in Gauteng Province (Mahlangu, 2019: 12). For instance, a lack of coordination among political executives can demotivate them from effectively delivering services in the province (Cloete et al., 2018: 148). Additionally, monitoring and controlling policy implementation becomes challenging when resources are limited across different departments (Marquardt, 2018: 12). The skills of political executives may not always be sufficient to address the shortcomings in policy implementation, especially if they have not received effective training. This situation adds further strain to financially struggling departments as they attempt to track the progress of policy implementation in Gauteng Province (Okechukwu, 2019).

- **Ineffective Legislation**

Legislation, including the Constitution of the Republic of South Africa of 1996, plays a crucial role in guiding institutions in establishing ethical practices for policy implementation (Wandolo, 2018: 11). In a legal context, ethical conduct in policy execution must align with the Constitution to ensure that political executives can effectively fulfill their responsibilities (Gull, 2018: 34). While political executives may engage in both ethical and unethical actions during policy implementation, some legislation can be effective yet unpopular among them (Guerin et al., 2018: 9). Legislation is often seen as a key tool for resource allocation, facilitating proper coordination in policy execution (Sinko, 2016: 15). However, political executives sometimes exploit legislation to further their own ambitions, undermining the integrity of policy implementation across various institutions (Mathebula, 2016: 217).

Navigating complex bureaucratic processes and regulations can significantly impact how policies are implemented in the different departments of Gauteng Province (Ndalamba, 2018: 67). Conversely, rumors about changes in ethical practices can disrupt policy implementation aimed at delivering services in Gauteng Province. These rumors create divisions in the ethical framework guiding policy execution, particularly due to amendments in legislation (Saraskinsky and Fakir, 2019: 36). Both underuse and overuse of ineffective legislation can hinder policy implementation across institutions (Kohler, 2015: 10). This lack of coordination among political executives can stall efforts to deliver services effectively. As Lorincova (2015: 388) points out, ineffective legislation is frequently leveraged by political executives in various institutions. The absence of collaboration among political executives has led to growing discontent among communities, making it increasingly difficult to implement policies in Gauteng Province (Jonas, 2019: 34). This situation has resulted in rising costs and a lack of neutrality among political executives in their policy implementation efforts (Chisango and Lesame, 2017: 52).

2.15 DRAWBACKS FOR CONDITIONS OF POLICY IMPLEMENTATION

The conditions for effective policy implementation are hindered by inadequate institutional support from political executives. This lack of support includes poorly developed norms and regulations that are essential for guiding policy implementation across different institutions (Van der Waldt, 2018: 154). As a result, political executives struggle to remove political influences from the policy implementation process.

Furthermore, the challenges associated with policy implementation necessitate closer monitoring by political executives, which often leads to the politicization of service delivery (Guerin et al., 2018: 20). This politicization contributes to insufficient capacity among political executives, increasing the pressure on them within various institutions (Rosenberg and Wrinkler, 2017). Part of this pressure stems from the rapid expansion of knowledge required for coordinating valuable information among political executives in Gauteng Province (Cloete et al., 2018: 163). Consequently, some political executives postpone policy implementation due to the politicization of services. There is a lack of consensus on the favorable conditions that would support political executives in their efforts to implement policies across different institutions (Riskowitz, 2019: 21). Many political executives have struggled to work together effectively due to inconsistency in their policy implementation efforts (Kohler, 2015: 10). The role of political executives is further constrained by the inconsistent support from multinational entities, which hampers their ability to develop human resources for policy implementation (Rosenberg and Wrinkler, 2017). This situation has diminished the motivation of many political executives, as they spend limited time on resource allocation.

Political executives have not exercised their discretionary powers freely during policy implementation (Anderson, 2015: 323). A growing body of scholars has found it challenging to agree on effective policy implementation strategies due to the differing approaches adopted by various institutions (Riskowitz, 2019: 21; Cloete et al., 2018: 144). The implementation of policies becomes ineffective when political executives fail to grasp the intricacies of service delivery in different institutions (Kohler, 2015: 10). Additionally, some institutions do not adhere to appropriate norms and values, leading to contradictions in how political executives implement policies (Malobela, 2019: 212). The institutional context does provide opportunities for political executives to leverage policy implementation in various settings. However, this has also resulted in heightened awareness of the complexities involved in implementing policies under varying conditions, often monitored by different political executives (Rosenberg and Wrinkler, 2017). The inability of political executives to coordinate effectively stems from differing opinions on policy implementation across institutions (Mkhwanazi, 2019: 23).

Researchers examining policy implementation often find it challenging to identify the necessary conditions that enable political executives to deliver services effectively (Viennet and Pont, 2017: 36). Although recognizing the importance of understanding these conditions, political executives struggle to maintain consistency in service delivery to communities (Cameron and Milne, 2013: 17). This inconsistency is exacerbated by the inaccurate specification of political executives' interests in policy implementation across different institutions (Chisango and Lesame, 2017: 52). The lack of coordination has led to poor information flow among political executives, undermining their capacity to provide equitable services (Sharma et al., 2017: 8). Furthermore, the failure to execute effective strategies has resulted in instability during policy implementation across different institutions in Gauteng Province (Guerin et al., 2018: 20). Ineffective policy execution has contributed to poorly articulated or ineffective statutes utilized by political executives, providing them with a platform to inadequately implement strategies without proper guidance (Masuku and Jili, 2019: 1935).

2.16 SUPPORTING POLICY IMPLEMENTATION

The institutions responsible for policy implementation embody the ongoing commitment to democratic values, which communities view as liberal, even in the face of diverse cultural and religious beliefs encountered during the policy execution process (Srivastava, 2016: 40). In Gauteng Province, political executives utilize these institutions to implement policies in various ways. Importantly, policy implementation does not occur in isolation; rather, it requires specific instruments or institutions to effectively deliver services to different communities (Kohler, 2015: 14). The institutions involved in this policy implementation process are illustrated in Figure 2.5.



Figure 2. 5 Institutions supporting policy implementation

Source: Self-generated by the researcher

- **Gauteng Provincial Legislature**

The Gauteng Provincial Legislature (GPL) plays a vital role in the policy implementation process, challenging the idea that only political executives are responsible for delivering services to communities (Cloete et al., 2018: 144). This involvement promotes equitable power-sharing among political executives in policy execution. The GPL is composed of members of parliament from various political parties and constituencies, each contributing unique skills and knowledge essential for effective policy implementation. Often called Gauteng Provincial Legislators, they actively engage with the public to validate decisions made by political executives (Dorasamy, 2009: 57).

According to Magagula (2019: 90), the GPL has several key functions:

- Legislation Scrutiny:** Legislators analyze the laws that political executives use for policy implementation and community development. They also assess the performance of political executives throughout the policy execution process (Shongwe, 2019: 7).
- Resource Allocation:** Legislators ensure that adequate resources are allocated to stimulate economic growth following policy implementation. They also help coordinate

efforts among political executives to improve cooperative governance during this process (Madue, 2012: 431).

The GPL is equipped with oversight mechanisms to investigate any misconduct in policy implementation across various institutions within Gauteng Province. This oversight role is supported by Section 114 (2) of the Constitution of the Republic of South Africa (1996), which mandates the provincial legislature to create laws and oversee policy implementation (Cameron and Milne, 2013: 17; Munzhedzi, 2017: 82). Although the GPL mirrors the efforts of political executives and public servants in policy implementation, it remains a contentious institution. Political executives and public servants have criticized the GPL for insufficient resource allocation (Mkhwanazi, 2019: 6), particularly highlighting inadequate funding during the COVID-19 pandemic (Madumo, 2015: 162). Additionally, ineffective communication has hampered the GPL's ability to implement policies, leading to service delivery delays (Subban and Wissink, 2015: 50).

- **Provincial Departments**

Provincial departments in Gauteng Province are led by political executives with the assistance of public servants. Political figures, such as the Premier, appoint Members of the Executive Council (MECs) and Directors-General (DGs) to manage policy implementation and service delivery (Marquardt, 2018: 8). Political executives prioritize policy implementation to ensure that services effectively reach communities (Mathebula, 2016). However, changes in policies are often not communicated in a timely manner, which hinders political executives' ability to effectively utilize statutes and limits the development of knowledge and skills in Gauteng Province (Masuku and Jili, 2019: 1938). It is unlawful for any political executive to misuse their authority in policy implementation, yet cases of malpractice continue to occur in some departments without accountability. Political executives are expected to implement policies that uphold impartiality, fairness, and the rule of law in service delivery (Maqhina, 2019: 5). The roles of the Premiers, MECs, and DGs are illustrated and further explained in Figure 2.6.

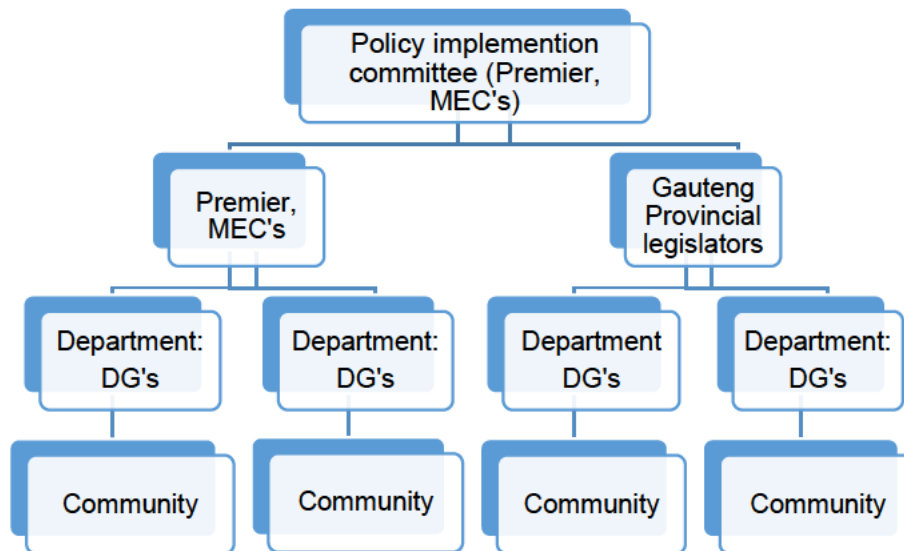


Figure 2. 6 Provincial departments

Source: Self-generated by the researcher

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Magagula (2019: 90) outlines several key responsibilities of the GPL:

a. **Legislation Scrutiny:** Legislators review the laws utilized by political executives to implement policies and foster community development. They also assess the performance of political executives throughout the policy execution process (Shongwe, 2019: 7).

b. **Resource Allocation:** Legislators ensure that adequate resources are allocated to support economic growth following policy implementation. They also facilitate collaboration among political executives to enhance cooperative governance (Madue, 2012: 431).

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- **Members of the Executive Council**

The Premier appoints MECs to implement policies across various departments to ensure effective service delivery to communities (Marquardt, 2018: 8). MECs are responsible for determining how decisions are made regarding policy implementation (Cloete et al., 2018: 28; Thornhill and Cloete, 2014: 68). They are dedicated to promoting efficient and effective policy execution (Grigoropoulos, 2019: 171) and

actively share values and information related to service delivery (Gumede, 2019: 8). However, MECs face challenges in implementing policies due to biases that lead to withholding relevant information (Maqhina, 2019: 6). This situation increases inefficiencies and uncertainty in service delivery (Kontrik et al., 2020: 124). Additionally, the effectiveness of MECs is undermined by the DGs' lack of coordination in executing strategies (Carlos and Sergio, 2019: 26). MECs often encounter policy restrictions and institutional biases that hinder their ability to deliver services (Onkware, 2015).

- **Director-Generals**

Director-Generals (DGs) are appointed by the Premier to implement policies within various provincial institutions (Cloete et al., 2018: 28). They are responsible for setting service standards and providing the necessary information for policy execution (Kohler, 2015: 10). DGs fill the gaps left by the Premier and MECs, facilitating policy implementation and service delivery to communities (Andrews, 2014: 41). This role promotes transparency and openness among political executives involved in policy implementation (Puhakka, 2018: 9). Additionally, DGs, appointed by the ruling ANC, manage resource allocation for policy execution (Tezera, 2019: 94). However, their ability to implement policies can be constrained by regulatory changes introduced by the Premier and MECs (Marquardt, 2018: 7). Some DGs face unclear responsibilities that impact community development and service delivery (Guerin et al., 2018: 9). For instance, limited access to resources during the COVID-19 pandemic hindered their ability to implement policies effectively (Van der Waldt, 2018: 154). Concerns regarding changes to expected policy implementations have raised doubts about how political executives manage backlogs in Gauteng Province (Mawele et al., 2017: 144).

- **Community**

Communities are the primary recipients of services delivered as a result of policy implementation by political executives (Jonas, 2019: 34). Political executives encourage community members to participate in decision-making processes related to policy implementation (Kabonga, 2018: 8). Engaging in dialogue with communities allows political executives to adopt and implement decisions effectively (Signe, 2018). Communities are often effective at gathering information to advocate for proposed

changes before policies are implemented (Squire et al., 2021). Ideally, political executives provide clear guidance on policy implementation, which helps reduce service delivery backlogs. Moreover, community involvement fosters coordination, with political executives acting on behalf of the communities to deliver services (Mthembu, 2020: 10). However, some information shared with communities by political executives may be deemed irrelevant if it does not align with their expectations (Sharma et al., 2017). It is unlawful for political executives to monitor policy implementation without adequately sharing information within their departments, which obstructs their ability to enforce rules and regulations effectively in Gauteng Province (Squire et al., 2021). Often, this leads political executives to intervene when they identify inefficiencies in policy implementation that affect service delivery (Cloete et al., 2018: 148). For instance, communities may refuse to support unpopular policies that excessively drain limited resources allocated for their implementation (Maqhina, 2019: 5).

- **Judiciary**

The judiciary, comprising judges and courts in South Africa, plays a crucial role in holding political executives accountable for their policy implementation, especially when their actions are influenced by various behaviors or attitudes (Seepe, 2019: 10; Dlamini, 2019). The judiciary encourages political executives to adhere to court rulings and implement policies in accordance with community expectations (Kohler, 2015: 16). However, the time required to reach judicial decisions can hinder timely policy implementation and service delivery (Cloete et al., 2018: 316). For example, the processes of investigating issues, attending court, and reaching decisions can delay development in certain areas (Seepe, 2019: 10). Additionally, judicial rulings can increase costs for political executives, leading to unanticipated expenditures for community development (Guerin et al., 2018: 24).

- **Interest Groups**

In South Africa's democratic framework, interest groups such as the Congress of South African Trade Unions (COSATU), the South African Communist Party (SACP), and Civil Society Organizations (CSOs) play a significant role in policy implementation (Ahmad and Dantata, 2019: 61). These groups often have structured approaches to

express their views or opinions, either to support or oppose the policies implemented by political executives (Stoltzfs, 2020). As Tshisevhe (2017) suggests, interest groups are formally organized based on shared concerns and aim to influence policies favorable to political executives. All interest groups are motivated by the desire to implement policies that benefit their causes while remaining loyal to their organization and advocating for their members' interests (Waluyo, 2019). However, participation in interest groups can be time-consuming, leading to disagreements on policy implementation strategies (Domer and Ward, 2018). This can result in poor communication during the implementation of policies, stemming from inadequate consultation within provincial structures (Twala and Kompfi, 2012: 180). Additionally, interest groups may provide limited guidance to political executives regarding policy implementation and service delivery (Baker et al., 2016: 1596). For example, insufficient resources allocated to these groups can hinder their ability to monitor policy implementation effectively and limit service provision (Cloete et al., 2018: 172). They primarily focus on influencing policy implementation, often functioning as 'pressure' or 'lobby' groups with limited capacity to exert influence on political decision-makers (Dunnes, 2017).

2.17 NATIONAL DEPARTMENTS

Many national departments provide essential support to political executives in their policy implementation efforts. Key departments involved in this process include the Department of Cooperative Governance and Traditional Affairs, the Department of Public Service and Administration, and the Department of Monitoring and Evaluation (Andrews, 2014: 9). These national departments offer guidance through advice and regulations to assist political executives in implementing policies (Baker et al., 2016: 1596). Below are detailed descriptions of these departments.

- **Department of Cooperative Governance and Traditional Affairs**

The Department of Cooperative Governance and Traditional Affairs (COGTA) focuses on implementing policies aimed at community development (Magagula, 2019: 93). COGTA fosters a culture of honesty, fairness, and commitment among political executives (Rieger, 2015: 76) and encourages public participation to bridge gaps between traditional authorities and political executives (Andrews, 2014: 8). By

promoting impartiality and respect for traditional authorities, COGTA seeks to neutralize differences in policy implementation (Feehily, 2019: 94). However, the department faces challenges in engaging communities on issues that affect policy delivery (Imurana et al., 2014: 201). Limited participation is often due to inadequate resource allocation for effective policy implementation and service delivery (Thornhill and Cloete, 2014: 19). Moreover, weak budgeting across institutions hampers their capacity to implement policies effectively (Gabela et al., 2015: 53). Mismanagement of public finances has also led to failures in economic development and ineffective policy execution (Subban and Wissink, 2015: 35).

- **Department of Public Service and Administration**

The Department of Public Service and Administration (DPSA) enhances the implementation of policies across various institutions (Thornhill, Van Dijk, and Ile, 2014: 109). The DPSA acts as an oversight body, coordinating responsibilities and improving knowledge regarding policy execution (Magagula, 2019: 92). It utilizes systems, processes, and regulations to facilitate service delivery (Rieger, 2015: 94). Political executives are encouraged to foster public participation to align with community interests (Kresnaliyska, 2015: 45). However, ongoing conflicts over policy legitimacy with other departments hinder the DPSA from obtaining adequate resources for effective policy implementation (Hudson et al., 2019: 4). The DPSA often dismisses input from other departments that could enhance community development (Gabela et al., 2015: 54). Additionally, the DPSA's autonomy in policy implementation is weakened due to a lack of established relationships (Feehily, 2019: 95), which further limits the effectiveness of political executives (Cloete et al., 2018: 146).

- **Department of Monitoring and Evaluation**

The Department of Performance Monitoring and Evaluation (DPME) focuses on the monitoring and evaluation of policies to ensure effective service delivery to communities (Magagula, 2019: 94). The DPME encourages community involvement in decision-making processes to gather information about policy implementation (Van der Waldt, 2018: 28). It also promotes interaction among political executives responsible for implementing policies in various institutions (Mahmood et al., 2021). The DPME emphasizes both public and individual accountability in community

development efforts (Lewis, 2015: 408). However, the political executives' lack of responsibility in community development hampers the DPME's efforts (Dorasamy, 2010: 58). The department has faced challenges in monitoring and evaluating policies effectively (Mphahlele, 2018: 9). Additionally, the DPME frequently replaces political executives who fail to implement policies and support community development (Webb, 2015: 101). Changes to the provisions of the Constitution of the Republic of South Africa Act 108 of 1996 also impact the ability to implement policies aimed at community development (Jonas, 2019: 34).

2.18 OTHER INSTITUTIONS IMPLEMENTING POLICIES

Oversight institutions play a critical role in exposing unreliable and ineffective policy implementation by political executives responsible for service delivery (Kabonga, 2019: 13). These institutions investigate malpractices, maladministration, abuse of power, and corruption that impact policy execution (Rosenberg and Wrinkler, 2017). Below are detailed descriptions of oversight institutions involved in policy implementation in Gauteng Province.

- **Auditor-General of South Africa**

The Auditor-General of South Africa (AGSA) is a national institution with jurisdiction over all levels of government—national, provincial, and local—responsible for policy implementation. Its primary objective is to instill institutional values, ensuring that policy execution is not solely determined by political executives (Mathebula, 2016: 214). The AGSA conducts investigations into decisions made by political executives when implementing policies across various institutions in Gauteng Province (Maqhina, 2019: 6). It scrutinizes the management of public finances during policy implementation to ensure effective service delivery to communities. Additionally, the AGSA promotes consensus among political executives regarding the core values that guide policy implementation, contributing to the preservation of necessary financial management skills (Graafland and Smid, 2019: 231). However, many scholars view the AGSA as a complex institution that often lacks clarity regarding policy implementation across different institutions (Mathebula, 2016: 214; Nkuna, 2011; Guerin et al., 2018: 9). This complexity makes it challenging to evaluate the decisions made by political executives during policy execution.

- **Provincial Standing Committee on Public Accounts**

The Provincial Standing Committee on Public Accounts (PSCOPA) was established by the GPL to reduce the time and costs associated with debating policy implementation issues among Members of Parliament (MPs). The PSCOPA's procedures support the implementation of policies aimed at improving service delivery (Baapogmak et al., 2015: 29). Furthermore, the PSCOPA fosters dialogue between political executives and communities regarding policy implementation (Moatshe, 2019: 1). The work of the AGSA aligns with community demands for service delivery and reflects the prevailing values of political executives. However, changes in policy implementation tend to be incremental rather than transformative, identifying responses that could threaten effective execution. While the need for MPs in the GPL is recognized, understanding the PSCOPA's role in policy implementation is challenging due to its exclusive powers, which are often not exercised effectively (Dube, 2017). For example, some political executives may disregard procedural fairness (Feketha, 2019: 13), leading to misunderstandings about how to apply constitutional provisions during policy implementation (Munzhedzi, 2017: 85).

- **National Prosecuting Authority**

The National Prosecuting Authority (NPA) is a national institution tasked with investigating malpractices in policy implementation across different institutions. Its relevance increases when political executives engage in inappropriate manipulation of stakeholders during the implementation process (Band, 2018: 4). The NPA has successfully prosecuted some political executives for mismanaging public finances intended for policy execution (Vries, 2019: 18). The effectiveness of the NPA is linked to political executives adopting a participatory approach in policy implementation (Masinga, 2019: 4), which allows the NPA to align with national expectations for interdependence and distinctiveness. However, the NPA's limited interaction with political executives can diminish its effectiveness in various institutions, as noted by Candido and Santos (2019: 19) and Mathebula (2016: 215). Furthermore, the NPA's limited powers can delay policy implementation, as legal proceedings often take considerable time to resolve (Desai and Vahed, 2017: 40).

- **Office of the Public Protector**

The Office of the Public Protector (PP) serves as a national institution reflecting the values of political executives during policy implementation. Established as a cornerstone of democracy, the PP investigates allegations of malpractice, mismanagement, and corruption involving public finances (Desai and Vahed, 2017: 33). It strengthens constitutional democracy by addressing improper conduct among political executives (Magagula, 2019: 89). The influence of the PP can vary depending on its leadership, with the individual in charge asserting authority over political executives in various provinces (Van der Walddt, 2016: 65). However, the PP faces numerous challenges, including limited resources, understaffing, and institutional capacity issues that hinder effective investigations into malpractices (Desai and Vahed, 2017: 33). Scholars such as Rall (2019: 2), Mchunu (2019: 13), and Sinko (2016: 231) argue that these issues contribute to ineffective policy implementation across different departments in Gauteng Province. Additionally, the PP's lack of cooperation with other national institutions, such as the NPA, adversely affects policy implementation in institutions led by political executives (Desai and Vahed, 2017: 33).

2.19 OVERALL DRAWBACKS OF INSTITUTIONS IMPLEMENTING POLICIES

The political executives in Gauteng Province face a complex process in policy implementation, often requiring a lengthy series of steps (Graafland and Smid, 2019: 236). While there have been some successes regarding timing and management, a significant drawback is the conservative nature of the institutions involved, which tend to focus on maintaining the status quo (Sinko, 2016: 4). The challenges to effective policy implementation are diverse and multifaceted, stemming from conflicting ideologies, insufficient capacity within state institutions, corruption, and poor governance at local levels. These issues create barriers for political executives in executing policies across various institutions (Anderson, 2015: 323). Below are some of the key drawbacks elaborated.

- **Loss of Privacy**

Many political executives struggle to maintain their privacy when sharing information about policy implementation (Graafland and Smid, 2019: 236). This loss of privacy becomes a significant concern when it involves the disclosure of personal information. Increased pressure on institutions to execute policies has resulted in a diminished

sense of privacy for political executives, which can lead to maladministration in various institutions (Rosenberg and Wrinkler, 2017). Without privacy, the pressure to conform can hinder individuals from forming their own values and beliefs; for instance, living in a large family or group without privacy may compel someone to adopt the prevailing views of the group (Van der Waldt, 2016: 65). Additionally, some institutions have seen political executives reallocating financial and human resources to implement policies (Sharma et al., 2017: 8).

Different types of privacy—defensive, human rights, personal, and contextual—can be compromised when information is inadequately protected. Poor access to information often results in data privacy breaches, further complicating policy implementation in Gauteng Province (Mukand and Rodrick, 2020: 765). The processes involved in managing sensitive information frequently represent the weakest link in privacy and security, leading to increased public service delivery protests (Seepe, 2019: 10) and damaging the reputations of political executives.

- **Long-term Policy Implementation**

Long-term policy implementation refers to the process of converting policies into actions and results over an extended period through various projects and programs in Gauteng Province (Mehlape, 2018). Political executives are influenced by public opinion, economic conditions, technological advancements, and interest groups, including NGOs. This dynamic can either bolster or undermine their efforts to deliver services (Moravasik, 2019: 5). The needs of the community are vast, and institutional constraints have hindered the long-term implementation of policies, complicating the political executives' ability to meet these needs. Changes among political executives often disrupt ongoing policy initiatives, leading to a recognition of the benefits of consistent implementation across South Africa (Viennet and Pont, 2017: 11). Concerns over long-term implementation have also led to entrenched corruption among political executives (Mathebula, 2016: 217), revealing organizational barriers, including vision, personnel, resources, and management challenges that impede effective policy execution in Gauteng Province (Graafland and Smid, 2019: 236).

- **Risk of Unpredictability and Instability**

Political executives in Gauteng Province encounter significant unpredictability and instability during policy implementation (Mukand and Rodrick, 2020: 768). These risks affect institutional operations when new policies are introduced. The nature of unpredictability varies across institutions, with some political executives adopting more liberal approaches regardless of their political affiliations (Kabonga, 2018: 8). This variability can lead to positive outcomes in certain areas, as political executives strive for reliable results through monitoring and evaluation (Mathebula, 2016: 217). However, the failure of policy implementation often stems from poor planning and miscommunication. A lack of teamwork can lead to inadequate execution of policies (Mukand and Rodrick, 2020: 770). Instances of underutilized policies and financial mismanagement have plagued the region. Political executives have made errors in policy implementation due to unpredictability, with institutional support often lacking due to organizational challenges such as leadership delays (Twala and Kompi, 2012: 182). Unstable labor relations further complicate the implementation process, especially during misunderstandings between institutions (Sarakinsky, 2019: 36). This instability has sometimes led political executives to impose their views on institutions, utilizing limited resources in Gauteng Province (Riskowitz, 2019: 21; Cloete et al., 2018: 144). Such breakdowns have resulted in adversity for political executives, culminating in poor service delivery (Subban and Wissink, 2015: 44). Without integrating risk management into policy execution, political executives have struggled to learn from their experiences, leading to long-lasting negative effects on policy implementation across Gauteng Province (Mahlangu, 2019: 12).

2.20 PUBLIC POLICY ANALYSIS

Public policy analysis posits that the primary motivation of political executives is to maintain their power and secure their positions (Mehlape, 2018). These executives prioritize the retention of their authority, recognizing that failure to implement policies effectively could lead to their removal from office. Their main concern is often about regaining or preserving power (Munzhedzi, 2017: 83). Decisions made by political executives are influenced by various political ideologies that govern institutions in Gauteng Province. Additionally, effective policy analysis enhances awareness and responsibility in the implementation of policies across different departments. This has prompted some political executives to emphasize accountability in order to improve

the corporate image of the Gauteng Provincial Government (Cloete et al., 2018: 426). Moreover, political executives may risk losing their positions due to shifts in policies, strategies, and institutional restructuring within Gauteng Province (Cloete et al., 2018: 100). To some extent, personal beliefs also shape the approach of political executives toward policy implementation and service delivery. This pattern is observed not only among political executives in South Africa but also globally (Mukand and Rodrick, 2020: 778). While political executives are motivated differently across various institutions, the management of policy analysis varies as well. To fully understand policy analysis, it is essential to examine scholarly definitions, planned and unplanned power clusters (which represent different levels of policy analysis), the dimensions of policy analysis, and their overall effectiveness, as outlined below.

2.20.1 Defining policy analysis

Various scholars have offered distinct definitions that help illuminate how political executives implement policies across different institutions. Oni (2016: 325) defines policy analysis as the process of generating comprehensive knowledge about proposed or actual policies enacted by political executives. Similarly, public policy analysis is described as a systematic examination of alternative policy options, along with the collection and integration of evidence supporting or opposing each option (Serban, 2015: 4). Thus, policy analysis allows political executives to evaluate different policy alternatives as they work to deliver services to communities. It also encourages community engagement in decision-making processes, which fosters trust and enhances effective service delivery (Calland, 2020: 27). This engagement ensures that policy analysis is informed by the perspectives and directives of political executives responsible for resource allocation (Heller, 2019: 8).

2.20.2 Elements of policy analysis

The three key elements of public policy analysis are problem definition, goals to be achieved, and policy instruments, each of which is explained in detail below.

- **Problem Definition**

It is crucial for political executives to provide clear and contextual understanding of public policy analysis (Larincova, 2019: 388). Public policy analysis serves to clarify

the implementation of policies across various institutions (Cloete et al., 2018: 100). Clearly defining public policy helps avoid ambiguity and misconceptions during the implementation process (Marume, 2016: 10). This clarity also aids in establishing relevant definitions for concepts related to public policy analysis within different departments. As a result, public policy analysis evaluates the effectiveness of political executives in achieving successful policy implementation to deliver services (Ibrahim and Daniel, 2019: 370). Political executives hold a historical position, which can become compromised by untimely policy changes in Gauteng Province. This has resulted in limited involvement from political executives, contributing to a decline in the economic base and complicating the implementation of policies across institutions (Grabner and Ghorbani, 2019: 4). When political executives lack a clear understanding of public policy analysis, their perceptions, norms, and values may be adversely affected during policy implementation (Ibrahim and Daniel, 2019: 370). The centralization of decision-making in Gauteng Province has led to a lack of accountability among political executives and insufficient consultation, with institutional capacities often obstructing access to essential information. Consequently, some political executives struggle to share information, which hinders their ability to implement policies effectively across various departments (Gabela et al., 2015: 54). This situation increases the likelihood of ineffective communication regarding policy analysis in different institutions (Rosenberg and Wrinkler, 2017).

- **Goals to Be Achieved**

The primary aim of public policy analysis is to ensure that policy implementation is not restricted to specific institutions. Consequently, defining clear goals has led to increased financial support for political executives engaged in policy analysis (Marume et al., 2016: 13). It has become standard practice for political executives to clarify the goals they aim to achieve when implementing policies across various institutions (Nzimakwe, 2015: 65). Thus, political executives analyze policies—both implemented directly and indirectly—to regain power and secure their positions (Kontnik et al., 2020: 116). Improvements in the quality of political executives have focused on identifying existing gaps in the provision of information necessary for policy implementation in Gauteng Province. This proactive approach helps mitigate the decline in political executives' effectiveness (Ibrahim and Daniel, 2019: 370). However, unclear goals

can undermine the efforts of political executives to concentrate on policy implementation across different departments (Hudson et al., 2019). This lack of clarity results in limited communication among institutions, which often fail to acknowledge the advantages of thorough policy analysis (Subban and Wissink, 2015: 40). Consequently, there can be overlaps in statutory provisions and a deficiency in knowledge and skills related to policy implementation across departments. These issues can differ based on the electoral process and appointments of political executives, influencing the political and socio-economic landscape of Gauteng Province (Munzhedzi, 2017: 83).

- **Policy Instruments**

Policy instruments are employed in complex situations when analyzing policies implemented in various institutions within Gauteng Province. They represent the techniques used by political executives to execute policies that provide services to communities (Thornhill, Van Dijk, and Ile, 2014: 31). These instruments are designed to facilitate interventions during public policy analysis. For example, they may support economic deregulation to enhance policy implementation and service delivery (Maughan, 2019: 4). From the perspective of policy implementation, these instruments help political executives analyze policies to encourage compliance across different institutions (Nzimakwe, 2015: 65). This approach allows political executives to respect the norms and values of the institutions involved in service delivery.

Unfortunately, the effectiveness of policy implementation can be hampered by the limited information available to political executives (Carlos and Sergio, 2019: 23). This information gap restricts their ability to determine how, when, and by whom policy implementation is monitored in various departments in Gauteng Province (Kontnik et al., 2020: 118). Policy instruments play a crucial role in monitoring policy implementation for political executives involved in addressing barriers. Both intended and unintended consequences of these instruments can negatively impact policy execution, leading to decreased support from stakeholders in Gauteng Province (Kariuki and Reddy, 2017). Consequently, public policy analysis can be divided into two categories: planned and unplanned, which are explained in detail below.

2.20.3 Planned policy analysis

The analysis of existing policies is primarily descriptive, aiming to clarify the process of policy implementation and its impact on community development (Mehlape, 2018: 327). For instance, effective policy implementation involves the authoritative allocation of resources to regulate service delivery. Additionally, policy analysis serves as a means of communicating established knowledge within various communities (Hollenbaugh and Everett, 2013: 285). It seeks to predict the potential effects of a policy before its implementation (Oni, 2016: 325). Planned policy analysis reflects the interests of political executives as they implement policies across different institutions (Zulu, 2019: 36). Public policy analysis enhances the quality of information available, ensuring accurate insights into policy implementation in Gauteng Province (Gabela, Inderpal, and Karodia, 2015: 54). This process involves the careful transmission, reception, and preservation of information to promote consistency in policy execution. However, legal frameworks governing policy implementation can hinder effective resource allocation across various departments, affecting critical path analysis. The examination of existing policies is also influenced by negative social conditions, such as inequitable service distribution (Selane, 2018: 15). For example, the analysis may suffer from incomplete information necessary for effective implementation in Gauteng Province (Gleisner et al., 2021: 10). This situation can lead to simplified and rapid iterations in policy implementation, ultimately undermining political executives' efforts to collaborate closely with stakeholders in the region.

Furthermore, analyzing existing policies can create discomfort among political executives who rely on various networks for implementation (Asumeng and Osa-Larbi, 2015: 32). The challenging circumstances faced by political executives can skew perceptions of policy implementation success across different departments in Gauteng Province. To mitigate subjectivity and bias, it is crucial to avoid information overload during the policy implementation process (Cloete et al., 2018: 164).

2.20.4 Unplanned policy analysis

The analysis of new policies is prescriptive, focusing on the development of new proposals aimed at enhancing policy implementation and service delivery (Lebona, 2013: 5). Political executives who fail to improve the execution of policies in Gauteng

Province are significantly impacted. Additionally, policy analysis is valuable as it enables early implementation of policies to provide services to various communities (Oni, 2016: 325). For instance, political executives analyze new policies to facilitate service delivery (Mehlape, 2018: 327). Moreover, unintended policy analysis involves implementing strategies to address service delivery gaps across different institutions (Rabey, 2015: 10). Accurate information is essential for political executives as they analyze and implement new policies (McKaiser, 2019: 23). However, policy analysis often does not equip political executives with a clear understanding of the effectiveness of their decisions regarding policy implementation and service delivery (Cloete et al., 2018: 172). Some political executives fail to adhere to the minimum standards required for policy implementation across various departments. For example, inadequate resources and high implementation costs can severely impede service delivery to communities (Jonas, 2019: 34). Frequently, analyzing new policies leads political executives to make uncertain and complex decisions (Gleisner et al., 2021: 10). This complexity makes it challenging for them to comply with legal requirements during the implementation of policies aimed at delivering services (Mathebula, 2016: 217). Ineffective planning for policy implementation further hampers the ability of political executives to apply appropriate strategies to assess the situation effectively.

2.20.5 Dimensions for analysing policies

Public policy analysis is influenced by beliefs and ideologies, within which political executives implement policies (Lebona, 2013: 5). This framework allows political executives to interact directly or indirectly during policy implementation across various institutions. The analytical dimensions of policies can be categorized into effects and implementation, as detailed below.

- **Political Dimensions**

Political executives consider two main elements within the political dimensions when implementing policies: legitimacy, which leads to effectiveness, and the responsibility to make informed decisions. The political landscape in Gauteng Province necessitates that political executives analyze public policy across different institutions (Sinko, 2016: 232). For example, these political dimensions guide the analysis of policies in various

institutions (Okechukwu, 2019: 14). They enhance political executives' efforts to build relationships while implementing policies (Levall and Prejer, 2013: 2). Thus, the political dimensions create an environment conducive to implementing policies that deliver services to communities (Junjan and Boogers, 2016: 32). However, these dimensions can lead to the politicization of public policy analysis within institutions responsible for service delivery (Haruna and Kofi, 2014: 196). For instance, they may contribute to procrastination in analyzing policies among different provincial entities (Craker, 2019: 18). Furthermore, the lack of consultation with political executives during policy implementation has fostered a perception among communities that service delivery is politicized (Brown, 2019: 14). Improper incentives allocated to political executives have also resulted in poor communication (Mukand and Rodrick, 2020: 768). The failure to effectively track policy implementation has disrupted execution efforts in Gauteng Province (Mehlape, 2018). Changes in political leadership, due to retirements and transfers, have exacerbated these issues, inflating costs and limiting resources for policy implementation across institutions.

- **Social Dimensions**

The social dimensions promote social integration among various cultural groups involved in policy implementation, contributing to community development (Tezera, 2019: 94). As these social dimensions evolve, political executives adopt different norms and values when analyzing policies across institutions (Cloete et al., 2018: 312). This adaptability fosters consistency among political executives in delivering services to communities (Qarashay and Azubi, 2018: 260). Additionally, these dimensions facilitate interactions between political executives and public servants during policy implementation, increasing engagement with communities (Mougalian, 2016). However, as social dimensions expand, political executives may struggle to implement policies effectively across different institutions in Gauteng Province (Van Wyk et al., 2016: 642). The increasing needs of communities complicate the analysis of policy implementation (Kontnik et al., 2020: 116), often undermining political executives' ability to execute policies (Feketha, 2018: 2). This situation creates uncertainty for political executives when assessing policy implementation in various departments (Desai and Vahed, 2018: 44). Furthermore, limited resource allocation to different communities hampers both policy analysis and effective implementation

(Marume et al., 2016: 90). Conflicts of interest among political executives can arise from divergent opinions and competition for resources, which may diminish recognition of their efforts to implement policies, especially as community lifestyles evolve (Mukand and Rodrick, 2020: 778). Such conflicts often lead to ineffective political behavior, increasing organizational politics in Gauteng Province.

- **Economic Dimensions**

The economic dimension encompasses all economic events that are of significant interest to political executives involved in policy implementation in Gauteng Province. This dimension is believed to restore political executives' confidence in guiding policy implementation to deliver services (Maqhina, 2019: 5). For example, it determines the financial resources necessary for analyzing policies executed by political executives (Riskowitz, 2019: 21). This dimension emphasizes the importance of creating value responsibly for stakeholders, ensuring energy efficiency and quality, promoting ethical behavior, and managing risks effectively. Additionally, political executives analyze policies with the aim of reducing poverty across different institutions (Kohler, 2015: 15). Proper allocation of financial resources is crucial for political executives to implement policies and attract investment to Gauteng Province (Kiparsky et al., 2017: 9). Conversely, economic dimensions can be hindered by overambitious political executives who fail to follow proper procedures during policy analysis (Haruna and Kofi, 2014: 196). For instance, inadequate procedures to investigate financial mismanagement during policy implementation can complicate the analysis (Maphumulo and Bhengu, 2019: 2). Furthermore, the mismanagement of public institutions makes it challenging to analyze policies effectively (Maqhina, 2019: 7). Strict procedures employed by political executives can also restrict policy implementation across institutions, leading to communication barriers (Mehlape, 2018). Various factors contribute to economic dimensions, including opposition from key stakeholders and insufficient human or financial resources for policy implementation in Gauteng Province. This situation has resulted in unclear operational guidelines and roles for policy implementation, which can diminish recognition of political executives' efforts and be affected by changing community lifestyles (Mukand and Rodrick, 2020: 780).

2.20.6 Levels of policy analysis

Policy analysis is defined as the process of identifying potential policy options that can address specific problems and comparing these options to select the most effective, efficient, and feasible solution (Fourie, 2019: 24). Effective policy analysis hinges on empirical research, utilizing both qualitative and quantitative data. Personal interviews with political executives provide valuable legislative context and insights into how proposed policies will impact community members, their potential economic and budgetary effects, and the surrounding legal and political landscape (Marshall et al., 2017). The levels of policy implementation—political, executive, administrative, and technical—are explored in detail below.

- **Political Level in Policy Analysis**

The political level of policy implementation varies significantly. Some political executives may adopt more liberal views, which can limit policy implementation due to differing political ideologies (Mosehlana and Sebola, 2020: 90). Political leadership is essential at all institutional levels to facilitate effective policy implementation. Political executives are expected to foster stability and effectiveness, providing a framework for analyzing policies in various institutions (Fourie, 2019: 24). For instance, accountability among political executives can reduce the costs associated with analyzing policy implementation for service delivery (Rieger, 2015: 61). Appropriate leadership is crucial for reshaping mandates, resources, structures, and programs that support policy implementation (Lewis, 2015: 408). The political leadership landscape consists of a network of ideas and interests that must be communicated both internally and externally (Lehohla, 2019). Unfortunately, political leaders who lack accountability can hinder policy implementation across institutions, affecting service delivery to communities (Marume et al., 2016: 90). This sentiment is echoed by Marquandt (2018: 7) and Rieger (2015: 61), and it is evident in various institutions throughout Gauteng Province (Ndaba, 2019: 1). For example, inadequate resource allocation limits political executives' capacity to analyze public policies effectively across institutions tasked with service delivery (Feehily, 2019). Poor management within these institutions has led to underperformance, where policy analysis can impede service delivery (Soans and Abe, 2016: 20).

- **Executive-Level Policy Implementation**

The political executive is a critical branch of government in Gauteng Province, essential for effective policy execution (Mehlape, 2018). This branch implements laws and policies established by parliament or legislative assemblies and plays a key role in overseeing other political executives. Effective policy implementation requires strong leadership, planning, decision-making, and communication skills (Soans and Abe, 2016: 20). The policy implementation sector is empowered to direct legislative use, develop new policies, and coordinate efforts with the Gauteng Province to prepare and initiate legislation. Implementing laws and upholding judicial decisions are fundamental responsibilities of this sector (Rothstein and Soark, 2017: 15). Political executives in Gauteng Province are expected to provide effective leadership during policy implementation to foster community development (Ireru et al., 2020: 30). Leadership is defined as the ability to influence political executives to execute policies and deliver expected services (Tezera, 2019: 94). For instance, feedback from communities can strengthen political executive leadership during policy implementation (Sidimba, 2019: 11). Barriers to policy implementation often stem from various causes, including opposition from key stakeholders and inadequate human or financial resources. Political executives frequently fail to clarify operational guidelines or define roles and responsibilities for implementation, leading to conflicts with other institutions (Lawrenz, 2020: 14). This perspective is supported by the existence of power clusters, which can undermine policy implementation in Gauteng Province.

- **Power Clusters of Policy Analysis**

Power clusters consist of political executives assigned to different institutions and public servants working in Gauteng Province. These clusters facilitate policy implementation and guide political executives in delivering services (Campbell, 2017: 52). Power clusters can be defined as tools for enhancing interorganizational collaboration in policy execution (Cloete et al., 2018: 100). They encourage political executives to share their knowledge of public policy analysis. The presence of power clusters aids in diffusing power and fostering relationships during policy implementation (Mehlape, 2018: 328). This collaboration can help align political executives on how to implement policies and reduce conflicts of interest in certain institutions. However, power clusters face challenges due to a lack of clear goals for

policy analysis across institutions (Wanki, 2015: 19). For example, a lack of consensus may inhibit effective communication among political executives (Sidimba, 2019: 9). Additionally, the inability of political executives to consult with the national government can diminish the credibility of public policy analysis (Malobela, 2019: 213). Changes in guidelines due to the COVID-19 pandemic have further complicated public policy analysis (Cloete et al., 2018: 396), increasing risks and creating ambiguity in policy analysis across institutions.

- **Administrative Level Policy Implementation**

Political executives provide essential administrative support for implementing policies aimed at community development (Gumede, 2019: 8). Public servants manage unpredictable situations that may arise during policy execution (Erickson and Noorman, 2018: 2). They also foster cooperation among political executives across institutions to facilitate service delivery (Craker, 2019: 18). Political executives enhance legitimacy and accountability when implementing policies (Guerin, MacCrae, and Shepherd, 2018: 7). The administrative level is crucial for realizing popular support in policy implementation, having been practiced for over two decades. While public servants typically refrain from displaying political affiliations, their role is vital for executing decisions made by political executives (Soans and Abe, 2016: 20). Political executives support the execution of strategies across institutions to ensure credibility during policy implementation (Signe, 2017: 21). This includes system interventions to streamline regulations and enhance service delivery. For instance, system interventions help political executives influence policy implementation (Mavuso, 2019: 7). However, political executives often struggle to manage policy implementation due to unstable political dynamics (Mehlape, 2018: 328). The administrative level may not accurately reflect political executives' behavior in resource allocation, resulting in legislative overload that delays service delivery in various institutions (Soans and Abe, 2016: 20).

- **Technical Level Policy Implementation**

The technical level of policy implementation comprises political executives with expertise in managing institutions and analyzing service delivery efforts (Shongwe, 2019: 7). This level supports the establishment of standards for policy implementation

in various institutions (Cloete et al., 2018: 151; Naidoo, 2012: 62). Decisions made at the technical level can enhance efficiencies in service delivery (Srivastava, 2016: 40). However, a lack of clarity and inadequate resources in Gauteng Province can adversely affect policy implementation. Insufficient resource allocation hampers the technical level's ability to manage high implementation costs effectively (Cloete et al., 2018: 173). Moreover, policies that are not thoroughly researched and poorly defined requirements hinder political executives' guidance in Gauteng Province. This results in a lack of ongoing support for political executives during policy implementation, exacerbating the technological gap and fostering resistance to change within institutions (Van der Waldt, 2016: 60).

2.20.7 Effectiveness of policy analysis

The effectiveness of policy analysis conducted by political executives is crucial for managing resources aimed at service delivery (Kresnaliyska, 2016: 45). For instance, implementing strategies allows institutions to foster community development. Effectiveness is defined as the extent to which objectives are achieved to address shortcomings in policy implementation (Thornhill, Van Dijk, and Ile, eds., 2014: 252). Thus, effectiveness can be characterized by the delivery of goods and services to various communities. Sinko (2016: 230) explores how the effectiveness of policy analysis impacts the appointment of political executives responsible for implementing policies that serve diverse communities. The effectiveness of policy implementation is illustrated in Figure 2.7.

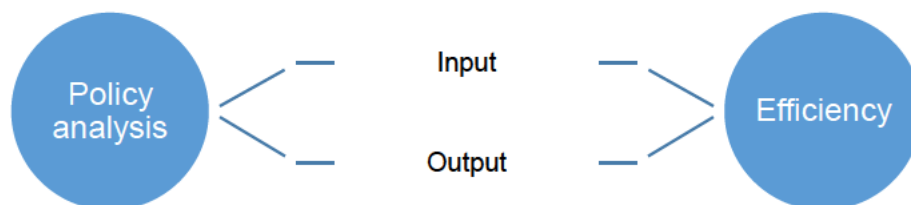


Figure 2. 7 Effectiveness of policy analysis

Source: self-generated by the researcher

- **Policy Analysis**

Policy analysis encompasses the management of policy implementation by political executives to ensure effective service delivery (Gleisner et al., 2021: 10). Its importance lies in facilitating the adoption of effective policies, identifying cost-efficient solutions, and advancing the public interest (Buthelezi and Ledger, 2019). According to Cloete et al. (2018: 18), the implementation of policies is shaped by social and historical factors, particularly the enduring effects of apartheid. This legacy includes inadequate resource allocation, which undermines social values and hampers service delivery (Soans and Abe, 2016: 22). Consequently, communities often perceive that policy implementation is compromised, negatively impacting service delivery (Anyebe, 2018: 15). In Gauteng Province, some political executives have hindered effective policy implementation due to limited resources and analytical capabilities. The policy execution process has faced challenges, such as environmental changes arising from a lack of acceptance, leading to misinterpretations during implementation (Van der Waldt, 2016: 65).

- **Input**

Policy implementation occurs when inputs are provided to assist political executives in delivering services. These inputs demonstrate the commitment of political executives to implement policies across various institutions (Sinko, 2016: 228). Inputs can include information, strategies, and regulatory frameworks, enabling political executives to engage communities in decision-making (Mehlape, 2018: 327). However, some political executives undermine these inputs, labeling them as ineffective, which can create unnecessary pressure during implementation (Kollapen et al., 2017: 3). This has led to a lack of recognition for political executives during policy execution due to limited resources allocated to various institutions (Wanki, 2015: 19).

- **Output**

Outputs represent the actions taken by political executives in implementing policies across different institutions (Sinko, 2016: 229). The output of policy implementation is reflected in the efficient and effective services provided to communities (Rosenberg and Wrinkler, 2017). Outputs are the immediate results following policy execution in various institutions (Olamide, 2017: 1). For example, communities recognize the

promotion of social justice as a positive outcome. However, outputs can be difficult to identify in different institutions due to a lack of infrastructure for effective policy implementation (Malobela, 2016: 217). This situation can lead to the misplacement and under-utilization of political executives in their roles during policy execution (Kollapen et al., 2017: 3). Additionally, ineffective interactions can result in inaccurate service delivery (Mehlape, 2018: 327).

- **Efficiency**

The efficiency of policy analysis can create new challenges for implementation across different institutions (Calland, 2020: 27). For instance, the efficiency of policy execution is impacted by the need to mitigate bias during service delivery (Illingworth, 2017: 8). Furthermore, ineffective policy analysis can distract from essential tasks, wasting time and resources that support implementation (Sinko, 2016: 229). The dominance of political executives in Gauteng Province has also contributed to ineffective policy execution (Umana, 2018: 4). These aspects are detailed below.

a. Facilitating the Adoption of Effective Policies

Policy analysis aids in the adoption of effective policies by identifying institutional structures that facilitate service delivery (Van der Waldt, 2016: 65). For example, technology can be leveraged for policy implementation under various circumstances (Calland, 2019: 31). This view is supported by Abbas (2014: 173), Naidoo (2019: 6), and Cloete et al. (2018: 141), among others. Adhering to existing perceptions, norms, and values may increase the risk of unethical communication (Soans and Abe, 2016: 24). Unfortunately, the comparison of potential solutions can hinder political executives' ability to provide effective policy advice (Viennet and Pont, 2017: 11), with ongoing financial mismanagement further complicating service delivery (Guerin et al., 2018: 9). Consequently, decisions regarding policy implementation can become predetermined, leading to suboptimal service delivery outcomes (Malobela, 2016: 217).

b. Identifying the Lowest-Cost Solutions

Policy analysis plays a crucial role in identifying the lowest-cost solutions for implementing policies aimed at community development (Ahmed and Dantata, 2016:

62). Political executives often address challenges arising from policy analysis during service delivery (Van der Waldt, 2018: 91). This perspective is echoed by Kohler (2015: 15), Jonas (2019: 34), and Schuman (2017: 6). Public policy analysis enables political executives to reduce the costs associated with implementing policies for community development (Lorincova, 2015: 388). However, political executives may fail to accurately identify and thoroughly analyze these aspects, leading to unresolved issues such as financial resource waste and time management challenges (Gleisner et al., 2021: 10). This has resulted in political executives making uncertain decisions, as weaker resource allocations increase workloads and trigger community protests over service delivery.

c. Advancing Public Interest through Situation Analysis

Policy analysis helps prevent private interests from overshadowing the identification of problems and solutions, ensuring decisions made by political executives are less susceptible to corruption during implementation (Sarakinsky and Fakir, 2018: 36). This notion is supported by Kohler (2015: 15) and Hunter (2019: 6), who emphasize the obligation of political executives and public servants to communicate and analyze the situation during policy implementation. Such analysis enables an accurate assessment of political executives' efforts to develop communities in Gauteng Province (Cloete et al., 2018: 172). It also aids in overcoming political and social barriers to promote equality in service delivery (Marshall, 2017: 2). However, decisions made without thorough inquiry can lead to solutions favoring private interests (Anderson, 2015: 323). For instance, a challenging policy implementation environment can increase costs and lead to inequality in service delivery due to resource shortages (Cloete et al., 2018: 173).

2.20.8 Drawbacks of public policy analysis

The limitations of public policy analysis have sparked controversy regarding the implementation of policies across various institutions. This has hindered the ability of these institutions to address failures in policy implementation and to rectify inequities between political executives and public servants (Loening-Voysey et al., 2018: 9). Additionally, there is ineffective communication stemming from the misuse of perceptions, norms, and values between political executives and public servants

(Carlos and Sergio, 2019: 19). When these actors fail to adhere to established norms, their communication may be perceived as unethical (Drewry and Butcher, 2015: 176). The rise in unethical behavior within different institutions undermines their development when evaluating policy implementation for service delivery (Soans and Abe, 2016: 24). This situation has led to disparities in resource allocation, limiting community access to information and services (Srivastava, 2016: 43). Furthermore, public policy analysis is influenced by legislative changes in institutions that aim to benefit communities (Dogaru, 2017: 52). Such changes have resulted in some politicians neglecting their responsibility to implement policies and recognizing the significance of public policy analysis. The failure to apply ethical standards has created gaps in the behavior and attitudes of political executives (Van der Waladt, 2019: 194), allowing social values to take precedence and leading to conflicts of interest that result in the misuse of financial resources for personal gain.

In some institutions, policy analysis is approached differently, with insufficient persuasive power among political executives negatively impacting service delivery (Wanki, 2015: 19). Without a solid understanding of policy analysis, political executives struggle to gain valuable experience, particularly due to the absence of oversight bodies like the Provincial Public Protector (Soans and Abe, 2016: 20). This lack of knowledge hampers their ability to analyze policies effectively across different institutions (Sinko, 2016: 230). Allegations of corrupt practices have further highlighted widespread leadership weaknesses among political executives during policy implementation (Anderson, 2015: 325). Consequently, the deficiencies in policy analysis have weakened political executives' ability to implement policies, exacerbating the challenges posed by limited authority within various institutions (Kohler, 2015: 15). Some political executives exploit this situation to implement policies, often lacking sufficient

2.21 STRATEGIES USED TO IMPLEMENT POLICIES

It is broadly recognized that political executives in Gauteng Province employ various strategies to implement policies. This perspective is supported by the notion that political executives are driven by the need to maintain their power (Magagula, 2019: 101). When they fail to implement policies effectively, concerns arise regarding their ability to deliver services to different communities. Political executives are influenced

by various political ideologies that guide their policy implementation efforts and help them retain power in Gauteng Province (Cloete et al., 2018: 100). This observation applies not only to political executives in Gauteng but also across South Africa, where effective policy implementation fosters trust within communities (Kohler, 2015: 15). It shifts the focus away from individual political executives who struggle to provide services. While political executives are motivated to execute strategies across different institutions in Gauteng, the allocation of resources varies significantly (Van der Waldt, 2019: 194). However, there is increasing concern about how these executives implement their strategies, particularly due to differing attitudes toward policy execution (Dlamini, 2019). This has led some political executives to engage in unnecessary discussions that divert their attention from effective policy implementation in Gauteng Province (Popoola, 2016: 50). Political executives operationalize their strategies to provide services to various communities (Apukem, 2017). These strategies enable them to build relationships during policy implementation, addressing gaps across institutions. As a result, political executives utilize and interpret legislation to enhance communication within different departments (Soans and Abe, 2016: 26).

Nonetheless, regulations have evolved over time, leading to failures in policy implementation that undermine the legitimacy of direct government involvement by political executives in Gauteng Province (Molobela, 2019: 3). Furthermore, the perceived success of liberalization policies in Gauteng has resulted in departmental failures attributed to political executives. They identify and implement strategies in diverse ways to assert control during policy execution across various institutions (Dzwigol, 2018). Consequently, a variety of strategies has emerged for policy implementation in different institutions, as discussed in detail in the following subsection.

2.21.1 Types of strategies used in policy implementation

Political executives promote sustainable policy implementation by selecting strategies that necessitate proactive measures across various institutions (Van der Waldt, 2019: 194). These chosen strategies support an integrated approach, ensuring that implementation aligns with economic, social, educational, budgetary, and fiscal policies. Communities perceive that the strategies selected for policy implementation

motivate both political executives and public officials (Viennet and Pont, 2017: 8). However, some strategies can be challenging to accept and implement due to varying regulations in Gauteng Province (Kohler, 2015: 15). Below, the types of strategies employed by political executives in policy implementation are discussed in detail.

- **Alternative Strategy**

The alternative strategy emphasizes the necessity of evaluating the costs and benefits of various social behaviors when implementing policies in Gauteng Province (Cloete et al., 2018: 100). Political executives recognize that multiple behavioral solutions may exist for a given problem when policy implementation is unsuccessful. This recognition has led to the development of alternative strategies aimed at maintaining the status quo while optimizing internal policies (Mehlape, 2018: 327). Different approaches to portfolio optimization have facilitated the consistent implementation of policies within the existing framework in Gauteng Province. The alternative strategy is in high demand, guiding policy implementation and development at minimal costs across various sectors (Van der Waldt, 2019: 194). As a result, policies are implemented broadly, reflecting an alternative approach in Gauteng Province (Cloete et al., 2018: 100). The concept of cost leadership allows for effective policy implementation by allocating resources strategically, such as lowering costs to enhance service delivery. Political leaders serve as catalysts for change, offering alternative methods for policy implementation across different institutions. This has helped manage various grievances from communities (Van der Waldt, 2019: 194). However, insufficient resource allocation has led to increased costs in policy implementation across different departments in Gauteng Province, positioning the region as a low-cost alternative that enhances policy execution (Kabonga, 2018: 8).

- **Cost Leadership**

Cost leadership is a strategy employed by organizations to gain a competitive advantage by being the lowest-cost provider of services (Grigoropoulos, 2019: 171). This strategy is guided by ethical standards, fostering a culture of policy implementation across institutions (Kabonga, 2018: 8). It enables political executives to link strategy execution with policy implementation, even when resources are limited. Political executives establish schedules to carry out the cost leadership strategy,

regardless of the challenges they face (Riskowitz, 2019: 21; Cloete et al., 2018: 144). In this context, political executives are tasked with leading different institutions to implement policies and deliver services to communities. This leadership strategy fosters trust during policy implementation before services are delivered (Van der Waldt, 2019: 194), suggesting that effective leadership is essential for reducing service delivery backlogs. However, pursuing a cost leadership strategy requires substantial time, energy, and resources to differentiate policy implementation. This can burden the implementation process in Gauteng Province, as conflicts of interest may overshadow commitments to service delivery (Soans and Abe, 2015: 3). Additionally, leadership strategies are not executed in isolation; failures in leading strategy implementation have impacted policy execution across institutions. Some political executives may lose focus and seek power during policy implementation (Wanki, 2015: 19), which may stem from a growing lack of knowledge among leaders responsible for policy execution (Cloete et al., 2018: 145).

- **Differentiation**

The differentiation strategy focuses on leveraging the uniqueness of policy implementation to gain a competitive edge in service delivery within Gauteng Province (Sarakinsky, 2019: 36). This approach may involve offering low-cost alternatives for popular policies or services to various communities. By pursuing one or more options, political executives aim for maximum policy implementation in Gauteng Province (Van der Waldt, 2019: 194). The differentiation strategy has allowed political executives to carve out unique niches within competitive sectors, enabling them to thrive. Consequently, many political executives have developed departmental policies critical to successful policy implementation in Gauteng Province (Candido and Santos, 2019: 10). However, achieving policy implementation has been challenging in certain departments due to resource constraints that fail to meet community needs (Mahlangu, 2019: 12). The adoption of a differentiation strategy has facilitated the implementation of various approaches across multiple institutions, streamlining the efforts of political executives in policy execution (Kabonga, 2018: 8). This has sometimes led political executives to overreact in their roles, using the differentiation strategy (Serban, 2015: 5). Some institutions find this ineffective, as political

executives struggle to address sensitive issues during policy implementation in Gauteng Province (Mahlangu, 2019: 12).

2.21.2 Overall drawbacks of strategies in policy implementation

The policy implementation strategies employed by political executives exhibit significant variations (Jonas, 2019: 34). These differences highlight the challenges faced in executing policies across various institutions, including ineffective laws and guidelines, a lack of criteria for selecting strategies, inadequate capacity, and institutional non-compliance. These issues are elaborated below.

- **Ineffective Laws and Guidelines**

The rapid changes in South African legislation through amendments impact the effectiveness of policy implementation strategies in different institutions (Lorincova, 2015: 388). Frequent alterations to laws and guidelines restrict the ability to implement policies effectively, compelling political executives and public servants to adopt strategies that hinder execution (Candido and Santos, 2019: 10). Such legislative changes often lead to contentious debates that overshadow policy implementation efforts (Van der Waldt, 2019: 194). Political executives face challenges in utilizing legislation that aligns consistently with the Constitution of the Republic of South Africa. Unfortunately, the development of effective regulations or guidelines for policy implementation is often lacking (Malobela, 2019: 214). Furthermore, political and legal interference from both political executives complicates policy execution (Mahlangu, 2019: 12), as orders issued without adequate consultation can undermine implementation efforts. Consequently, this leads to numerous community complaints, further limiting policy execution (Cloete et al., 2018: 151).

- **Lack of Criteria for Selecting Experts**

Changing community dynamics hinder political executives' ability to select appropriate experts for policy implementation and service monitoring (Viennet and Pont, 2017: 9). This situation increases pressure on political executives to adopt various strategies for effective policy execution. The norms and values guiding political executives are often disregarded in different institutions, resulting in confusion (Lorincova, 2015: 388). This breakdown has contributed to institutional collapse, preventing political executives

from exercising their constitutional rights in policy implementation. Moreover, strategies are often adopted without sufficient financial resources to support them (Marquardt, 2018: 7). While different tiers of government in South Africa implement policies, Gauteng Province experiences a disconnect between political executives and communities regarding service delivery. The COVID-19 pandemic has intensified discussions about policy implementation, leading to ongoing service delivery protests that reflect ineffective efforts by political executives (Mahlangu, 2019: 12; Malobela, 2019: 213).

- **Inadequate Capacity**

Both political executives and public servants face challenges related to institutional capacity management (Cloete et al., 2018: 141). There is often insufficient human capacity allocated to political executives for effective policy implementation (Candido and Santos, 2019: 10). Like many provinces in South Africa, Gauteng grapples with disparities in resource allocation, including human and financial resources for service delivery (Marshall, 2017: 2). These disparities manifest as ineffective communication and limited institutional structures (Mahlangu, 2019: 12), resulting in ongoing service delivery protests in communities that do not receive adequate services. The heavy workload across different institutions complicates policy implementation and service delivery (Marshall, 2017: 4). Additionally, inadequate human resources hinder political executives' ability to engage communities in decision-making processes related to policy implementation (Kohler, 2015: 12). The lack of new institutional development further restricts the capacity of the few political executives to implement policies effectively amidst mounting pressure.

- **Non-Compliance of Institutions**

A culture of non-compliance among political executives has significantly delayed policy implementation (Cloete et al., 2018: 151). This has led to informal policy execution dominating institutions, as some political executives lack the knowledge necessary for proper service delivery (Malobela, 2019: 213). Institutional non-compliance undermines the execution of strategies, primarily due to inadequate funding from political executives (Viennet and Pont, 2017: 8). Moreover, non-compliance has resulted in the politicization of policy implementation, with some political executives

failing to execute strategies effectively (Naidoo, 2019: 6). This non-compliance is often driven by institutional constraints on political power, negatively impacting policy implementation (Cloete et al., 2018: 28). Additionally, political executives often neglect monitoring activities to identify illegal acts during policy implementation, regardless of resource allocation (Anderson, 2015: 325).

- **Change in Policy Implementation**

The evolution of policy implementation has been vital for political executives in Gauteng Province, serving as a means to sustain effectiveness across institutions (Mchunu, 2019: 13). Often, policy implementation has provided insights into community needs, promoting sustainability. However, changes have been managed through inertia and self-interest among political executives, complicating effective development (Malobela, 2019: 213). Unfortunately, recent policy changes aimed at empowering political executives have often been outdated, poorly conceived, and unjust (Malobela, 2019: 213). Changes in policies can vary, especially with shifts in political leadership, such as new MECs and DGs in Gauteng Province. Therefore, policy changes should be viewed as strategic elements within a broader implementation plan. The lack of coordination among political executives across departments has led to ineffective communication, exacerbating challenges (Mahlangu, 2019: 12).

- **Reasons for Policy Changes**

Policy implementation in Gauteng Province stems from political executives' assumptions about expected community development (Malobela, 2019: 213). Consequently, changing policies has proven challenging, requiring commitment and consistency (Sarakinsky, 2019: 36). Sensitivity and diligence in managing these changes are often overlooked by political executives. Additionally, it has been difficult for political leaders to adapt to necessary policy changes in Gauteng Province (Mahlangu, 2019: 12). However, there are compelling reasons to pursue policy changes, as they can differentiate between ignoring problems and effectively managing them (Marshall, 2017: 2). Policy implementation serves as the foundation for political executives' decisions to adapt strategies that support progress across departments (Gleisener et al., 2021). If political executives fail to produce meaningful

outcomes from policy changes, their decisions will be questioned. This reinforces the notion that their actions should align with the interests of both Gauteng Province and its communities (Malobela, 2019: 213). Political executives must prioritize sound decision-making to ensure policies are effective in meeting community needs, particularly in complex situations where consultation is lacking. This contributes to an environment fraught with uncertainty, particularly during transitions in political leadership across departments (Domer and Ward, 2018). Efforts to initiate discussions among political executives often arise from attempts to modify policies. However, these efforts frequently fall short in addressing the diverse challenges encountered during policy implementation in Gauteng Province (Sarakinsky, 2019: 36). Consequently, such discussions guide political executives in shaping effective policy implementation strategies. The ongoing changes in political leadership continue to impact policy development and execution in Gauteng Province, leading to legal considerations and disagreements (Malobela, 2019: 213).

Long-term, changing policy implementation is more beneficial than repeatedly implementing existing policies in Gauteng Province (Ahmed and Dantata, 2019: 62). Even when political executives effectively negotiate policy implementation, unexpected changes may still arise (Kabonga, 2018: 8). Thus, while addressing policy change is essential, it cannot replace the need to tackle the underlying causes of inefficiency in Gauteng Province. Without eliminating these root causes, the same inefficiencies are likely to resurface (Marshall, 2017: 2). Political executives struggle to evaluate different departments to determine whether their interventions have been successful in addressing urgent policy needs, complicating efforts to sustain policy initiatives across various departments (Malobela, 2019: 214). Changes in policy implementation also influence the perspectives and attitudes of political executives. Successful policy changes often occur when internal consultations are conducted within Gauteng Province (Mahlangu, 2019: 12). This process has shaped the behavior of political executives, leading to improvements in Gauteng's corporate image during policy implementation (Kabonga, 2018: 8). The nature of policy changes is no longer solely driven by the behavior of political executives but is influenced by unspoken attitudes and assumptions within Gauteng Province (Sarakinsky, 2019: 36). Furthermore, these changes remain largely unstated, lacking the power and lasting impact necessary for significant reform. They become ingrained in Gauteng's culture,

making it increasingly challenging to alter the policy implementation process (Malobela, 2019: 213).

The implications of changes in policy implementation extend to future generations. Political executives' decisions have affected the integration of change through policy execution (Marshall, 2017: 8). New generations grow accustomed to the governance styles of different political executives, normalizing the approach to policy implementation in Gauteng Province. Ignoring the reality of ongoing policy changes would be misguided, as they continue to present challenges for political executives (Kabonga, 2018: 8). Consequently, policy changes have become part of an ineffective culture that prolongs the time required to implement new policies and deliver services in Gauteng Province (Cloete et al., 2018: 160). These changes address specific gaps in knowledge and skills, significantly impacted by generational effects on policy enforcement in Gauteng Province (Riskowitz, 2019: 21).

Ultimately, change is a necessary step toward establishing lasting reforms. Political executives leverage changes in policy implementation to guide governance in Gauteng Province (Sarakinsky, 2019: 32). Such changes allow political executives to translate laws and regulations into effective management practices (Dunnes, 2017). Regardless of policy changes, implementation stems from the desire to address social issues and provide services to diverse communities. This focus enables political executives to meet community needs and foster genuine, lasting social change in Gauteng Province (Mehlape, 2018). However, some political executives may fail to recognize the foundational assumptions underlying policy changes. In some instances, unofficial changes have emerged, altering the methods by which policies are executed in Gauteng Province (Marshall, 2017: 10).

In certain cases, political executives have implemented policies unofficially, revealing and modifying their strategies for execution (Marshall, 2017: 10).

2.22 MONITORING AND EVALUATION OF EFFECTIVE POLICY IMPLEMENTATION

Monitoring and evaluation (M&E) is the process of collecting and analyzing data on implemented policies to achieve specific goals and objectives, particularly in Gauteng

Province (Kabonga, 2018: 18). This process enables organizations to discern what is effective and what is not, facilitating informed decisions to enhance policy implementation. As such, M&E is recognized as a systematic and routine approach to managing entities in their policy execution and evaluating how objectives are established (Riskowitz, 2019: 24). M&E encompasses strategies for initiating and implementing policies across various institutions, promoting efficiency and effectiveness in Gauteng Province (Sarakinsky, 2019: 33). Effective M&E provides significant advantages for stakeholders involved in policy implementation, ensuring that programs and initiatives maintain transparency and accountability from political executives. It serves as an ongoing management function to assess progress, implement policies aimed at achieving desired outcomes, and evaluate both intended and unintended effects (Mathebula, 2016: 217). Consequently, M&E of policies yields crucial insights that illuminate the implementation process across different institutions in Gauteng Province (Van der Waldt, 2016: 60). Monitoring and evaluation (M&E) is the process of collecting and analyzing data on implemented policies to achieve specific goals and objectives, particularly in Gauteng Province (Kabonga, 2018: 18). This process enables organizations to discern what is effective and what is not, facilitating informed decisions to enhance policy implementation. As such, M&E is recognized as a systematic and routine approach to managing entities in their policy execution and evaluating how objectives are established (Riskowitz, 2019: 24). M&E encompasses strategies for initiating and implementing policies across various institutions, promoting efficiency and effectiveness in Gauteng Province (Sarakinsky, 2019: 33).

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2.22.1 M&E of policy implementation is important

Monitoring and Evaluation (M&E) play a crucial role for several reasons, primarily in assessing the success of M&E policy implementation. This assessment is vital for making informed decisions about future activities and initiatives in Gauteng Province (Riskowitz 2019: 24). Consequently, M&E is compared against specific objectives that aid in implementing policies effectively in Gauteng (Kabonga, 2019). Through M&E, the results of public campaigns are thoroughly examined, enabling managers to evaluate how well they are achieving their goals. This careful analysis ensures that resources are efficiently allocated to achieve the intended outcomes of policy interventions (Mathebula 2016: 217). Generally, M&E provides insights that help enhance activities and practices related to policy implementation in Gauteng Province (Mahmood et al. 2021). The M&E process in Gauteng ensures accountability regarding the resources used and the outcomes achieved (Kabonga, 2018: 18). M&E also supports decision-making for political leaders by guiding strategic choices about policy implementation in Gauteng (Kamanga and Imsail, 2016: 43). For instance, M&E identifies necessary adjustments for effective policy execution and monitors progress toward original objectives. This involves conducting readiness assessments to establish baseline outcomes for policy implementation in Gauteng (Sarakinsky, 2019: 38). Additionally, M&E is essential for selecting key performance indicators (KPIs) and targets that aim to improve outcomes in the province (Mathebula, 2016: 218). It is crucial that policy changes in Gauteng are not hindered by regulations or M&E practices that could disrupt the implementation process, thereby avoiding potential conflicts (Riskowitz, 2019: 24). Various agencies conduct M&E of policy implementation to keep political executives informed and to facilitate coordination among institutions, which is essential for effective policy execution (Mathebula, 2016: 217).

Moreover, M&E fosters trust and enhances political executives' commitment to implementing policy changes flexibly in Gauteng Province (Mehlape, 2018). A robust M&E system provides timely information on program implementation, alleviating the burden of analysis and reporting for teams, allowing them to focus on achieving results (Sarakinsky, 2019: 38). The KPIs established through M&E serve as vital tools for measuring progress toward project goals (Lorincova, 2019: 385). These indicators

help assess the success or failure of policy implementation in Gauteng, promoting rapid evaluation methods that support participatory policy execution and effective public expenditure tracking (Van der Waldt, 2016: 65). Sustainability is evaluated by analyzing the performance of social, environmental, and economic principles. While achieving a balanced approach among these areas is ideal, it is not always feasible (Grigoropoulosi, 2019: 171). M&E initiatives are essential for ensuring sustainability through continuous analysis that informs policy improvements in Gauteng (Hudson et al. 2019). By promoting transparency, M&E helps build consumer trust in the services provided (Riskowitz 2019: 24). Therefore, M&E in Gauteng must avoid overstating effectiveness to prevent skepticism among stakeholders (Segova and Ramos, 2018). Political leaders must address underlying issues to implement policies effectively; however, inefficiencies may re-emerge without clear communication, leading to challenges in timely policy execution (Marshall 2017: 2).

Finally, M&E provides insights into the impact of policy implementation, highlighting changes that warrant intervention from political executives in Gauteng (Sarakinsky, 2019: 36). The priorities and actions identified during M&E help guide the development process, ensuring stakeholders interpret issues correctly (Mathebula, 2016: 217). The impact of M&E is understood as an evaluation of how interventions influence outcomes, whether those effects are intended or unintended (Magagula, 2019: 50). A thorough impact analysis includes considering counterfactuals to understand both positive and negative effects during the M&E process in Gauteng (Riskowitz, 2019: 24).

2.22.2 The elements of effective M&E of policy implementation

Monitoring and Evaluation (M&E) are continuous efforts in policy implementation, assigning roles to political executives in Gauteng Province who are eager and capable of enhancing their skills (Grigoropoulosi, 2019: 170). The oversight of M&E in policy execution encourages political leaders to make ongoing improvements, ensuring the accurate and reliable use of resources in Gauteng. Effective M&E consists of two key components: the M&E plan and the M&E framework, which are detailed below.

- **M&E Plan**

The M&E plan outlines how political executives in Gauteng Province implement policies to facilitate service delivery to various communities (Viennet and Pont, 2017). This enables leaders to measure impacts effectively, providing valuable insights during policy implementation. It is essential for political executives to assess whether they require M&E to enhance their expertise and technical skills in Gauteng (Obone, 2016: 68). The information generated from the M&E plan aids in establishing implementation processes, maintaining efficiency, and consistently delivering services to the population. Moreover, the quality of M&E depends on the knowledge and skills of political executives, which is crucial for enhancing service quality (William, 2019). M&E also involves constructing counterfactuals, aiming to improve policy implementation through institutional development (Squire et al. 2021). Unfortunately, M&E in Gauteng often lacks focus on managing the diverse attitudes and cultures within various institutions. This oversight has hindered effective scrutiny, limiting revenue generation and causing inflexible development (Grigoropoulos, 2019: 172). Thus, utilizing various elements to measure policy implementation is vital for evaluating the effectiveness of political leaders in Gauteng (Waluyo, 2018).

- **M&E Framework**

The M&E framework serves as a guide by identifying the inputs, outputs, outcomes, and objectives of policy implementation in Gauteng (Sarma et al. 2017). It is crucial for political executives to conduct M&E to address key issues in the province and ensure effectiveness through active participation (Rakele, January, and Mukansi, 2019). According to Masuku and Jili (2019: 1938), M&E for policy implementation in Gauteng focuses on coordinating, designing, and developing frameworks to manage assumptions effectively. This approach strengthens M&E processes by partnering with non-governmental organizations (NGOs) to support policy implementation (Mukand and Rodrick, 2020: 780). Additionally, M&E aids in auditing and comparing the effectiveness of political executives in Gauteng (Ndalamba, 2018: 70). However, insufficient funding for M&E activities limits the ability to manage assumptions effectively, resulting in inadequate support for staff tasked with evaluating policy implementation (Mathebula, 2016: 217).

Traditionally, M&E of policy implementation has often been inadequate to meet the needs of political executives in Gauteng (Okechukwu, 2019). The M&E process has

sometimes relied on temporary task forces, which undermined the efforts of political leaders. Furthermore, policy implementation units have emerged, making it time-consuming for executives to adapt to new roles and mandates (Munzhedzi, 2017). Adequate resources, support, and capacity for M&E have led to unexpectedly positive outcomes in Gauteng (Dorasamy, 2010). Task forces have also created new decision-making arenas, legitimizing and operationalizing M&E decisions in the province. However, this has often led political executives to use traditional policy-making methods that are slow and ineffective (Mathebula, 2016: 217).

Additionally, new political executives have been introduced not only to present innovative M&E approaches but also to provide the necessary space for permanent institutions to respond to policy changes (Grigoropoulosi, 2019: 174). In delivering services to citizens, a disconnect often exists between the intentions of political leaders and the actual perception of policy implementation (Tezera, 2019: 94). Consequently, political executives in Gauteng frequently articulate high-level goals and objectives while facing resource limitations. Moreover, a variety of stakeholders were not involved in the policy implementation process before their impact on political executives (Kabonga, 2019). In summary, M&E of policy implementation establishes standards for interventions designed to achieve long-term impacts among political executives. This has made policy implementation challenging and diluted the intentions of political leaders during the M&E process in Gauteng (Magagula, 2019: 50).

- **Empirical literature review**

The implementation of policies related to service delivery has a long and complex history, particularly within the context of Gauteng Province. Historically, South Africa has experienced significant political and social transformations, which have shaped the landscape of policy implementation. The end of apartheid marked a new era where the government aimed to address historical inequalities through targeted policies aimed at improving service delivery across various sectors, including water, electricity, healthcare, and education (Khan, 2016: 3). However, the legacy of past governance continues to influence current practices and perceptions of policy effectiveness. In Gauteng, the economic heart of South Africa, the demand for efficient service delivery is high due to its diverse and densely populated communities. Despite the

government's intention to implement progressive policies, challenges persist, often leading to widespread service delivery protests. These protests are manifestations of public frustration with the perceived inefficiencies and failures of political executives to meet the needs of their constituents (Ahmed and Dantata, 2016: 60).

The factors influencing policy implementation identified in earlier chapters are elaborated upon through a detailed analysis of academic literature. Cloete et al. (2018: 28) outline that in Gauteng Province, policy implementation spans various institutions, each responsible for addressing community needs. Yet, the ongoing failure to effectively implement these policies has led to significant unrest, with protests often escalating into violence, resulting in loss of life and property (Malobela, 2019: 214). Political executives have faced backlash during these protests, raising crucial questions about their methods and motivations in policy execution, especially in an electoral context where political parties may exploit unrest for gains (Marume et al., 2016: 88).

- **Constitutional Violations and Public Perception**

Communities often perceive political executives as violating the South African Constitution Act 108 of 1996 due to ineffective policy implementation. This perception underscores a broader discontent with governance and the accountability of political leaders. The literature indicates that the expectation for political executives to adhere to constitutional mandates is central to public trust and the legitimacy of governance.

- **Typologies and Themes in Policy Implementation**

The literature review systematically organizes insights into policy implementation into several subheadings:

1. **Definitions and Typologies:** Various definitions of policy implementation provide a foundational understanding of the concept, highlighting its complexities and the diverse contexts in which it occurs.
2. **Themes and the Implementation Process:** The review explores key themes such as stakeholder involvement, resource allocation, and communication strategies that are vital for successful implementation.

3. **Evaluating Effectiveness and Shortcomings:** The effectiveness of policy implementation is assessed through various evaluations, identifying both successful outcomes and significant shortcomings in practice.
4. **Conditions and Drivers:** The conditions that facilitate or hinder policy implementation, along with the driving forces behind these processes, are examined in detail.
5. **Procedures, Instruments, and Ethical Considerations:** A discussion on the procedural frameworks and ethical considerations highlights the importance of integrity and transparency in policy execution (Gleisner et al., 2021).

Policy Analysis and Implementation Strategies

The review also delves into policy analysis, examining various levels, types, and multidimensional power structures that influence public policy. It outlines effective strategies employed in policy implementation, categorizing them into primary, role-based, and coordination strategies. This comprehensive approach aids in understanding the multifaceted nature of policy execution within the context of service delivery.

2.23 CONCLUSION

In this chapter, the literature review presents a critical examination of the historical and organizational contexts that shape policy implementation in Gauteng Province. This analysis emphasizes the efficiency and effectiveness of policy execution from an academic perspective, providing essential insights for political executives across various institutions. Understanding these dynamics is crucial for effective policy implementation.

The literature clarifies the processes involved in policy execution and outlines the actions taken by political executives to deliver services. Ignoring the literature concerning political executives could jeopardize the integrity of data collection related to policy implementation. Successful policy execution in Gauteng Province is vital for fostering economic growth, social cohesion, and political stability within communities.

Despite the existence of institutions dedicated to policy implementation, there remains a significant gap in support for service delivery to these communities. By examining

entrenched political ideologies and the organizational culture of the relevant institutions, this review offers theoretical insights aimed at eliminating inefficiencies and improving service delivery. The findings highlight the necessity for political executives to adopt reliable methods that promote accountability and responsiveness, ultimately leading to a more effective governance framework in South Africa.

CHAPTER 3

THEORETICAL FRAMEWORK

3.1 INTRODUCTION

The theoretical framework plays a crucial role in guiding the implementation of policies across various institutions. The literature review on policy implementation contributes to the development of this framework. Theoretical knowledge is essential, as it is often informed by established theories that facilitate policy execution (Strehlenert, 2017: 4). Without clearly defined theories (Kirby, 2017: 41), neither qualitative nor quantitative methods can effectively gather meaningful data (Ravitch and Carl, 2016: 3). According to Hillebrand, Nijholt, and Nijssen (2011: 597), the theoretical framework becomes coherent when contextualized within the theories applied to policy implementation across different institutions. For this study, it is vital to create a consistent body of knowledge that political executives require for effective policy implementation. Moreover, employing multiple theories relevant to policy implementation in various institutions is advantageous (Akintoye, 2015: 6). The theoretical framework represents a structured approach to policy implementation, offering a predictive, logical, and testable expression (Kusnadi, 2015: 161). It encompasses philosophical assumptions articulated by political executives (Hillebrand et al., 2011: 597) while ensuring the continuity of policy implementation (Ravitch and Carl, 2016: 3). Through this framework, knowledge about policy implementation is generated by the efforts of political executives in delivering services.

In this chapter, the theoretical framework of policy implementation delineates the theories and methodologies utilized by political executives. It emphasizes the roles, functions, and structures of these leaders in different institutions. Consequently, the theoretical framework serves as a blueprint for the research (Grant and Osanloo, 2014: 12). From a theoretical standpoint, policy implementation captures the historical and social contexts relevant to political executives across institutions. Brondizio, Leemans, and Solecki (2014: 14) agree that the theoretical framework encompasses specific theories pertinent to human endeavors, which are instrumental in studying events. This study's theoretical framework represents various political executives, including the Premier, Members of Executive Councils (MECs), and Director-Generals

(DGs). In this context, political executives are treated as dependent variables, while policy implementation is the independent variable (Mahmood et al., 2021: 302). Theoretical frameworks provide a realistic foundation for political executives involved in policy implementation.

The application of theories has a long-standing history among South African political executives during policy implementation across institutions (Cloete et al., 2018: 60–100). Its origins trace back to the pre-democratic era, characterized by autocratic governance that enforced policy implementation despite limited resources (Rasethaba, 2019: 20). This situation led to the allocation of scarce resources to political executives, which undermined accountability in policy implementation (Cloete et al., 2018: 324). Although democracy has been embraced in various provinces, including Gauteng, the absence of a theoretical framework complicates effective policy implementation (Mathebula, 2016: 217). Theoretical frameworks are necessary for understanding policy implementation across different institutions (Van der Walddt, 2016: 65). The thematic domains of the theoretical framework in this study include trends in policy implementation in South Africa, categories of ideologies, institutional theory, and the theory of change, which will be elaborated upon in the subsequent sections.

3.2 THE TRENDS OF POLICY IMPLEMENTATION IN SOUTH AFRICA

The trends in policy implementation reflect the intersection of institutional theory and the theory of change utilized by political executives. According to Kohler (2015: 16), these trends in South Africa are underpinned by various ideologies, which assist political executives in upholding democratic values across the provinces, including Gauteng (Steyn, 2015: 168). Primarily, these trends aim to foster national unity among different institutions and provinces. As Tshukudu and Nel (2015: 195) suggest, cultivating a positive culture involves encouraging interaction between political executives and communities to effectively implement policies that meet growth and development needs (Vyas–Doorgapersad and Kinoti, 2015: 97). This approach directs political executives to allocate resources strategically to specific communities, thus reducing the centralization of policy implementation across institutions led by these executives (Asamoah, 2015: 146). Effective policy implementation aims to prevent the resurgence of autocratic rule while embracing ideologies and theories that address the

basic needs of communities. In this context, policy implementation evolves to incorporate diverse perspectives from political executives, ultimately enhancing service delivery (Magagula, 2019: 60).

Consequently, political executives are tasked with managing these trends in policy implementation throughout South Africa, particularly in Gauteng Province, to ensure effective service delivery (Magagula, 2019: 61). The response to these trends highlights the ongoing and emerging challenges faced by political executives (Marshall et al., 2017: 16). However, Cloete (2015: 55) emphasizes the consistent democratic commitment of political executives to implement policies, demonstrated not only through rhetoric but also through actionable strategies (Kusnadi, 2015: 161). It is challenging to identify a single ideology or theory as the definitive influence on policy implementation across various institutions (Asamoah, 2015: 147). This suggests that trends in policy implementation are shaped by ideologies and theories, which political executives leverage to achieve desired outcomes.

These trends support the application of ideologies and theories to sustain a democratic culture within South Africa's provinces while promoting inclusivity and consultation across different institutions (Vyas-Doorgapersad and Kinoti, 2015: 97). Various ideologies, including social democracy, reformism, and liberalism, along with relevant theories, play a significant role in policy implementation. The next section will elaborate on these ideologies and theories, providing insights into the development of trends in policy implementation across different institutions.

3.3 THE CATEGORIES OF IDEOLOGIES IN THE THEORETICAL FRAMEWORK

Policy implementation is founded on existing knowledge, categorized into three main ideologies: social democracy, reformism, and liberalism (Anderson, 2015: 45). These ideological categories within the theoretical framework serve to describe, explain, predict, and manage policy implementation across various contexts (Mathebula, 2016: 217). They indicate how political executives have collaborated to rebuild a nation affected by the legacy of apartheid. The theoretical framework is shaped by these three broad ideological categories, which are explored in detail below.

i. Social Democracy

In Gauteng Province, political executives implement policies without the influence of conservative ideologies tied to religious beliefs (Cloete, 2015: 21). Social democracy, rooted in Marxist reformist ideologies, promotes legitimate political action through a set of ideas and values. It impacts policy implementation by facilitating social services such as education, healthcare, and pension schemes (Kusnadi, 2015: 161). This approach aims to exclude conservative views from the policy-making process in Gauteng, fostering equal access to services for all citizens (Rasethaba, 2019: 20). By utilizing social democracy, political executives can better engage with communities and implement policies effectively (Juma and Onkware, 2015: 835). This framework emphasizes the importance of integrating social democracy into research methodologies, data collection, analysis, and findings. However, social democracy significantly influences policy implementation among political leaders (Cloete et al., 2018: 324). It reflects political views that may challenge traditional approaches, raising questions about the foundations upon which policies are implemented (Kusnadi, 2015: 161). Furthermore, social democracy can lead to delays in policy implementation across various institutions (Imamura et al., 2015: 36). It is recognized as a complex phenomenon that employs theories to analyze policy execution, resulting in ambiguity regarding the goals set by political executives (Zhan, Lo, and Tang, 2014: 2012). While social democracy in Gauteng provides some support for policy implementation, it presents challenges.

In contrast, social democracy can lead to insufficient intervention activities during policy implementation (Mayne, 2015: 127). Without strategic interventions, the effectiveness of policy execution across institutions may suffer. This situation can discourage political executives from fulfilling their responsibilities in service delivery (Howlett et al., 2015: 2016). Additionally, social democracy can adversely impact institutions that face significant financial challenges (Gabela, Inderpal, and Karodia, 2015: 46). These factors create diverse perspectives that affect policy implementation. Regulations associated with social democracy can also increase resource costs for institutions (Mayne, 2015: 128) and lead to ineffective institutional arrangements, hindering political executives' ability to implement policies (Gabela et al., 2015: 46). Thus, it should be viewed as an overarching concept that encompasses trends in social democracy relevant to policy implementation.

ii. Reformism

In Gauteng Province, political executives support gradual reforms facilitated through existing institutions (Marume et al., 2016: 90). Reformism leads to essential changes in the political and economic systems of various societies, using theoretical frameworks to guide implementation (Howlett et al., 2015: 2016). This approach is often seen as a moderate social policy that balances the application of theories for policy implementation in Gauteng. Reformism advocates for a moderate political ideology that seeks a compromise between the various political executives involved in policy execution (Mayne, 2015: 127). It justifies and encourages the use of diverse theories in implementing policies across different institutions within Gauteng. Reformism drives policy implementation from a neo-liberal perspective, advocating for minimal intervention (Howlett et al., 2015: 2016). Consequently, political executives focus on addressing concerns raised by public servants during the policy implementation process. However, reformism can also be perceived as a limitation, with political executives struggling to grasp the dynamics of policy execution (Cloete et al., 2018: 324). This limitation can undermine accountability within institutions and raise questions about the effectiveness of political leaders in executing policies (Anderson, 2015: 227). Some political executives may even overlook administrative processes when implementing policies in various institutions (Imamura et al., 2015: 36).

iii. Liberalism

In Gauteng Province, liberalism promotes the principle that political executives should receive equal treatment under the law, regardless of social status, race, or gender, during policy implementation (Marume et al., 2016: 90). This ideology safeguards the rights of political executives when executing policies across institutions (Mayne, 2015: 127). Liberalism encompasses both economic and political dimensions, aiming to develop a political system that is democratic and plutocratic. However, it is often perceived as a foreign concept that can limit accountability within departments, frequently relying on theoretical frameworks for policy implementation in Gauteng (Rasethaba, 2019: 20). Liberalism encourages standardized behavioral patterns that align with effective policy implementation across institutions (Cloete et al., 2018: 325). This ideology supports the rights of individuals while promoting the common values

shared by political executives in their policy efforts (Mayne, 2015: 127). Political executives often engage with community concerns during policy implementation to expedite service delivery. However, the structures supporting liberalism are not always neutral; they may favor certain interests within society (Anderson, 2015: 324). Consequently, some political executives may use policy implementation as a means to politicize service delivery across institutions.

Conversely, liberalism may restrict the time political executives have for communication during policy implementation (Kusnadi, 2015: 161). This limitation can hinder effective communication and lead to resistance among some political leaders regarding policy implementation (Cloete et al., 2018: 324). Furthermore, the emphasis on liberalism has fostered a fear of change among political executives due to internal political dynamics (Howlett et al., 2015: 2016). This reliance on liberalism can also result in inconsistencies in policy implementation across institutions, ultimately affecting service delivery to communities (Domer and Ward, 2018: 30). Additionally, an overreliance on liberalism can create barriers for political executives in effectively implementing policies (Cloete et al., 2018: 324), leading to information overload that complicates the policy implementation process (Marume et al., 2016: 90). Ultimately, liberalism can result in a lack of focus on policy execution due to disruptions caused by service delivery protests.

3.4 THEORIES OF POLICY IMPLEMENTATION

According to Van der Waldt (2017: 187), theory is fundamental to the processes of knowledge construction and production. It serves as a foundation for political executives, enhancing their understanding of policy implementation across various institutions. The primary aim of theories is to broaden knowledge through effective policy execution (Cloete, 2015: 21). Theories of policy implementation assist political executives in uncovering the essential facts needed to deliver services (Nel, 2015: 79). In this context, theory acts as a tool for researchers to facilitate policy implementation in different settings. Researchers employ a range of theories to support policy implementation. The theoretical framework introduces both the researcher and the audience to selected theories—specifically, institutional theory and the theory of change—that elucidate how political executives implement policies (Cloete et al., 2018: 72). By applying institutional theory, political executives can better anticipate the

potential outcomes of their interventions (Burger, 2015: 94). Both institutional theory and the theory of change are examined within the realm of policy implementation, focusing on specific domains. Within this framework, institutional theory is conceptualized through top-down, bottom-up, and hybrid perspectives, highlighting the complexities involved in policy execution. The theory of change, on the other hand, is constructed based on informational and strategic viewpoints to guide policy implementation. These selected theories will be discussed in detail in the following subsections.

3.4.1 Institutional theory

Institutional theory is a crucial component of the theoretical framework for policy implementation (Kresnaliyska, 2015: 46). Understanding the application of institutional theory is vital for implementing policies across various institutions. In Gauteng Province, political executives adhere to institutional theory to achieve effective policy implementation (Van der Waldt, 2018: 168). This theory is supported by top-down, bottom-up, and hybrid approaches to policy execution, which political executives in Gauteng utilize (Buthelezi and Ledger, 2019). Tebele (2016: 68) notes that integrating both top-down and bottom-up approaches enhances the relevance of theoretical frameworks in policy implementation. However, these approaches have diminished in popularity due to disproven assumptions in various institutional contexts (Signe, 2017: 13). The bottom-up approach focuses on service delivery, and Khan (2016: 6) argues that policy implementation is influenced by both upward and downward movements among political executives, which can hinder effective service delivery. Consequently, institutional theory promotes values such as transparency, uniqueness, consistency, efficiency, and effectiveness in policy implementation within Gauteng Province (Anderson, 2015: 65). This study aims to investigate effective policy implementation in Gauteng, emphasizing the importance of engaging communities to foster dialogue around service delivery.

The lack of urgency in policy implementation, coupled with a low level of development and modernization among political executives, hampers the achievement of goals in Gauteng Province (Atelhe and Adah, 2018: 134). Political executives often lack differentiation and are influenced by various factions, leading to the implementation of policies that are not aligned with the necessary rules and procedures in different

departments. This results in a disorganized approach to policy implementation across various contexts, further complicating the roles of political executives in supporting their departments (Auriacombe and Van der Walddt, 2021: 2). There exists a gap between the formal structures of policy implementation and the substance of these policies, particularly concerning the organization of the executive branch. Political executive leadership is often unstable due to factional conflicts within departments in Gauteng Province (Graafland and Smid, 2019: 232). In some instances, political executives may gain power and utilize executive structures that are only temporary, aiming to implement policies aligned with their terms in office. However, these leaders frequently fail to establish cohesive policy implementation arrangements that correspond with the political roles and functions across different departments (Crossman, 2020). An overview of the institutional theory is explained in Figure 3.1.

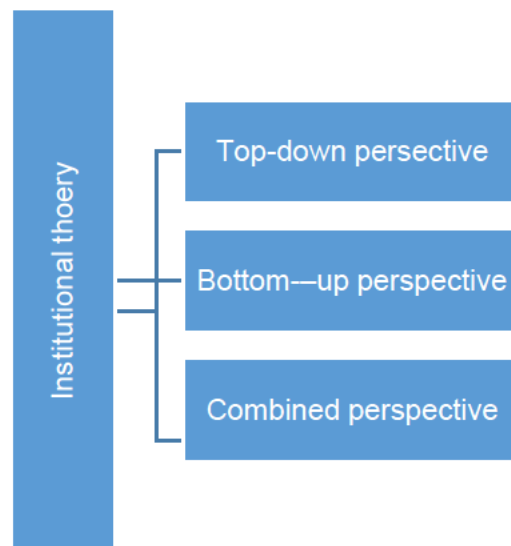


Figure 3. 1 Institutional theory

Source: self – generated by the researcher

- **Top-Down Perspective**

In Gauteng Province, policy implementation is primarily viewed as a top-down process (Rabey, 2015: 69). Decisions regarding policy execution originate from political executives, including the Premier, Members of Executive Councils (MECs), and Director-Generals (DGs). This top-down perspective operates within formal institutions, where political leaders establish rules for lower-level management to

follow in implementing policies (Friel, 2016: 212). It serves as a framework for political executives to coordinate activities and establish relationships while awaiting guidance in various institutions (Wiseman and Keller, 2017: 5). Essentially, political executives set the rules and allocate resources necessary for delivering services to communities. They are expected to leverage this perspective to foster collaboration with one another and link their roles to policy implementation across different institutions (Cloete et al., 2018: 140; Anderson, 2015: 323). The top-down approach is characterized as an incremental strategy that integrates multiple logically related policy implementations within different institutions. It involves utilizing various programs to stimulate the behavior of lower-level actors, thereby enhancing effectiveness. This perspective facilitates the structuring of overall policy implementation activities, largely directed by political executives in Gauteng Province.

However, the top-down perspective is constrained by goal ambiguity in policy implementation across institutions (Zhan et al., 2014: 2012). This ambiguity can lead to misunderstandings during execution, creating uncertainty (Signe, 2017: 13; Howlett et al., 2015: 216) and is often cited as a primary reason for implementation failures, as political executives may endorse unclear goals (Selane, 2018: 15). Moreover, the top-down approach has not significantly enhanced the effectiveness of policy execution (Dickinson and Blackman, 2017: 9). Political executives employing this model should also focus on improving administrative efficiency (Leidi, 2011: 7) and accountability within institutions (Tebele, 2016: 63). This could encourage the establishment of management controls and sanctions. The educational backgrounds of political executives also support the effective implementation of policies through this perspective (Marshall, Gurr, and Jagers, 2017: 18), reinforcing their role in socializing policy implementation.

Mayne (2015: 126) and Isidino and Sabran (2016: 268) argue against the exclusive reliance on the top-down perspective, suggesting that political executives should create opportunities for policy implementation. They emphasize the need for strong social cohesion to effectively implement policies (Buthelezi and Ledger, 2019: 30; Akanbi, 2016: 4; Barrett et al., 2016: 23). Residents generally accept the top-down approach to policy implementation (Marume et al., 2016: 90), fostering a trend toward establishing institutions that facilitate this process (Cloete et al., 2018: 326). Ultimately,

the top-down perspective provides political executives with the means to implement policies that can positively impact the provincial economy. This perspective underscores the relevance of institutional theory in reinforcing the positions of political executives during policy implementation (Barrett et al., 2016: 31; Nilsen, 2015: 8). It emphasizes the role of institutional theory in guiding political executives in their implementation efforts (Wiseman and Keller, 2017: 8). This contributes to motivating political leaders to foster community development in Gauteng Province (Van der Waldt, 2018: 159). However, the lack of mechanisms to monitor compliance among political executives limits effective policy implementation (Graafland and Smid, 2019: 231), which can lead to resource misuse and hinder local and provincial economic growth.

- **Bottom-Up Perspective**

The bottom-up perspective emphasizes empowering political executives to enhance their contributions to policy implementation (Marume et al., 2016: 90). This approach can be described as a process driven by public servants at the grassroots level, who act as innovative strategists in executing policies (Dogaru, 2017: 51). Political executives view this as a means to nurture and support sustainability in policy implementation. Various scholars suggest that the bottom-up approach can be strengthened through cohesion at lower institutional levels (Signe, 2017: 14; Ahmed and Dantata, 2016: 64; Khan, 2016: 6). Thus, the bottom-up perspective seeks to facilitate community development through effective policy implementation (Anderson, 2015: 323). It empowers public servants to create alternative policy implementation strategies for service delivery (Signe, 2017: 14), and has been instrumental in addressing institutional ambiguities and pressures related to policy execution (Marshall et al., 2017: 16). However, the bottom-up perspective often faces challenges due to its lower-level components in the broader policy implementation system in Gauteng Province. This approach tends to require more time for coordination among various institutions when executing policies (Maqhina, 2019: 7). Magagula (2019) notes that some political executives may lack the qualifications needed for effective policy execution, resulting in misplacements of qualified individuals. This deficiency can lead to inadequate interactions during policy implementation, causing insubordination and negligence in Gauteng Province (Moore and Himonga, 2019: 6).

Consequently, political executives may struggle with weak policy content, promoting uncertainty due to a lack of knowledge and skills across different departments.

Conversely, significant flaws exist within the bottom-up perspective regarding policy implementation in Gauteng Province. This approach is limited by political executives who enforce rules without actively creating them (Imamura, 2015: 18). Coordination issues also hinder effective policy implementation among some political executives (Sharma et al., 2017: 8). Moreover, centralized decision-making can negatively impact the bottom-up approach (Anderson, 2015: 227), leading lower-level political executives to resist centrally mandated programs. Additionally, lower-level executives may focus excessively on higher-ups while neglecting the contributions of their colleagues (Signe, 2017: 14), resulting in numerous challenges that affect policy implementation (Cloete et al., 2018: 164).

The bottom-up approach underscores the importance of institutional theory in facilitating lower-level policy implementation through teamwork (Anderson, 2015: 323). This perspective provides administrative accountability for delivering services (Grabner and Ghobani, 2019: 13) and can reduce costs associated with policy evaluation, enhancing service delivery (Hillebrand, 2011: 593). The bottom-up perspective encourages political executives to influence policy execution positively (Imamura et al., 2015: 19), enabling them to meet objectives and deliver services to communities (Wiseman and Keller, 2017: 8). It also facilitates improved communication, organizational structure, leadership, and capacity at lower levels (Khan, 2016: 6). However, the approach often leads to less reliance on oversight institutions, which can result in ineffective communication during policy implementation (Tebele, 2016: 69).

In contrast to the bottom-up approach, political executives at lower levels should enhance conditions for effective policy implementation (Vedung, 2015: 16). Khan (2016: 6) emphasizes the necessity for effective communication at all institutional levels for successful policy execution. However, some political executives have overlooked the bottom-up approach in delivering services (Imamura et al., 2015: 19). This perspective often lacks formal structures to establish standards for policy implementation (Cloete et al., 2018: 202). Critics frequently target the bottom-up approach for overestimating the economic development potential within provincial

institutions. It tends to emphasize an upward hierarchical perspective while highlighting insufficient resources available to political executives for effective policy execution (Gabela et al., 2015: 47). Consequently, the bottom-up approach places the onus on lower-level political executives to implement policies and mitigate inefficiencies (Brand, 2018: 4).

- **Hybrid Perspective**

The hybrid perspective serves as a framework for decision-making regarding integration and selecting appropriate capabilities to meet organizational needs. This approach enables political executives—including the Premier, MECs, and DGs—to implement policies effectively at lower levels (Strehlenet, 2017: 4). It emphasizes enhancing capabilities, compromising behaviors, and improving opportunities for policy implementation within institutions (Van der Waldt, 2017: 190). By fostering a shared understanding of policy execution, the hybrid approach combines authoritative decisions from both top-level political executives and bottom-up models at lower levels (Rabey, 2015: 70). This integration helps protect the institution's corporate image during policy implementation (Wiseman and Keller, 2017: 5), fostering resilience in addressing challenges that arise. However, the hybrid perspective is often criticized for perpetuating disciplinary biases in policy implementation across institutions (Van der Waldt, 2017: 190). This is reflected in political executives' ongoing dissatisfaction with policy execution (Marume et al., 2016: 90). Additionally, resource allocation can hinder the effectiveness of the hybrid approach in delivering services (Moon et al., 2017: 9). As a result, implementing policies through this perspective may lead to negative economic growth in various institutions (Imurana et al., 2014: 200) and delays due to necessary consultations. Political executives' lack of clarity in policy implementation (Candel, 2017: 522) is believed to contribute to these challenges, undermining the development of strategies needed for effective policy execution and service delivery in communities (Guerin et al., 2018: 29).

The hybrid perspective illustrates the application of institutional theory to provide a balanced approach to policy implementation (Tebele, 2016: 69). This model minimizes policy ambiguity and conflict, enhancing satisfaction levels regarding policy execution in different institutions (Marume et al., 2018: 2). It also emphasizes the development of both political executives and their capacity to implement policies. The hybrid

perspective permits political leaders at lower levels to actively engage in policy execution (Strehlenet, 2017: 4), fostering a shared understanding of how to implement policies effectively within various institutions. This approach integrates authoritative decisions from both top-level executives and lower-level models (Rabey, 2015: 70), focusing on improving capabilities and enhancing opportunities for effective policy implementation (Van der Waldt, 2017: 190). Ultimately, the hybrid perspective aims to protect the institution's image while addressing implementation challenges and reducing conflicts of interest among political executives (Tebele, 2016: 68).

3.4.2 Theory of change

The theory of change (ToC) is a framework utilized for developing, implementing, and evaluating policies across various institutions (De Silva, Lee, and Ryan, 2015: 3). Fundamentally, ToC aids in the implementation of interventions that allow political executives to assess service delivery effectively (Anderson, 2015: 323). Thus, the theory of change is understood as an intervention crafted by political executives to facilitate policy execution (Mayne, 2015: 139). It provides a structured process and framework that guides implementation while considering contextual factors within different institutions (Cloete et al., 2018: 61). Additionally, ToC helps identify and initiate the authoritative decisions necessary for policy implementation in Gauteng Province (Khan, 2016: 6). Furthermore, the theory of change enhances the efficient and effective execution of policies aimed at delivering services (Barrett et al., 2016: 26) and addresses gaps such as the allocation of sufficient resources for policy implementation (Nilsen, 2015: 9). As a result, ToC fosters consistency among political executives in their policy implementation efforts across various institutions (Anderson, 2015: 323). Supporting the theory of change, effective information management plays a crucial role in the implementation of policies across institutions (Rothstein and Sorak, 2017: 17). In Gauteng Province, information management is essential for guiding political executives in their policy initiatives. The theory of change assists in the introduction and execution of policies, influenced by various ideological perspectives that provide alternative strategies for enhancing service delivery to communities. Moreover, the theory of change can limit the application of legislation in policy implementation due to the predominant role of political executives in this process

(Rasethaba, 2019: 20). This dominance may undermine community trust in the theory of change, stemming from a lack of understanding regarding its application.

Conversely, political executives often hesitate to utilize the theory of change effectively when implementing policies intended to deliver services (Mayne, 2015: 138). It tends to be employed primarily when policy implementation encounters failures (Leidi, 2011: 8), which can further demotivate executives when resources for implementation are scarce (Webb, 2015: 99). The theory of change can create challenging conditions for political executives during policy execution (Tebele, 2016: 35). Additionally, a shortage of necessary skills among political executives can lead to delayed responses in policy implementation (Subban and Wissink, 2015: 47). This results in the ineffective application of the theory of change across institutions, weakening the capacity for policy execution (Imurana et al., 2015: 15). The theory of change emphasizes the role of political executives in gaining insights into service delivery (Mayne, 2015: 138), which complicates the implementation process in Gauteng Province. It suggests that a positive attitude toward policy execution enhances effectiveness and efficiency, thereby supporting service delivery. The theory of change prioritizes effort and focuses on policy implementation to benefit communities (Oxford, 2019: 32). Additionally, it is essential for political executives to provide feedback for effective policy implementation (Strehlenert, 2017: 4). The theory of change encompasses detailed information and strategic perspectives that guide its application.

3.4.3.1 Information Perspectives

Information perspectives are fundamental to the theory of change, positing that information helps elucidate various issues (Khan 2016: 6; Rieger 2015: 56). This framework was created to analyze how policies are executed across different institutions that receive resources (Brand 2018: 4). For political executives, understanding dynamic situations is crucial for effective policy implementation (Rieger 2015: 140). The information perspective illustrates how the theory of change interacts with diverse institutions to facilitate policy implementation in various communities (Nzimakwe 2015: 69). It plays a significant role in bridging gaps in policy execution by ensuring equitable information distribution among political executives (Burger 2015: 94; Signe 2017: 14). In this framework, the information perspective is integral to the interactions among political executives as they apply the theory of change in policy

implementation (Malobela, 2019: 214). It also highlights how information dissemination regarding policy implementation may vary among political executives (Anderson, 2015: 323). This perspective supports the reorganization of institutions in Gauteng Province, prompting political executives to explore adaptive strategies when applying the theory of change in their policy efforts (Burger 2015: 94). Additionally, the information approach shapes and evaluates the behavior of political executives during policy implementation (Rieger 2015: 140), helping them navigate institutional challenges and social pressures related to service delivery.

Moreover, the information perspective is pivotal in assisting political executives to focus equally on all community needs (Anderson, 2015: 253). The theory of change emphasizes that the effective use of information is vital for policy implementation (Gabela et al. 2015: 47), making political executives accountable for their actions while minimizing political interference. However, the relationship between political executives and policy execution is complex (Brand 2018: 4), partly due to issues of maladministration (Rieger 2015: 78). It is essential for these executives to avoid vague and unsettled agreements regarding resource allocation among institutions (Rieger 2015: 56). The information approach is employed across various institutions, promoting the inclusion of community members who expect service delivery (Malobela, 2019: 214). When the theory of change is influenced by the information gathered by political executives, doubts may arise about whether policy implementation effectively addresses community needs (Nzimakwe 2015: 69). Thus, the theory of change can focus not only on policy execution but also on ensuring that political executives respond to unmet community needs (Burger 2015: 94). The information perspective emphasizes the importance of adequately resourcing political executives to implement policies across different institutions (Moon et al. 2017: 9), and encourages them to adopt ideologies and theories that facilitate community consultation during policy implementation (Rieger 2015: 56).

The impact of the information perspective on the theory of change in policy implementation is evident, particularly due to insufficient resources allocated to political executives (Anderson, 2015: 253). Additionally, neglecting to utilize the information perspective undermines their ability to deliver services effectively (Subban and Wissink 2015: 48), resulting in a lack of accountability in service delivery. The

ineffective application of the information perspective is often attributed to poor institutional frameworks for service provision (Tshisevhe 2017: 16). Consequently, political executives in Gauteng Province face challenges in implementing policies effectively, leading to information overload and ineffective communication strategies (Signe 2017: 14). Therefore, it is crucial for political executives to leverage information theory in their policy implementation efforts, avoiding ineffective responses to community concerns (Rieger 2015: 56).

3.4.1.2 Strategic Perspective

The strategic perspective posits that political executives must engage in specific actions for effective implementation (Howlett et al. 2015: 216). This approach emerged primarily to address the complexities of policy implementation in Gauteng Province. It influences political executives in the formulation and execution of strategies across various institutions (Burger 2015: 94). In this setting, the strategic perspective results from active interactions among political executives, who play a critical role in strategy development and execution (Subban and Wissink 2015: 47). This perspective allows political executives to adapt their approaches to policy implementation, ensuring that their roles are equally prioritized in delivering services to communities (Malobela, 2019: 212). However, the effectiveness of the theoretical framework for policy implementation relies on its adoption, enforcement, and practical application in Gauteng Province (Signe 2017: 14). The theory of change further positions political executives as key players within Gauteng Province, highlighting their interactions during policy implementation (Nzimakwe 2015: 69). Political executives utilize the theory of change to facilitate policy execution, both positively and negatively, across different institutions (Burger 2015: 94). The outcomes of this theory are not solely aimed at political executives but are also tied to the strategic approach used in various institutions (Brand 2018: 4). Consequently, this leads to political executives' predominance in the public sector when implementing policies in Gauteng. Additionally, the theory of change presents opportunities for political executives to execute policies while circumventing corrupt practices involving resource allocation (Khan 2016: 6), enabling them to integrate theories into the practical aspects of policy implementation. Rieger (2015: 140) notes that political executives, when employing the strategic approach, often become overwhelmed, leading to neglect in executing

their strategies. This situation has increased the influence of external factors on their strategic decision-making (Anderson, 2015: 253), which can obstruct effective policy execution (Hillebrand et al. 2011: 597). The strategic approach aims to provide a balanced perspective that enhances satisfaction in policy implementation across various institutions, encouraging political executives to improve their competitiveness, efficiency, and effectiveness in Gauteng.

Political executives must address the underlying causes of ineffective policy implementation, recognizing how these factors impede service delivery (Nzimakwe 2015: 69). This approach discourages unauthorized executives from enacting policies without following a strategic consultation process. The theory of change is linked to the policy implementation efforts of political executives across different institutions (Anderson, 2015: 253), suggesting that it should aim for effective policy execution where political executives influence one another (Monyae and Matambo 2019: 8). Understanding the strategic approach and its impact on political executives is crucial for effective policy implementation. Furthermore, the theory of change continues to be utilized by political executives in various institutions to address community needs (Nel, 2015: 74).

Conversely, political executives often fail to adhere to their own decisions, authorizing policy implementations with excessive secrecy across institutions (Nzimakwe, 2015: 69). Consequently, they may overlook their own directives, which can lead to corruption stemming from dominant political interference. This results in a diminished capacity to manage the institutional framework needed for effective policy implementation (Webb 2015: 105). Political executives control how policies are implemented, deciding who does what, when, and how resources are allocated (Cloete et al. 2018: 140; West 2019: 14). The theory of change may not meet community expectations due to infrastructure demands overshadowing policy implementation priorities (Anderson, 2015: 254). This shortfall necessitates the development of new skills, as political executives struggle to implement policies effectively (Howlett et al. 2015: 217).

A significant barrier to the theoretical framework is the inability of political executives to communicate effectively during policy implementation across institutions. Their limited capacity contributes to ineffective policy execution (Makhubu 2018: 5), creating

uncertainty in implementation due to inadequate institutional support (Vries 2019: 6). Furthermore, Khan (2016: 6) points out that critiques of these theories often stem from their failure to adequately explain community dynamics. When communities lack effectiveness, they face challenges in facilitating policy implementation aimed at delivering essential services (Baker et al. 2016: 1596). It is crucial to recognize that policy implementation across institutions is highly centralized, which hinders service delivery (Brand 2018: 4). This indicates that political executives operate within stringent rules and regulations that govern policy implementation (Vries 2019: 7).

The application of the theoretical framework in various institutions fosters trust and confidence in policy implementation (Dormer and Ward 2018: 30). This trend encourages the continued use of theories like institutional theory and the theory of change to guide policy execution. Utilizing these theories provides political executives with tools to implement policies effectively and deliver services to communities (Lynham, 2002: 231). This approach also enables political executives and public servants to contribute to economic development (Grigoropoulos, 2019: 169). Ultimately, the theoretical framework serves as a foundation for addressing complex values and enhances insights into policy implementation across different institutions (Subban and Wissink, 2015: 48).

3.4.3 The generic dimensions of theory of change

- **Influence and Response**

The theory of change aims to shape interventions that respond effectively to policy implementation for the delivery of goods and services (Guala, 2016: 14). Political executives exert influence over communities in specific geographical areas (Wilson and Wright, 2015). This has prompted the establishment of regulations that promote public engagement in policy implementation through the lens of the theory of change (Anderson, 2015: 323). Scholars argue that a lack of thorough consideration regarding policy implementation has led to a limited understanding of service delivery across various institutions (Marshall et al. 2017: 16). The theory of change encourages a competitive strategy to guide policy implementation efforts across different departments in Gauteng Province. Political executives aim to address underserved or overlooked areas during policy implementation, directing resources toward these

sectors to align with the policy goals in Gauteng. This approach utilizes the dimensions of the theory of change to manage focused strategies, ultimately reducing the costs associated with policy implementation in various institutions.

- **Capacity Changes**

Capacity changes in policy implementation are linked to the knowledge, attitudes, skills, aspirations, and opportunities surrounding policy interventions (Guala, 2016: 14). Political executives need these capacity changes to effectively implement new policies. However, this has often resulted in narrow and biased perspectives against policy implementation that would promote equity among political executives (Rothstein and Teorell, 2015a). The timeline for expected changes in policy implementation varies across institutions. Capacity adjustments help political executives avoid distractions and manage multiple objectives, thus preventing the loss of valuable time during policy execution. These changes facilitate the initiation of improvements in policy implementation. Additionally, a comprehensive policy implementation system can enhance service delivery across Gauteng Province, enabling political executives to adapt and directly compete when executing policies in different institutions. Moreover, some political executives focus on developing sub-strategies to manage these capacity changes in Gauteng.

- **Behavioural Changes**

Behavioural changes refer to the practices that influence communities to implement policies across different institutions and enhance the provision of goods and services (D’Arcy, Ellis, and Nistotskaya, 2015). Such changes arise from the improved understanding of the relationship between capacity and behaviour (Subban and Wissink, 2015: 48). External influences—events and conditions unrelated to policy interventions—can facilitate effective service delivery (Lapuente and Rothstein, 2014). When external entities share similar goals or are aligned with broader economic or social trends, it becomes easier to implement policies across various institutions (D’Arcy et al. 2015). The evaluation of behavioural changes at the foundational levels of policy implementation involves assessing the entire system in Gauteng Province. Significant flaws exist in the lower tiers of policy implementation, creating conditions that help gauge its effectiveness. Behavioural changes simplify the process of

identifying how to implement policies and manage interactions, thus alleviating resource strain by redirecting efforts into new channels for policy execution.

- **Direct Benefits**

The direct benefits of policy implementation include enhancements for individual beneficiaries, such as increased access to goods and services (Rothstein and Teorell, 2015a). Long-term improvements in community well-being manifest through better health, reduced poverty, and enhanced security for individuals (Subban and Wissink, 2015: 48). However, commonly employed strategies for policy implementation often lack clear meaning, as political executives provide limited guidance on service delivery (Wilson and Wright, 2015). For instance, understanding immediate or intermediate outcomes during policy execution in different institutions can be challenging (Signe, 2017: 14). Both positive and negative unintended consequences can arise from policy interventions, reflecting the complexity of implementation activities and their results (Rothstein and Teorell, 2015a).

3.4.4 Assumptions of the Theory of Change

The assumptions surrounding the theory of change significantly influence policy implementation efforts in various departments across Gauteng Province. These assumptions aim to identify and leverage underserved or overlooked areas when implementing policies, enabling political executives to focus promotional resources on sectors aligned with policy objectives. The assumptions also encompass the costs associated with policy implementation across different institutions, which are involved in identifying departmental issues. Understanding the connection between these assumptions and the theory of change involves a blend of prior knowledge and the experiences of stakeholders, particularly political executives (Lapiente and Rothstein, 2014). The theoretical framework's assumptions are elaborated as follows:

- **Influence Assumptions**

These assumptions represent the events and conditions necessary for political executives to effectively implement policies and deliver services (Wilson and Wright, 2015). Successful service delivery hinges on accessibility and acceptance by the intended audiences, which is crucial for supporting policy implementation (Rothstein

and Teorell, 2015a). Political executives make decisions regarding policy implementation to serve diverse communities (Kirby, 2018: 15). The impact of these assumptions allows political executives to maintain focus and avoid distractions, preventing time wastage during policy execution. By acknowledging these assumptions, political executives can initiate changes in policy implementation within Gauteng Province. A comprehensive policy implementation system can more effectively serve diverse populations, prompting political executives to adapt their strategies for direct competition in policy execution across various institutions. The influence of assumptions also reveals effective methods for managing interfaces and reducing errors in knowledge development, thereby alleviating resource strain by reallocating resources to new policy implementation channels.

- **Capacity Change Assumptions**

These assumptions become evident when political executives struggle to implement policies effectively across different institutions (Dahlström and Lapuente, 2017). They reflect the knowledge, attitudes, skills, and aspirations necessary for delivering services to communities. Political executives implement policies variably, creating opportunities for different communities (Subban and Wissink, 2015: 48). Understanding policy implementation through realistic and acceptable values in various institutions is crucial for identifying capacity changes. In Gauteng Province, political executives continue to rely on dominant capacity change assumptions to guide policy implementation (Erickson and Noorman, 2016: 2). These assumptions have proven effective in executing strategies across different institutions (Cloete et al., 2018: 100). Thus, capacity change assumptions are designed not only to identify strategies but also to motivate political executives to implement these strategies for community service delivery (Mehlape, 2018: 327). Additionally, managing primary strategies has had significant impacts on policy implementation and service delivery (Van der Waldt, 2019: 194). The assumption that service delivery advantages are critical for both primary strategies and policy implementation represents a progressive approach for political executives to align their intentions and effectively implement policies in Gauteng Province (Sarakinsky, 2019: 36).

- **Behaviour Change Assumptions**

Changes in the capacities of political executives can lead to behavioural changes during policy implementation (Rothstein and Teorell, 2015a). These behavioural shifts are influenced by the financial capacity of political executives and the acceptance of policies by local communities, including peers and leaders from various social, cultural, and religious backgrounds (Lapuente and Rothstein, 2014). The theory of change undoubtedly affects policy implementation across different institutions in Gauteng Province. This influence is viewed as a service delivery advantage that relies on political executives to apply various strategies effectively (Candido and Santos, 2019: 10). Supporting this service delivery advantage, political executives adjust their strategies for implementation in Gauteng Province (Van der Waldt, 2019: 194). Emphasizing service delivery advantages can foster positive attitudes among political executives, revealing a collective ambition to enhance service provision (Anderson, 2015: 324).

- **Direct Benefits Assumptions**

It is assumed that policy implementation across different institutions directly benefits communities by increasing access to income, health services, and participation in decision-making processes (Dahlström and Lapuente, 2017). These direct benefit assumptions inform political executives about how policy implementation can enhance community access to services across various institutions (D'Arcy, Ellis, and Nistotskaya, 2015). However, establishing assumptions for a theory of change can be confusing, given the variety of assumptions associated with policy implementation across different institutions (Wilson and Wright, 2015). Policy implementation is expected to guide political executives to consistently comply with policies across institutions (Signe, 2017: 14). Nonetheless, this assumption is often undermined by political executives' lack of financial resource management skills (Munzhedzi, 2018: 85). Consequently, service delivery delays have led to community protests for improved services in Gauteng Province (Viennet and Pont, 2017: 8). Ineffective service delivery has also fostered unethical practices during policy implementation (Mahlangu, 2019: 12), resulting in inadequate procedures to guide political executives in their efforts across different institutions.

3.4.5 Drawbacks of theory of change

The theory of change presents two significant issues that can misguide policy implementation efforts across various institutions.

- **Creates a Mirror Instead of Facilitating Implementation**

While political executives may offer incentives as a demonstration of commitment, they often hesitate to implement policies effectively. This tendency creates confusion between policy implementation and accountability (Kirby, 2018: 15). Moreover, the theory of change fails to accurately reflect the actions of political executives during policy implementation across different institutions. Some political executives have applied the theory to focus solely on technical aspects of policy execution (Subban and Wissink, 2015: 48). This narrow focus has resulted in shorter time horizons for policy implementation. In South Africa, the theory of change has been compromised by legislative changes that hinder provinces like Gauteng in establishing effective policy institutions (Signe, 2017: 14). Consequently, political executives often overlook important legislative updates when implementing policies, gaining minimal insight into effective legislative use while failing to contribute to successful policy outcomes across institutions (Vries, 2019: 6).

- **The Theory of Change in External Context**

The theory of change can render political executives incapable of adhering to institutional regulations during policy implementation (Rothstein, 2016). Without a clear purpose, their discretionary powers can be exercised arbitrarily, which undermines citizen freedoms (Kirby, 2018: 15). This situation has resulted in a lack of awareness regarding the importance of identifying and following regulations. The theory of change has inadvertently fostered autocratic institutional regimes that lead to inconsistent policy implementation and inadequate service delivery (Ramin, 2019: 38). Political executives struggle to integrate necessary strategies for policy implementation due to historical imbalances that hinder their ability to incorporate external influences, such as laws and economic conditions (Signe, 2017: 14). The South African government, despite including the White minority, has often neglected the needs of the majority Black population in policy execution (Rieger, 2015: 140).

Furthermore, external influences are often viewed as obstacles to the overall development of South Africa, complicating policy implementation in Gauteng Province (Kirby, 2018: 15). The differences between South African laws and those of foreign entities further exacerbate the challenges of policy implementation, especially given the limited resources available in a developing country like South Africa (Vries, 2019: 6).

- **Not Confirming the Plausibility of the Theory of Change**

The absence of internal dialogue among political executives limits their ability to collaboratively verify the plausibility of the theory (Rieger, 2015: 140). This disconnect has led some political executives to resist fully controlling policy implementation across different institutions (Subban and Wissink, 2015: 48). The theory of change complicates policy execution due to a lack of coordination among political executives (Signe, 2017: 14). Many political executives' actions are insufficient to achieve expected results during policy implementation (Ramin, 2019: 38). Instances of non-compliance with rules and regulations breed fear and hesitation in policy execution (Kirby, 2018: 15). Additionally, a lack of mutual respect among political executives can disrupt structures and lead to misallocation of financial resources (Rieger, 2015: 140). This environment allows some political executives to wield excessive power, resulting in weakened institutions that struggle with policy implementation (Vries, 2019: 7). Conflicts of interest further hinder the willingness of some political executives to implement policies effectively.

- **Difficulty in Measuring the Theory of Change**

Measuring the effectiveness of the theory of change over time poses significant challenges. The limited persuasive influence of experts familiar with the theoretical framework for policy implementation hampers its effectiveness (Signe, 2017: 14). As a result, political executives may delay policy implementation due to difficulties in ensuring consistent service delivery (Subban and Wissink, 2015: 48). Recognizing and addressing the uncertainties inherent in policy implementation across institutions is challenging for political executives (Kirby, 2018: 15). Furthermore, the inability to monitor policy implementation undermines self-representation and complicates the acknowledgment of the theory of change's relevance (Kirby, 2018: 15). This has led

some political executives to mistakenly believe they have successfully determined appropriate policy implementation strategies across various institutions.

3.5 CONCLUSION

This chapter focused on identifying the ideologies and theories that guide policy implementation. It discusses how legislation informs political executives in their execution of policies within a theoretical framework. The context of policy implementation, particularly trends in South Africa, shapes the discourse presented here. This chapter examines policy implementation to assess the effects of various ideologies and theories. By exploring both prescriptive and descriptive ideologies, the discussion emphasizes their role in the policy implementation process. Ideologies and theories not only influence thought but also provide valuable insights into how policies are executed. However, the theories and methods used for policy implementation in Gauteng evoke mixed reactions, as some political executives—such as the Premier, MEC, and DG—lack familiarity with the tools available for delivering services to communities. Nonetheless, the broader implementation of policies across various institutions in South Africa, supported by the democratic framework, enhances service delivery.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 INTRODUCTION

Policy implementation has frameworks that guide the use of research methodology to choose the research method to collect data. Mohajan (2017: 4) defined research methodology as the set of guidelines the researcher adopts to perform research activities. Research methodology refers to the specific procedures or techniques used to identify, select, process and analyse information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The research methodology guides the researcher to follow the principles for organising, planning, designing and conducting research. The research methodology is judged based on the validity and reliability of the data collection instruments used in this study. Therefore, high-quality outcomes are achieved when a good research study has a methodology and design to promote accurate performance in the collection of data (In, 2017: 601). This chapter provides the frameworks available for research methodologies, which include the Saunders research onion. These steps are appropriate for conducting research, as illustrated in Figure 4.1.

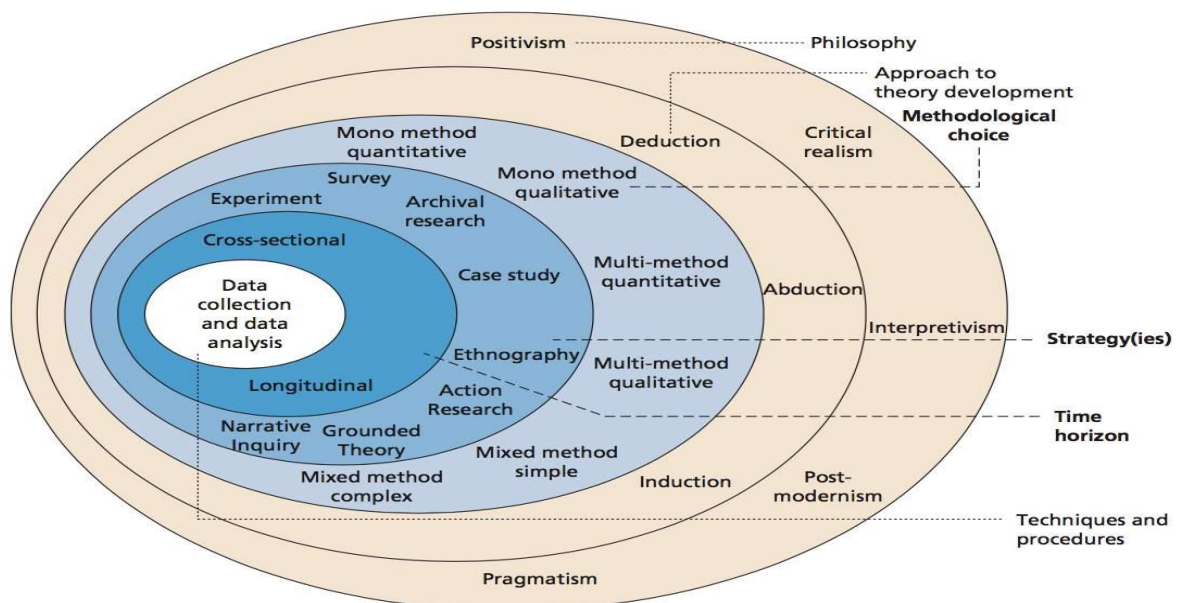


Figure 4.1. Saunders research onion philosophies

Source: Adapted from Saunders *et al.* (2012).

The Saunders research onion will provide an understanding of how the researcher conducted the study and decisions made to collect data from the participants. The Saunders research onion has different layers, and the researcher will explain when collecting the data. Sahay (2016: 3) states that the outer layers of the onion are used to provide the context and boundaries within data collection techniques. In other words, the explanation provided when collecting data is known as peeling off the Sanders research onion. The research methodology will be based on peeling off the Saunders Research onion using layers indicated in detail.

Onion layer 1: This first layer of the Saunders research onion focuses on interpretivism research philosophy. Research philosophy is defined as a set of basic beliefs that guide the design and execution of a research study. This has led different research philosophies to offer different ways of understanding policy implementation in Gauteng Province. A *research philosophy* is a belief about the way in which data about a phenomenon should be gathered, analysed and used by political executives. However, different institutions implementing policies in Gauteng Province varied significantly in their attention to data triangulation.

Management culture involves the implementation of corporate social responsibilities to distinguish the levels of organisational structure and interaction. The research philosophy used in this study is interpretivism. Interpretivism is the system of providing effective knowledge to different communities through shared beliefs among participants in implementing policies (Kivunja and Kuyini, 2017:30). Interpretivism will be used to guide the collection the data needed to answer the research questions. In addition, interpretivism will develop an in-depth subjective understanding of policy implementation in Gauteng Province (Ryan, 2018: 9).

In other words, interpretability provides problem-solving ability among political executives implementing policies. Interpretivism influences the social and cultural aspects of political executives implementing policies (Goldkhul, 2012: 5). Interpretivism encourages participants to engage in intermingling, facilitating dialogue, answering questions, and listening, reading, writing and accessing recorded data (Kivunja and Kuyini, 2017: 33). In addition, McGregor and Murnane (2010:8) state that interpretivism facilitates dialogue between the researcher and participants to identify patterns of behaviour when implementing policies. In other words, it will focus on

political executives' thoughts and views in line with their social and cultural backgrounds when implementing policies in different institutions Sharma and Sarkar, 2019: 3). Interpretivism plays an important role in providing a holistic view of participants and their actions when collecting data related to policy implementation.

Onion layer 2: This layer helps to peel off the layer known as the research approach. A research approach is defined as the procedure selected by the researcher to collect, analyse and interpret data. There are three approaches to research: quantitative, qualitative and mixed methods. The research approach is defined as *the plan or proposal to conduct research and involves the intersection of philosophy, research design and specific methods*. It is important to identify the research approach for this study to guide the collection and analysis of the data. An inductive approach is used in this study. Therefore, the inductive approach was regarded as the framework whose characteristics, methods, approaches and tasks were embodied rather than providing a prescribed set of practices (Sik, 2015: 2142), which entails generating theories from this research study. This study did not choose or use the deductive approach, which involves a scientific investigation that follows the path of logic most closely when conducting tests. Malhotra (2017: 173) states that deductive propositions form a hierarchy from theoretical to observational and from abstract to concrete when collecting and analysing data. Therefore, the deduction approach begins with the general and ends with specific facts required for the study. It develops new theories through research study.

Onion layer 3: This uses narrative inquiry. Narrative inquiry records the experiences of an individual or small group, revealing the lived experience or perspective of that individual, usually primarily through interviews, which are then recorded and ordered into a chronological narrative.

The features of narrative inquiry:

- This paper applies narrative theory and research to research design and analysis.
- This study applies narrative analysis to other discourses elicited in research, such as interviews, conversations, and policy documents.

- The mystery is removed from the analyses of narratives and other research discourses.

The researcher will examine the different settings used by political executives when implementing policies (Melnikovas, 2018: 34). Moreover, Malhotra (2017: 178) stated that narrative inquiry provides researchers with an opportunity to gain knowledge when collecting data from participants. This will help the researcher identify the decisions made to monitor and evaluate the participants in different institutions (Edwards, 2016: 3). Narrative inquiry is used in the social and cultural context when implementing policies in different institutions (Malhotra, 2017: 179). Therefore, the narrative inquiry provides a strong focus on the participants identified for this study.

Onion layer 4: Choices. This layer mainly focuses on guiding the researcher to make choices. The mixed methods provide enough descriptions of complex phenomena related to policy implementation. This will help researchers track expected and unexpected events encountered by political executives implementing policies at different institutions. The mixed method will provide a rare opportunity for some political executives to express their views. The researcher chose mixed methods, especially quantitative and qualitative methods, which were explained in detail below

4.2 QUALITATIVE METHOD

The qualitative research method chosen for this study provides a wider understanding of human behaviour during the collection of data (Daniel 2016: 93). This method is determined by the distribution and collection of questionnaires and the interviews with the participants. Qualitative research is a subjective, value-laden, biased and ad hoc process that accepts multiple realities through the study of a small number of cases (O’Leary, 2004:99). The collection of data from documents such as articles and textbooks, as well as interviews, guides the researcher in planning and analysing the data to address the research problem. The qualitative method aims to develop new understandings of human lived experience to implement policies in Gauteng Province (Gentiles *et al.* 2015:1773). In addition, qualitative methods capture information that records participants’ attitudes and behaviours (Barclays 2018: 1). The qualitative data collected from the participants in this study provide in-depth meaning.

4.3 QUANTITATIVE METHODS

A quantitative method was also used in this study. Daniel (2016: 94) defines a quantitative method as a system of collecting primary data through numbers, figures and symbols. Halcomb and Hickman (2019: 10) argued that the use of numbers, figures and symbols increases complexity when collecting data from participants. Clarity regarding the research approach is crucial in conducting the study. For this study, the quantitative method was chosen to match the research approach with the research questions, methods and theoretical frameworks using questionnaires (Fletcher, 2016). According to Belfrage and Hauf (2017), the researcher places primacy on the exploration of explanations of phenomena, a 'variety of methods to help reveal the real' (Kempster and Parry, 2014: 98). This will help to provide clarity to the participants who do not understand secondary data when answering the research questions.

Onion layer 5: This is the fifth layer of the Saunders research onion. It is the time horizon that describes how many points in time the data are collected from the participants. Two options exist—the cross-sectional and longitudinal time horizons or research—explained in detail below.

Cross sectional research: This onion layer defined the time frame for this cross-sectional or short-term study (Saunders *et al.* 2012). Zangirolami-Raimundo *et al.* (2018: 356) stated that cross-sections obtained reliable data for generating robust conclusions and creating new hypotheses to be studied further in new research. The cross-sectional research was useful, as it provided information on policy implementation through the collection of data.

Longitudinal research: Winiarska (2017: 5) defined longitudinal research as the repeated collection of data for comparison over a long period of time. This longitudinal study examines changes in the attitudes, behaviour, processes, or phenomena of participants. This would have guided the researcher to gather data from different samples at different intervals without including new samples (Rugani *et al.* 2015: 4).

Onion layer 6: This is the sixth layer of the Saunders research onion. It is known as the centre of the onion, in which the researcher makes choices regarding the use of techniques and procedures.

4.3 POPULATION

The population included political executives from the Gauteng provincial government. According to Said and Madugu (2015: 50), a population is “a group of individuals who have one or more characteristics in common that is of interest to the researcher”. The above definition implies that a population may be any complete group of elements—people, companies, schools, or hospitals—that share some common set of characteristics (Castel and Bridier, 2021: 341). The study identified 600 political executives involved in policy implementation in different institutions in Gauteng Province as the population. The target population is chosen because it helps to clarify the scope of the total population and determine the number of participants who will be selected. In addition, the identified target population plays a crucial role in making policy decisions. In most cases, service delivery protests are allegedly directed at political executives, who are part of the target population implementing policies at different institutions. This approach can also help researchers identify data collection instruments for policy implementation.

4.4 SAMPLING

Sampling techniques are used to make inferences about a population in relation to an existing study. This approach allows the researcher to choose the sampling technique (Cypress, 2018: 21). The main purpose of the sampling techniques is to determine the nature of the population to be studied by the researcher. The sampling techniques are divided into two types:

- Probability or random sampling
- Non-probability or non-random sampling

To answer the research questions, it is important to explain the sampling techniques in detail, as indicated.

4.4.1 Probability sampling

Probability sampling was chosen because it will be easy to identify a representative of the cross-section being studied. Wisniewski, *et al.* (2020: 120) state that probability sampling will select participants to provide flexibility in the collection of data. This will provide information related to the element chosen to identify participants. Therefore, it is important to provide a detailed explanation of the different probability sampling

methods are explained, followed by a discussion of the chosen stratified random sampling method for this study. The sampling element is stratified, specifically disproportionate stratified random sampling. The other elements for probability sampling that were not chosen are cluster, systematic, multistage, and simple random, which are explained briefly.

Cluster sampling: This sampling element was not chosen for this study. Cluster sampling is the system of dividing the target population into clusters or groups (Taherdoost, 2016: 20). A random sample may be taken from the clusters used in the sample. Semasinghe (2019) notes that cluster sampling is fragmented across large geographical areas, therefore identifying participants when collecting data consumes a considerable amount of time.

Systematic sampling: This method was not chosen for this study. Systematic sampling occurs when every *n*th case after a random start is selected. For example, when surveying a sample of consumers, it is possible to select every fifth consumer from the sample (Eitkan and Bala, 2017: 215). Systematic sampling was not chosen, which may have increased complexity when collecting data from the participants.

Multistage sampling: Multistage sampling was not chosen for this study. Therefore, multi-stage sampling is the process of moving from a broad to a narrow sample through a step-by-step process (Cypress, 2018: 21). Multistage sampling may involve the use of a random sample of owners within the population. It is both expensive and time-consuming and involves dividing into a few geographical regions, where the selected samples may be concentrated in different geographical regions (Taherdoost, 2016: 22).

Simple random: Simple random sampling was not chosen for this study. Therefore, simple random sampling is the system of selecting samples from a population without following chronological order (Gentiles, *et al.* 2015: 1775). Simple randomisation provided the population with an equal probability of inclusion in the study. Random sampling was not chosen because of the costs associated with selecting participants from units that are widely scattered in Gauteng Province.

Stratified random: Stratified random sampling was used in this study. This process started by dividing the target population into two strata with similar attributes. Stratified random sampling ensured that the different segments of the target population were equally represented. In other words, the strata represent the opinions of the political executives in each department. Proportionate stratified sampling was used to determine the sample size. In other words, proportionate stratified random sampling means that each strata sample has the same sample size or fraction. For example, $600 \div 14 = 42.85$; thus, 43 participants were included. The 14 departments \times 8 DGs = 112 DGs. Therefore, $600 \div 112 = 5.35$, thus giving the researcher $43 + 5 = 48$ participants. Proportionate stratified sampling was used to maintain the strata size of the different segments of the target population.

Therefore, proportionate stratified sampling means that the researcher randomly chooses participants from each group equally. Proportionate stratified random sampling was used by the researcher to recruit the study participants. This approach guided the researcher to have two strata—A and B—where to select for interviews, which are represented by equal segments in the strata identified through proportionate stratified random sampling, where 48 participants were identified. The researcher can give equal representation to both groups to avoid under-representation of the strata, using proportionate stratified random sampling. It was chosen to provide more efficient parameter estimates of equal segments such as MECs and DGs.

4.4.2 Non-probability Sampling

Non-probability sampling was not chosen by the researcher. It has been included to clarify the construct, elements and reasons for not using it to select participants. Therefore, non-probability sampling is the system of selecting participants in chronological order (Said and Madungu, 2015: 51). Non-probability sampling was not chosen because it is difficult to use the results of the samples to draw conclusions about the target population. In other words, the researcher may be biased when considering the reliability of the samples. Therefore, the elements of non-probability sampling are briefly explained as follows:

Quota sampling: This method was not chosen for this study. The participants in quota sampling may be chosen based on their predetermined characteristics, such as

position, age and gender, at different institutions (Gentiles *et al.* 2015: 1773). Thus, the total sample was used to distribute the characteristics required by the researcher to appeal to a wider population.

Snowball sampling: This method was not chosen for this study. Snowball sampling is a non-random sampling method that uses a few cases to encourage participants to participate in the study. This increases the sample size applicable to populations for which it is difficult to access information due to their close nature, e.g., secret societies and inaccessible professions (Said and Madungu, 2015: 51).

Judgement sampling: This method was not chosen for this study. Judgemental or purposive sampling is defined as a system that provides meaning to the information from the selected events conducted when collecting data following the participant's choices (Singh and Masuku, 2015: 3). Therefore, judgement sampling was not chosen for this research study due to time constraints involved in sampling the participants.

Convenience sampling: This sampling element was not used in this study. Convenience sampling is the system of selecting participants who are available and ready to share their experiences (Taherdoost, 2016: 22). Therefore, convenience sampling does not provide representative samples as expected and may discourage participants from sharing their experiences because they are unknown in different institutions (Said and Madungu, 2015: 51).

4.4.3 Stratified random sampling

Stratified random sampling was chosen for this study because it enabled the researcher to use both proportionate and stratified sampling methods. The researcher will use stratified random sampling to select the sample size as indicated in the calculations. Fourteen MECs in Gauteng Province head different departments.

$$\begin{aligned} 14 \times 1 &= 14 \text{ departments.} \\ \therefore 600 \div 14 &= 42.85 \\ &= 43 \end{aligned}$$

Each MEC is allocated 8 DGs. The number of DGs who render their services under the MECs is $14 \times 8 = 112$ DGs

$$\therefore 600/112 = 5.35$$

$$= 5$$

Therefore, the sample size for this study was $43 + 5 = 48$ participants, males and females, and political executives in Gauteng Province. The different segments of the target population, MECs and DGs are equally represented in Figure 4.1. The researcher used stratified random sampling to choose the sample size, which provides more reliable and detailed information.

The researcher assigned equal numbers to strata A and B to determine the sample size for the study, as indicated in Figure 4.1 and used proportionate stratified sampling to identify strata A and B for data collection. MECs and DGs, randomly selected with dissimilar numbers of participants, made up the sample size of 48 for this study (Illiyasu and Eitkan, 2021: 25). The researcher was not concerned with the sample having the same proportions as the target population, as indicated in Table 4.1.

Table 4. 1 Proportionate stratified sampling

Stratum	MECs	DGs	Total
Sample size	5	43	48
Total	5	5	48

Source: Self-generated by the researcher

The stratified random sampling enabled the researcher to use both proportionate and disproportional stratified sampling methods. The researcher assigned equal numbers to Strata A (MECs) and Strata B (DGs) to determine the sample size for the study, as indicated in Figure 4.1.

The researcher used disproportional stratified sampling to identify Strata A and B for data collection. The sample size of 48 for this study comprised MECs and DGs who were selected randomly with dissimilar numbers of participants (Illiyasu and Eitkan, 2021: 25). The stratified sampling method will be divided into subgroups or strata, Strata C (for questionnaires) and Strata D (for interviews), but the groups will not have a similar number of participants. A disproportional stratified sampling method will be used to identify participants from the sample chosen for this study. The

researcher is not concerned with the sample having the same proportions as the target population, as indicated in Table 4.2.

Table 4. 2 Disproportionate stratified sampling

Stratum	MECs	DGs	Total
Questionnaires (Strata C)	3	33	36
Interviews (Strata D)	2	10	12
Total	5	43	48

Source: Self-generated by the researcher

The disproportionate stratified random sampling will be drawn from a sample size of 48 participants. The distribution of participants is shown in Table 4.2. Therefore, some strata, exhibit an oversampling of participants relative to others. It was important for the researcher to use both proportionate stratified sampling when selecting the sample size and disproportionate stratified random sampling to identify participants who completed the questionnaires and those who were interviewed. This encourages the participants to share their opinions by examining their responses to the questionnaires and the interviews conducted in different departments. They identified using disproportionate stratified random sampling to avoid under-representation of the strata. There are two strata for this study, one for questionnaires (Strata A) and the other for interviews (Strata B), as shown in Table 4.2. The participants who completed the questionnaires and interviews were not proportional to the size of the other strata. This means that the researcher collected data from the participants using questionnaires and interviews. The researcher self-administered the questionnaires and emailed them to the participants. The researcher also conducted face-to-face interviews and emailed the interview guide to the participants. This study showed that policy implementation was effective in achieving the objectives of Gauteng Province.

4.4 DATA COLLECTION METHODS

Data collection methods that use instruments such as secondary sources, questionnaires and interviews have tremendous political power to implement policies (Correll, 2018: 9). Some of the questionnaires and interview guides were emailed to the participants to obtain written responses because of their busy, daily schedules.

Some participants had the opportunity to fill in their consent, and a follow-up email was sent after two days to determine if they had completed the survey. The hard copies of the questionnaires and interview guide were delivered to the participants who were not interested in performing face-to-face interviews and were later collected after approximately 60 minutes. For the participants who were willing to participate in face-to-face interviews, the dates and times were scheduled, and 40–60 minutes were given to the participants to express their views.

The researcher self-administered the questionnaires to the participants during lunch time in Gauteng Province. Participants were given 30 to 50 minutes to complete the questionnaires. Some participants were emailed the questionnaires to fill in their responses. The data collected by the researcher were in line with the policy implementation context (Abawi, 2017: 8). The researcher recruited an assistant to collect data from the interviewees who agreed to participate in the study. The easiest way to recruit an assistant is to ask participants if they were willing to assist the researcher in locating participants willing to participate in the research study. The assistants were expected to have good communication skills to assist in collecting the questionnaires and the interview guide from the participants and retrieving the documents from the researcher's personal email (Correll, 2018: 9). Finally, the researcher collected data from the secondary sources used in this study, mainly recent documents such as articles, journals, newspapers and textbooks. The data collection from the secondary sources required a considerable amount of time and effort to identify recent documents. The data collection tools and instruments used in this study are explained in detail.

4.4.1 Secondary sources

The secondary sources were collected from articles, journals, newspapers, policies, legislation and textbooks. They provided insight into the use of previous literature related to policy implementation (Canals, 2017: 396). In addition, the contextual and historical background of policy implementation in Gauteng Province was identified by collecting data from different publications (Barrett and Twycross, 2016: 63). Different scholars have conducted different studies that contribute to the discipline of public policy analysis, and secondary sources are regarded as instruments used to collect

data. It is important to understand the scholarly views of political executives implementing policies in different institutions.

4.4.2 Questionnaires

Sabo (2020) defines questionnaires as documents that contain questions designed to collect relevant information for the data. The questionnaires will help the researcher explore the level of political executives' satisfaction and their understanding when implementing policies. The questionnaires are designed to gather factual and attitudinal data related to policy implementation (Smith, 2017: 9). Moreover, the questionnaires in this study were self-administered by the researcher to political executives implementing policies in Gauteng Province. For example, the questionnaires were provided as a platform for the participants to express their views and attitudes on policy implementation. The participants who completed the questionnaires are indicated by the researcher in Table 4.3.

Table 4.3 Questionnaire

Strata A:	Number of the participants	Participants	Nonparticipants
Questionnaires			
MECs	3		
DGs	33		
Total	36		

Source: Self-generated by the researcher

The questionnaires have a wider distribution of the sample compared to the interviews; this will provide an opportunity for the researcher to collect frank responses from the participants. The researcher will self-administer and email the questionnaires to the participants, who will provide insight into the implementation of the policies in different institutions. The researcher used the informed consent letter when self-administering the questionnaires to the participants. The participants were given between 30 and 50 minutes to complete the questionnaires. The MECs and DGs from different departments in Gauteng Province will self-administer the questionnaires. In this study, MECs and DGs were chosen because they are key stakeholders responsible for effective policy implementation at different institutions in Gauteng Province. The MECs

and DGs are at the forefront of the implementation of the policies, therefore, the selection of the participants would not be regarded as biased. In addition, all the questionnaires for the MECs and DGs will consist of the same questions, which will be carefully considered to answer the research questions. The completed questionnaires, together with the informed consent letter, will be personally collected from the respondents (Canals, 2017: 396).

4.4.3 Interviews

The interviews will be conducted in the departments of Gauteng Province, which are headed by different MEC servers, with assistance from the DGs in implementing policies. An interview guide and informed consent letter will be sent prior to the start of the study (Barrett and Twycross, 2016: 63). At the start of each interview, informed written consent will be read to the participants who will participate in the face-to-face interviews. The interviews aligned with the objectives of the study were clarified to the interviewees. The researcher also emphasised keeping the names of the participants as well as the data confidential, where no one can have access to them, including the research assistant. The interview guide was designed to collect data from the participants who agreed to be interviewed during their break times, such as lunch (Majid, Othman, Mohamad, Lim and Yusof, 2017: 1074). Semi-structured interviews helped the interviewer to be consistent with the different respondents throughout the interviews. The interview questions will be semi-structured and recorded using a Dictaphone. The researcher will personally conduct interviews for 40 to 60 minutes with each participant. The semi-structured questions will allow the participants to relax and freely express their views on policy implementation. However, the interviews may go beyond 60 minutes, depending on the participants' responses. Additionally, the interviews involved fewer participants, reducing the expenses associated with traveling between departments to gather data. This will help to obtain opinions related to policy implementation in Gauteng Province. Table 4.4 provides an overview of the interviewees in detail.

Table 4. 4 Interviews

Strata B: Interviews	Number of the participants	Participants	Nonparticipants
---------------------------------	---------------------------------------	---------------------	------------------------

MECs	2
DGs	10
Total	12

Source: Self-generated by the researcher

The interviews will identify the gaps through interviews with political executives implementing policies in different institutions within Gauteng Province. The interviews will identify concerns about when, how and why the MECs and DGs were involved during the implementation of policies (Majid *et al.* 2017: 1073). The interviews will provide an opportunity for the researcher to collect data from the participants. The researcher will use semi-structured interviews despite having structured and unstructured questions. The semi-structured interviews used in this study are explained in detail below.

i. Semi-structured interviews

This study will utilise semi-structured interviews, a blend of structured and unstructured interview formats conducted by the researcher (Nyumba *et al.* 2017: 21). Semi-structured interviews are often open-ended, and they allow for flexibility among participants. This approach helps the researcher have a set of questions for easy comparison between respondents, which may be limiting. Semi-structured interviews have less structure; they help researchers observe patterns in different responses. Semi-structured interviews provide a layout for participants to understand the questions in the interview schedule, unlike unstructured interviews. The researcher asked the participants questions (Barclays, 2018: 2). In this way, the 48 participants selected through the proportionate stratified sampling method shared their experiences and views on policy implementation in different institutions, as shown in Table 4.5.

Table 4. 5 Differences between quantitative and qualitative research interviews

	Quantitative (structured)	Qualitative (unstructured)
Purpose	Structured interviewing is used extensively in quantitative research in order to show reliability of the data gathered and thereby validate the measurement of key concepts.	Qualitative interviewing is aimed at an open, free-flowing collection of data that allows for flexibility to adapt to the research project as a

		set of social interactions are investigated.
Aim	The aim is to measure and quantify the research data related to predetermined research questions.	Interest in the interviewee's perspective.
Variability in questions	Discouraged because it interferes with the ability to compare answers and measure the concepts.	Encouraged as a specific goal to enhance the opportunity to grasp what the interviewee sees as relevant and important.
Direction of interview	Predetermined to standardise answer format for later comparison.	Follows the direction that comes from the interviewee. Allows the interviewee to go off on tangents to accommodate emergent themes.
Interview depth	Specific answer choice to ease coding.	Rich, detailed (free flowing) answers.
Number of interviews	Once	Several

Source: Social Research Methods, Fifth Canadian Edition © Oxford University Press Canada, 2019

4.5 DATA ANALYSIS

Data analysis is defined as the process of systematically applying statistical and/or logical techniques to describe, illustrate, condense, recap and evaluate data. The data analysis involved manageable themes, patterns, trends and relationships related to policy implementation in different institutions (Eitkan and Bala, 2017: 216). The data analysis process included setting goals and collecting, cleaning and analysing data when implementing policies. The data analysis uses results to make striking visualisations for immediately actionable insights from the data collected from the participants. Pillay (2014:199) defined data analysis as a process of examining, emptying, transforming and displaying data to discover useful information needed to answer research questions. Data analysis is important because it helps researchers understand political executives' problems when implementing policies and collecting

meaningful data. Therefore, data analysis will guide researchers to present accurate and reliable data. Data analysis will reveal different trends regarding policy implementation in various institutions in Gauteng Province. This will include identifying the views, perceptions and experiences of policy implementation from both secondary sources and interviews (Canals, 2017: 396).

- **The key steps in conducting qualitative data analysis**

The key steps in conducting qualitative data analysis using content or thematic analysis in the context of policy implementation in Gauteng

- Familiarization with the Data

Familiarization with the data is an essential first step in qualitative data analysis, aimed at gaining a deep understanding of its content, context, and the nuances of policy implementation (Pillay, 2014:180). The researcher conducted a thorough review of the data gathered from the semi-structured interview transcripts to achieve this understanding (Saunders et al., 2012). Additionally, the qualitative researcher maintained a journal to document insights, reflections, and any shifts in understanding that arose during the familiarization process.

- Generating Initial Codes

Generating initial codes is a crucial step in qualitative data analysis, focusing on identifying and labeling key features of the data that are relevant to the research objectives, particularly in the context of policy implementation (Daniel, 2016: 94). This process not only organizes the data but also establishes a foundation for thematic analysis. During this phase, the researcher makes preliminary notes on significant points, themes, or ideas that emerge while reviewing the data. This can be done using manual methods or qualitative analysis software to facilitate the coding process.

- Searching for Themes

Searching for themes is an essential stage in qualitative data analysis, focusing on synthesizing initial codes into broader themes while ensuring a clear understanding of the associated data segments (Pillay, 2014:180). This process aids in organizing the data and generating insights that address the research questions. The researcher

grouped the initial codes into categories based on shared characteristics or concepts, resulting in broader themes that highlighted significant patterns or insights related to policy implementation (Saunders et al., 2012). This organization facilitated the identification of potential thematic categories.

- Reviewing Themes

Reviewing themes is a crucial phase in qualitative data analysis, ensuring that the identified themes accurately represent the data and effectively address the research questions (Creswell and Poth, 2018: 14). The researcher meticulously assessed each theme to confirm that they faithfully reflected the data, enhancing clarity and coherence. This process included checking that the themes aligned with both the coded extracts and the overall dataset (Pillay, 2014:200).

- Defining and Naming Themes

The researcher provided precise definitions for each theme and assigned descriptive names that align with the research questions and objectives, ensuring their meaningful contribution to the study (Daniel, 2016: 93). This process of defining and naming themes helps to maintain consistency and coherence within the data, avoiding any contradictions or conflicting information. Such an approach clarifies the specific aspects of policy implementation that each theme addresses.

- Writing the Report

Writing a qualitative research report is essential for effectively conveying the findings, insights, and implications derived from the analysis, providing necessary context for the research (Saunders et al., 2012). A well-organized report improves clarity and makes the research accessible to its audience, incorporating relevant literature and addressing existing gaps (Creswell and Poth, 2018: 14). The researcher organized the analysis into a cohesive report, demonstrating the connections between the identified themes and the research questions and objectives. This section featured quotes and examples from the data to support the findings presented in Chapter 5.

In this study, qualitative data analysis was conducted using available content. Specifically, content analysis was employed to identify and categorize themes related to policy implementation in Gauteng Province (Saunders et al., 2012). Alongside this, a quantitative method was also utilized. Daniel (2016: 94) describes this approach as

a systematic way of gathering primary data through numerical figures and symbols. Creswell and Poth (2018: 12) highlight that incorporating numerical data can add complexity to participant responses.

It was crucial to define the research approach that guided the study. The quantitative method was selected to ensure alignment with the research questions, methods, and theoretical frameworks, utilizing questionnaires as a primary tool (Morgan and Hoffman, 2021, p. 734). Brodin and Peterson (2019, p. 1642) assert that when researchers aim to explore explanations for phenomena, employing a mix of methods can yield deeper insights (Daniel, 2016, p. 93). This mixed-methods approach also aids in enhancing clarity for participants who may find secondary data challenging when answering the research questions.

4.2 Conceptual framework

A conceptual framework for policy implementation serves as a tool to clarify and illustrate the intricate relationships among different factors that impact the effective execution of policies. This framework offers a systematic way to analyze how these elements interact and shape policy outcomes, particularly in Gauteng Province. Below is an outline of a conceptual framework focused on data collection and analysis for policy implementation, as depicted in Fig. 4.2.

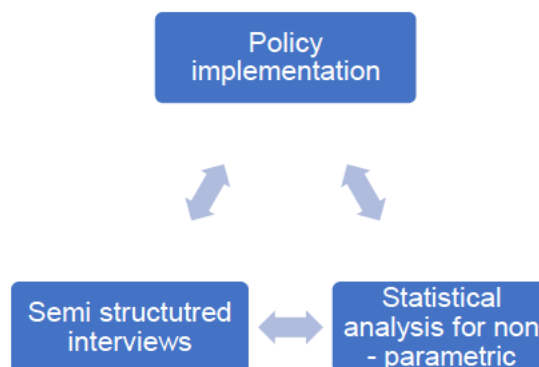


Fig 4.2 Conceptual framework

Source: Self – generated by the researcher

To visually represent this conceptual framework, a flowchart or diagram can be used, featuring nodes connected by arrows to illustrate the relationships in policy implementation. Each variable is represented in a labeled box, with arrows indicating how they influence each other.

- **Empirical Literature Review: Thematic Analysis in Policy Implementation**

Thematic analysis is a commonly employed qualitative research method that allows researchers to identify, analyze, and present patterns (themes) within data (Gleisner et al. 2021). This method is particularly valuable in studies of policy implementation, as it helps to illuminate the nuances of stakeholder experiences and perceptions, thereby providing deeper insights into the practical enactment of policies (Khan and Khandaker 2016: 542).

Key Themes in the Literature

Understanding Stakeholder Perspectives

Empirical Studies: Research consistently highlights the importance of stakeholder engagement in the policy implementation process in Gauteng Province (Molobela, 2019: 2). Insights from diverse stakeholders—including policymakers, implementers, and impacted communities—can provide valuable perspectives on the challenges and facilitators of effective policy implementation (e.g., Hjern & Porter, 1981).

Thematic Findings: Important themes that arise include trust, communication, competence, and the alignment of interests among stakeholders during policy implementation. These themes reflect the frameworks, institutions, and processes through which authority is exercised and decisions are made within a political context (Gleisner et al. 2021).

Barriers to Implementation

Empirical Studies: Numerous studies identify challenges such as resource constraints, bureaucratic hurdles, the politicization of policy implementation, and conflicting priorities among different communities. For instance, Molobela (2019: 4) points out the disconnect between policy formulation and implementation, which

encompasses issues related to the legal framework, regulatory agencies, and administrative processes.

Thematic Findings: Major barriers identified include lack of training, insufficient funding, shifts in policies, changes in political leadership, and organizational resistance.

Facilitators of Effective Implementation

Empirical Studies: Research identifies particular conditions that foster successful policy implementation, including economic reforms and political stability in Gauteng Province. For example, Cloete (2015: 19) notes that clear communication and sufficient resources are crucial for political leaders to effectively implement policies. The interaction of these factors shapes a political environment that can either facilitate or hinder effective policy implementation, especially in situations of poor governance (Khan and Khandaker, 2016: 542).

Thematic Findings: Facilitating themes often include leadership, stakeholder collaboration, resource allocation, and adaptability in policy implementation (Gleisner et al. 2021). The effectiveness and integrity of political leaders are pivotal in determining policy outcomes, impacting concerns such as inefficiency and corruption (Kresnaliyska, 2015: 46).

Role of Contextual Factors

Empirical Studies: The context plays a crucial role in shaping how policies are implemented by political leaders in Gauteng Province. Research by Guerin et al. (2018) shows that local political, social, and economic conditions have a significant impact on implementation outcomes. A stable political environment, supported by robust governance structures and competent leaders, is essential for achieving favorable public policy results (Signe, 2017: 12).

Thematic Findings: Recurring themes include contextualization, the local adaptation of policies, and the impact of socio-economic factors (Molobela, 2019: 3). Political leaders, including elected officials and government executives, are responsible for

overseeing policy implementation and ensuring it aligns with public needs (Kresnaliyska, 2015: 46).

Feedback and Adaptation Mechanisms

Empirical Studies: The literature emphasizes the significance of feedback loops in the policy implementation process. Research by Guerin et al. (2018) indicates that continuous evaluation can facilitate essential policy adjustments. Additionally, leadership style, decision-making, and stakeholder engagement play a crucial role in shaping the overall political environment (Khan and Khandaker, 2016: 542).

Thematic Findings: Strong governance structures promote clear decision-making processes and accountability, influencing the development and execution of policies (Cloete, 2015: 21). Key recurring themes include the necessity for ongoing assessment, iterative learning, and responsiveness to stakeholder feedback (Signe, 2017: 13).

This reinforces the critical factors identified from secondary sources and interviews. The analysis of factors influencing policy implementation will utilize a coding process. NVIVO software will be employed for inductive coding, helping to filter and categorize the themes identified during data collection. This tool was chosen to manage the analyzed data efficiently, minimizing manual workloads. NVIVO is well-suited for data analysis and has encouraged participants to generate diverse content. Hilal and Alabri (2013: 181) note that qualitative data analysis involves organizing, structuring, and interpreting the collected information. This approach clarified the data collection process across various sources related to policy implementation in different institutions. The insights gained from secondary sources and interviews will contribute to a deeper understanding of the similarities and differences surrounding complex issues related to the effectiveness of policy implementation in Gauteng Province.

4.5.1 Quantitative data analysis

Quantitative data analysis, directly related to the study's objectives, will be employed in this study. Peersman (2014: 12) states that the data collected from questionnaires will be analysed using statistics that will be processed by the researcher. Quantitative data analysis, primarily through statistical methods will be used in this study. Zaid

(2015: 1) defines statistical analysis as the system used to distinguish between the numbers and figures related to the decisions made after performing an activity. The statistical analysis will help the researcher collect and analyse large amounts of data from the questionnaires (Eitkan and Bala 2017: 215). This may identify common patterns and trends in policy implementation in Gauteng Province.

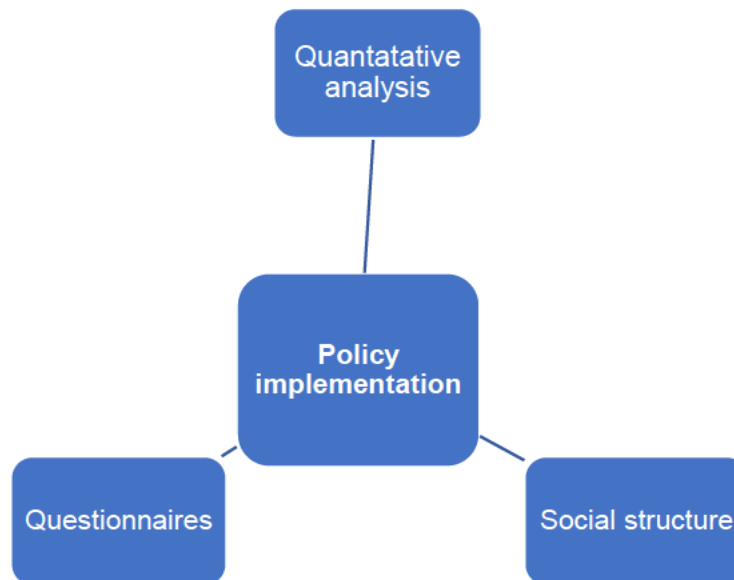


Fig. 4.3 The context of policy implementation, the quantitative objective

Source: Self – generated by the researcher

In the realm of policy implementation, the quantitative objective usually centers on evaluating the effectiveness and outcomes of particular policies. Below is a framework for defining the dependent and independent quantitative variables:

- **Quantitative Objective**

To assess how effectively policy implementation achieves the desired service delivery outcomes in Gauteng Province, several variables must be considered.

Independent Variables

Resource Allocation

Successful implementation strengthens institutional capabilities, allowing for adequate resource allocation to achieve efficiency across various sectors (Atelhe and Adah,

2018: 150). Improved allocation of human resources leads to enhanced governance, greater accountability, and more effective public service delivery. This encompasses the quantity and types of resources—financial, human, and material—dedicated to policy execution (Signe, 2017: 13).

Training and Capacity Building

Training and capacity-building initiatives play a crucial role in effective policy implementation by addressing disparities and promoting equitable access to resources and opportunities (Auriacombe and Van der Waldt, 2021: 2). Political leaders implement policies aimed at fostering social justice, supporting marginalized groups, and enhancing inclusivity in society. This pertains to the quality and scope of training provided to political leaders and staff involved in the implementation process (Mahlangu, 2019: 10).

Legislative Framework

This section outlines the rationale for developing the conceptual framework and its significance for policy implementation in Gauteng Province (Atelhe and Adah, 2018: 13). It defines the framework's boundaries, highlighting key variables and expected outcomes including the clarity and effectiveness of legislative guidelines that underpin policy implementation (Mahlangu, 2019: 10).

Monitoring and Evaluation Mechanisms

Effective implementation generates valuable insights and data reflecting the policy decisions made by political executives in Gauteng Province (Khan, 2016: 6). Monitoring and evaluation processes foster the development of more effective and relevant policies in the future. These mechanisms are designed to track and assess the progress of policy implementation (Auriacombe and Van der Waldt, 2021: 2).

Dependent Variables

Service Delivery Outcomes

Dependent variables offer specific metrics to assess whether a policy has met its intended goals, such as enhanced service delivery or increased public satisfaction

(Signe, 2017: 13). These are evaluated through measures like satisfaction ratings, access to services, and delivery efficiency. By analyzing these variables, policymakers can pinpoint areas where implementation might fall short, enabling timely adjustments to boost effectiveness (Mahlangu, 2019: 10).

Policy Compliance Rate

Understanding the role of dependent variables aids in determining how resources should be allocated to achieve successful policy outcomes. This metric reflects the percentage of policies implemented as planned within a specified timeframe.

Community Engagement Levels

The results linked to dependent variables inform stakeholders about the effectiveness of policies, fostering trust and enhancing engagement throughout the implementation process (Atelhe and Adah, 2018: 134). This metric gauges the extent of stakeholder involvement and feedback during policy execution.

Reduction in Implementation Gaps

Dependent variables also facilitate the evaluation of institutional and individual performance in policy implementation, guiding accountability measures (Auriacombe and Van der Waldt, 2021: 2). Khan (2016: 6) states that by analyzing trends over time, policymakers can forecast future needs and refine strategies for sustained impact. This aspect addresses the disparity between intended policy outcomes and actual results observed (Signe, 2017: 13).

By quantitatively analyzing these variables, researchers can gain valuable insights into the factors influencing the effectiveness of policy implementation and identify opportunities for enhancement.

- **Mann-Whitney U Test and Wilcoxon Signed-Rank Test in Policy Implementation Research**

The Mann-Whitney U Test and the Wilcoxon Signed-Rank Test are both non-parametric statistical methods often used in policy implementation research to analyze

ordinal data or data that does not adhere to a normal distribution. Below is a comprehensive overview of each test and its significance in this context.

Mann-Whitney U Test

The Mann-Whitney U Test, also known as the Wilcoxon rank-sum test, is utilized to compare differences between two independent groups. It determines whether one group tends to exhibit higher or lower values than the other.

Applications in Policy Implementation

- **Comparative Studies:** This method is often employed to evaluate outcomes from various policy interventions. For instance, researchers may analyze the effectiveness of two different training programs for public sector employees.
- **Survey Data Analysis:** In studies focused on policy implementation, surveys frequently produce ordinal data, such as satisfaction ratings. The Mann-Whitney U Test can help identify significant differences in responses between groups, such as urban versus rural populations. For example, a study comparing two public health initiatives might use this test to determine if participants in one initiative report higher satisfaction levels than those in the other.

Wilcoxon Signed-Rank Test

The Wilcoxon Signed-Rank Test is designed for paired samples to assess whether their population mean ranks differ. It is particularly useful for analyzing two related groups or repeated measures.

Applications in Policy Implementation

- **Pre-Post Assessments:** This method is commonly applied in studies examining the effects of specific policy changes by comparing data collected before and after implementation. For example, researchers may assess changes in employee performance or community health indicators before and after a new policy is enacted.

- **Feedback Analysis:** When collecting feedback from the same group of stakeholders at different points in time, the Wilcoxon Signed-Rank Test can evaluate changes in attitudes or perceptions regarding a policy. For instance, a study may use this test to analyze survey responses from community members about a new environmental policy, determining if there is a statistically significant shift in support before and after its implementation.

Table 4.6 Summary of Differences

Feature	Mann-Whitney U Test	Wilcoxon Signed-Rank Test
Type of Data	Two independent samples	Two related samples
Hypothesis Tested	Differences in distributions of two groups	Differences in paired observations
Use Case	Comparing two separate groups (e.g., policies)	Comparing pre- and post-conditions

The Mann-Whitney U Test and the Wilcoxon Signed-Rank Test are valuable tools for analyzing data pertinent to policy implementation. They allow researchers to derive meaningful insights from ordinal or non-normally distributed datasets, enhancing the evaluation of the impacts and effectiveness of policy initiatives. By employing these tests, researchers can bolster evidence-based policymaking and improve the assessment of policy outcomes.

For data analysis, the researcher utilized the Statistical Package for the Social Sciences (SPSS). This software is designed for both logical batch and non-batch statistical analyses, providing a wealth of information (Hilal and Alabri, 2013: 181). However, SPSS is primarily limited to statistical tests that involve quantitative data analysis. The focus within SPSS will be on the Likert scale and ranking methods to address the complex issues associated with policy implementation.

4.6 Delimitations of the Study

Delimitations refer to the choices made by the researcher to establish the study's boundaries. These decisions are intended to enhance the feasibility and clarity of the research, rather than serving solely the researcher's interests. They also highlight the constraints or limitations of the study that are beyond the researcher's control. In this

study, the delimitations include the theoretical framework, objectives, research questions, variables under investigation, and the identified study sample. The researcher will provide a thorough examination of policy implementation that connects with the research design and philosophical foundation. Delimitations focus on explaining not only the chosen approach but also the rationale for excluding certain alternatives throughout the research process.

4.7 Limitations of the Study

The quality of the research is influenced by the researcher's individual skills in data collection and analysis. Limitations stem from the characteristics of the research design or methodology, which may affect how the findings are interpreted. These limitations help contextualize the research outcomes and inform the interpretation of the data. Access to secondary data on policy implementation may be limited or challenging to evaluate, which can hinder data collection from participants. Additionally, constraints such as insufficient financial resources and time may impact the data collection process. This may pose challenges for the researcher in assessing, maintaining, and determining the data to be analyzed.

4.8 Validity and Reliability/Trustworthiness

In this study, the researcher will evaluate the credibility of the data collection instruments. This assessment involves examining both validity and reliability to ensure that the tools are properly tested before analysis. According to Mohajan (2018: 44), reliability and validity are crucial for assessing data collection instruments, including secondary data and interviews. The use of questionnaires and interviews is anticipated to yield high validity, allowing for comprehensive insights into the perceptions and roles of political executives. While both reliability and validity are important for research outcomes, they have distinct meanings.

Reliability

Reliability refers to the consistency of findings produced by data collection methods (Saunders et al., 2007: 149). The researcher will analyze results to check for consistency across different respondents. This concept addresses whether the measurement produces stable and repeatable results (Taherdoost, 2016: 33). By

applying the same data collection methods, such as document analysis and interviews, the researcher aims to achieve correlated outcomes, enhancing clarity regarding policy implementation. High internal consistency and reliability are promoted if the items effectively measure the same construct (Lemon and Hayes, 2020: 600). The researcher will ensure consistency among respondents and interviewers to provide clear insights into policy implementation, utilizing the Mann-Whitney U Test and Wilcoxon Signed-Rank Test as non-parametric statistical methods to promote high internal consistency.

Validity

Validity ensures that the instruments accurately measure the intended aspects of policies implemented by political executives. It assesses whether the findings genuinely reflect what they aim to represent (Saunders et al., 2007: 150). Data collection instruments, including secondary data, will be sourced from various publications such as articles and textbooks. The researcher will refine the questionnaires and interview guides to enhance their relevance across different institutions. Validity will assist in identifying the interests and knowledge of political executives regarding policy implementation in Gauteng Province. The study will focus on content validity, ensuring that the items in the instruments reflect the content they aim to measure (Lemon and Hayes, 2020: 605). The validity of interview questions will be evaluated to ensure alignment with the competencies outlined in the interview guide.

Trustworthiness

To enhance trustworthiness in qualitative research, the researcher will employ various strategies throughout data collection. Trustworthiness will be established through the strategies outlined in Saunders' research onion, which facilitates the construction of new knowledge during data analysis (Saunders et al., 2012). The researcher will focus on five key strategies: credibility, transferability, dependability, and confirmability (Lemon and Hayes, 2020: 605). These strategies will empower ethical decision-making during policy implementation in Gauteng Province. Trustworthiness will aid in triangulating data and reducing systematic bias, thereby improving the evaluation of

findings. These strategies are explained in detail in Chapter 4, which covers research methodology comprehensively.

4.9 RECRUITMENT OF THE PARTICIPANTS

Recruiting research participants involved identified individuals and providing them with relevant information about the study. This process focused on selecting participants who are responsible for policy implementation across various departments in Gauteng Province, such as education, health, and security. The researcher sought permission from the office of the Premier in Gauteng Province to recruit participants from departments led by the Members of the Executive Council (MECs). This aligned with a disproportionate sampling method. Potential participants were contacted via email and telephone to assess their availability for participation in the study. The researcher clearly explained the purpose of the research and outline the eligibility criteria based on factors such as age, gender, position, status, and location. Participants were invited to join the study and informed about the social benefits that could arise from the findings, which may enhance policy implementation in Gauteng Province.

The recruitment will focus on MECs and Directors-General (DGs) who have demonstrated interest and commitment to effective policy implementation. Those selected through disproportionate sampling was briefed on the nature of the research and the option to agree to participate or withdraw at any time were offered (Dooly, Moore, and Valego, 2017: 354). Participants did not receive any finder's fees or compensation for their involvement in the study. The researcher also enlisted the help of an assistant to facilitate data collection. This assistant's duties included gathering written responses, retrieving information online, and securely storing data to maintain confidentiality. The research assistant was in their final year of a Bachelor's degree in Education, specializing in the Senior and FET Phase at the University of South Africa, located in Gauteng Province.

In cases where access is limited, the researcher avoided direct requests for participation, as this may put undue pressure on potential participants. Instead, recruitment may occur indirectly through emails that include all political executives in a department, allowing volunteers to initiate contact. Participants were not be coerced, and any questionnaires or interview guides will be distributed as follows:

- Obtain permission from potential participants to share their contact details, including phone numbers and email or physical addresses.
- Send the questionnaires and interview guides to potential participants via email or postal service.

The researcher ensured that the information provided is clear and concise, using English as the primary language. Technical or scientific jargon were minimized to help potential participants evaluate their interest and eligibility for the study. Throughout the recruitment process, the researcher adhered to ethical considerations, promoting voluntary participation, protecting privacy, accurately informing potential participants, and safeguarding them from harm.

4.10 ETHICAL CONSIDERATION

Research ethical considerations are a set of principles that guide your research designs and practices when collecting data. These principles include voluntary participation, informed consent, anonymity, confidentiality, potential for harm mitigation and communication of results for policy implementation. These of research ethical issues in research were considered during research related to policy implementation in Gauteng Province. The ethical guidelines and procedures approved by IREC were adhered to when collecting data from the participants. This promotes credibility when conducting research in different institutions (Dongre and Sankaran, 2016: 1191). Permission was requested from the Gauteng provincial government before conducting the research study (Clark-Kazak, 2017: 13). The Gauteng provincial government provided the researcher with the gatekeepers' letter, as indicated in Annexure B. The researcher used the disproportionate sampling method to recruit the participants for the research study. Some of the ethical guides for this study are informed consent, anonymity, confidentiality and protecting participants from harm are explained in detail.

The researcher informed participants about the nature of the research study (Akaranga and Makau, 2016: 6). This was done verbally, and an informed consent document prepared by the researcher was read to the participants as indicated in Appendix B. Consent to use the political executive's email to deliver soft copies was obtained. Additionally, consent to use their personal addresses to deliver hard copies

of the interview questions was obtained from the participants. The consent was also obtained to conduct face-to-face interviews from the participants. Once the participants agreed to the content of the informed consent document, they were given the opportunity to sign the document or not. De Jong et al. (2016: 794) state that if the participants are not comfortable participating in the research study, they are also given the opportunity to withdraw anytime. The researcher did not coerce the participants in any way.

The researcher practiced anonymity and confidentiality when collecting data from the participants involved in implementing the policies at different institutions. Consequently, a stringent anonymity protocol was implemented, safeguarding the identities of the research participants throughout the data collection for subsequent analysis (Gajjar, 2013: 13). The researcher assured the participants that their names would not be revealed to anyone or the media because it may damage their reputation. Confidentiality is the system of not disclosing the details of the participants which include pictures and addresses where they work and live. The researcher reassured the participants about the protection of their details (Dongre and Sankaran, 2016: 1191). The combined practices of anonymity and confidentiality helped the participants to share their experiences regarding policy implementation in different institutions (Dooly *et al.* 2017: 354), as indicated in Appendix B. Ensuring anonymity and confidentiality was achieved by the researcher through securely sealing a box where all the written responses from the interview guide were deposited and stored safely out of reach of children, family members and visiting. This included the informed consent forms signed by the participants as indicated in Appendix C.

The researcher protected the participants from emotional and physical harm. The researcher assured the participants that they were protected from both emotional and physical harm if their details and names are exposed to the media (De Jong *et al.* 2016: 796). This included stopping or postponing the interviews that were scheduled for an appropriate date to be conducted at the premises, as indicated in Appendix B. The researcher protected the participants from physical harm during data collection (Fleming and Zegwaard, 2018: 211). The researcher identified a potential danger, in form of rough or slippery floors and objects that could pose a physical threat to the participants when participating in the research study (Akaranga and Makau, 2016: 6).

This gave the participants the confidence to express their views or opinions related to policy implementation in Gauteng Province (Wood, 2017: 5).

4.11 CONCLUSION

This research study has dealt with the subheadings related to the effectiveness of policy implementation by the political executives in Gauteng Province. The views of the communities on implementing the policies are different from those of the political executives delivering services from different departments in Gauteng Province. The communities are hardly involved in implementing policies, which have led to the creation of strict regulations the political executives use to implement policies. For the Gauteng Provincial Government, the political executives approve the implementation of policies for delivering services to communities. This means that the implementation of policies in Gauteng Province is about political executives' commitment and securing valuable information to deliver services. The implementation of policies promotes standards needed by political executives to deliver services to communities.

CHAPTER 5: DATA ANALYSIS

5.1 INTRODUCTION

This chapter focuses on the data analysis that lays the groundwork for the study's findings. Data was collected from participants using questionnaires and semi-structured interviews. The analysis aimed to extract the information necessary to meet the research objectives. The primary goal of this chapter is to explore the perspectives of political executives regarding the effectiveness of policy implementation. Political executives were specifically chosen to identify solutions to the challenges faced in implementing policies across various departments in Gauteng Province. The questionnaires were distributed and subsequently collected, with careful consideration given to the responses received. As outlined in Chapter Four, a mixed-methods approach was employed, incorporating both qualitative and quantitative data collection. The findings are presented through graphs and tables, which clarify and enhance the information for the researcher.

This chapter includes a detailed breakdown of data gathered from the targeted population via the questionnaires, providing insights into the effectiveness of policy implementation. The responses were meticulously analyzed and illustrated using graphs for better interpretation. Data is organized according to the questions posed in the questionnaires. Section A presents a summary of the Likert scale responses from participants. Section B introduces the Ranking Method, showcasing respondents' opinions on various aspects of policy implementation effectiveness in Gauteng Province. The results are visually represented in graphs that categorize respondent feedback. The chapter has been thoughtfully compiled to include tables and graphs where applicable. Additionally, Section C presents data from the interviews, highlighting the efforts of political executives in implementing policies.

5.2 THE DESCRIPTIVE ANALYSIS

Section A provides a detailed breakdown of the data derived from respondents' answers concerning policy implementation. This information encompasses various aspects, including objectives, accountability, the implementation process, oversight institutions, oversight responsibilities, standards, jurisdiction status, authority, information-sharing mechanisms, functions, equitable practices, new institutions,

monitoring and evaluation, procedures for addressing policy implementation, the legislative framework, instances of ineffectiveness, and regulatory oversight. The descriptive analysis outlines the current state of the data, as illustrated by the following questions:

5.2.1 The Likert Scale

The Likert scale is a practical and user-friendly approach for collecting and analyzing data. Aligned with the quantitative method employed in this study, the Likert scale simplifies complex topics, making it easier to understand the phenomena being measured. This approach facilitated statistical testing of the research objectives, providing credible information that was relatively quick and straightforward to interpret. It enabled the researcher to gauge how participants expressed their opinions regarding policy implementation across different institutions. Additionally, its flexibility allowed for the measurement of both opinions and attitudes related to policy execution. Two sets of questionnaires were utilized: the Likert scale questionnaire consisted of 23 questions, while the ranking method included 20 closed questions. The breakdown of the questionnaires is as follows:

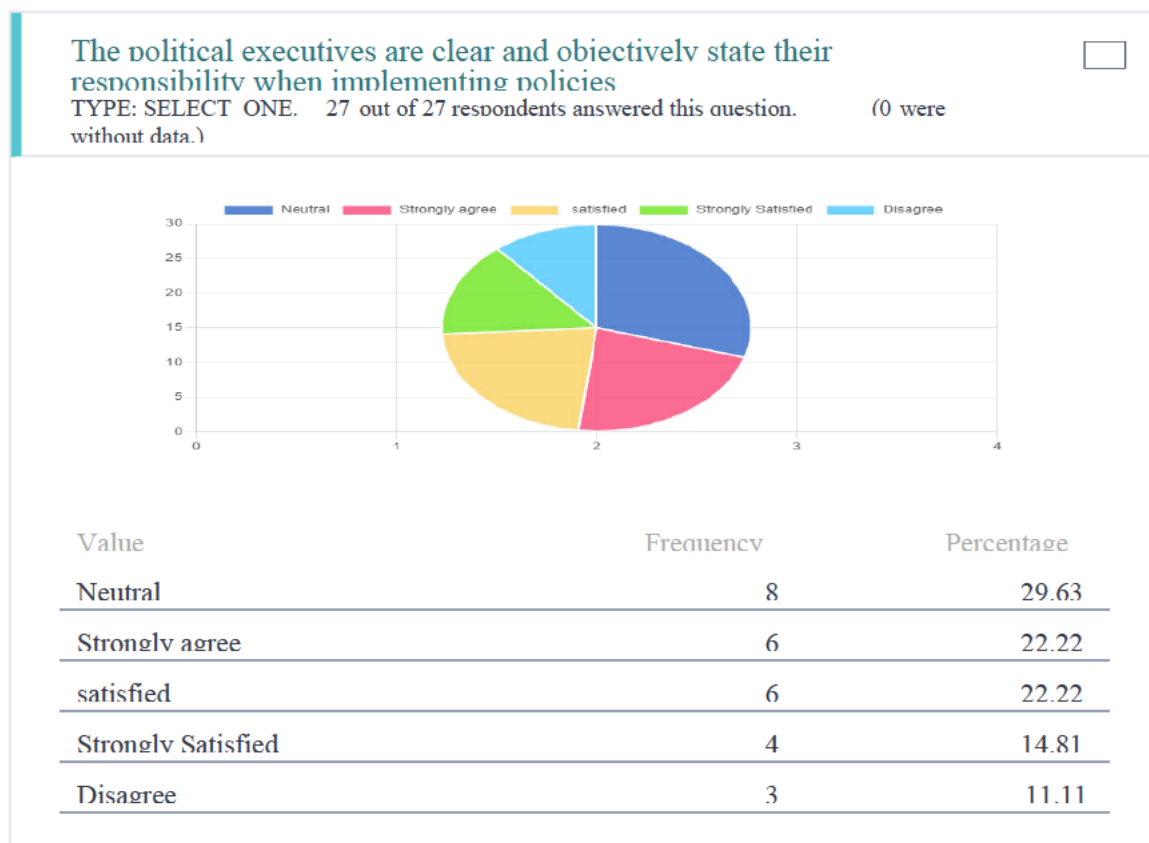


Figure 5. 1

Figure 5.1 illustrates that 27% of respondents expressed neutral opinions, while 22% strongly agreed, another 22% indicated satisfaction, 15% were strongly satisfied, and 11% disagreed regarding the clarity of political executives' responsibilities in policy implementation. As noted, political executives established clear objectives to promote responsible policy execution. Participants from various departments in Gauteng contributed to the data, although some departments had fewer available respondents. This availability of participants facilitated the collection of relevant data essential for effectively implementing policies in Gauteng Province (Molobela, 2019).

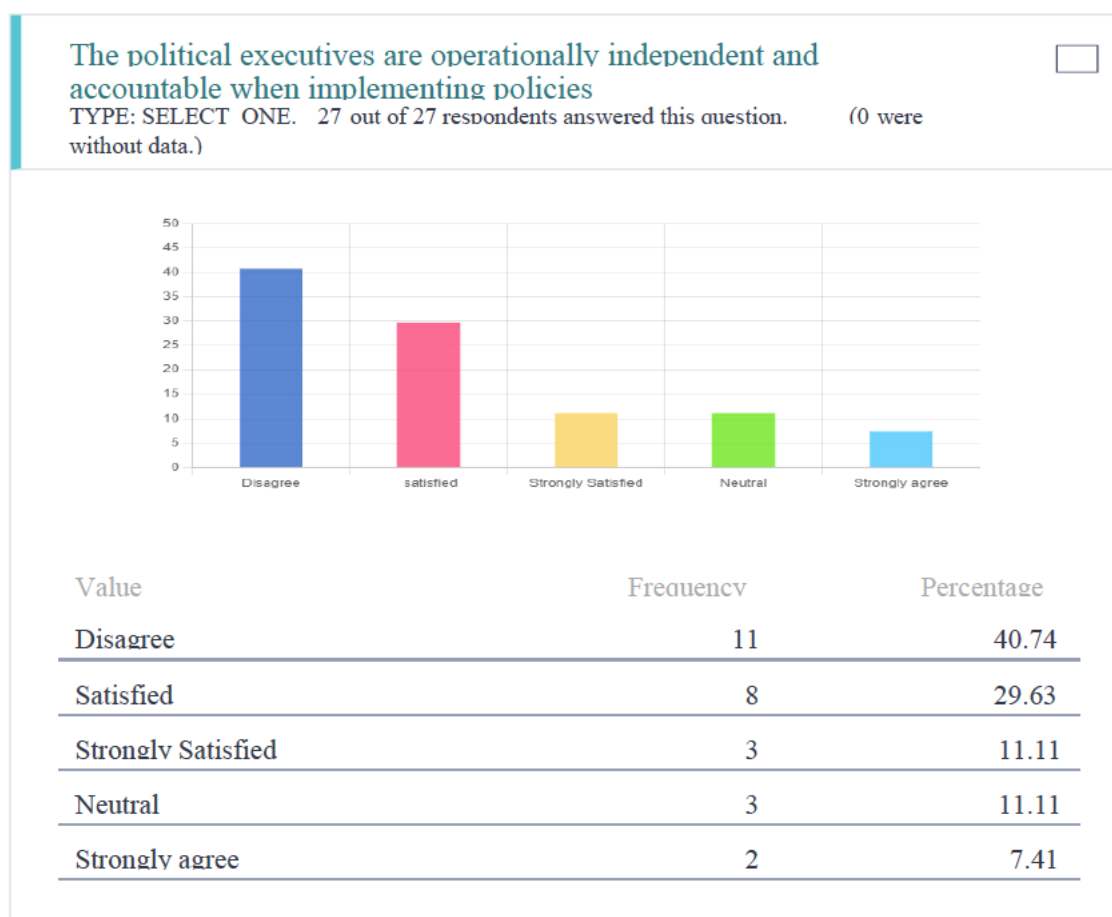


Figure 5. 2

Figure 5.2 reveals that a majority of respondents, 41%, believe that political executives lack independence and accountability in policy implementation. In contrast, 29% expressed satisfaction, 11% were strongly satisfied, 7% strongly agreed, and 11% remained neutral. The role of political executives is to offer guidelines for effective

policy implementation. They have aimed to enhance the quality of policy execution, which has contributed to the effective use of information and experience in meeting the necessary requirements (Munzhedzi, 2018: 41).

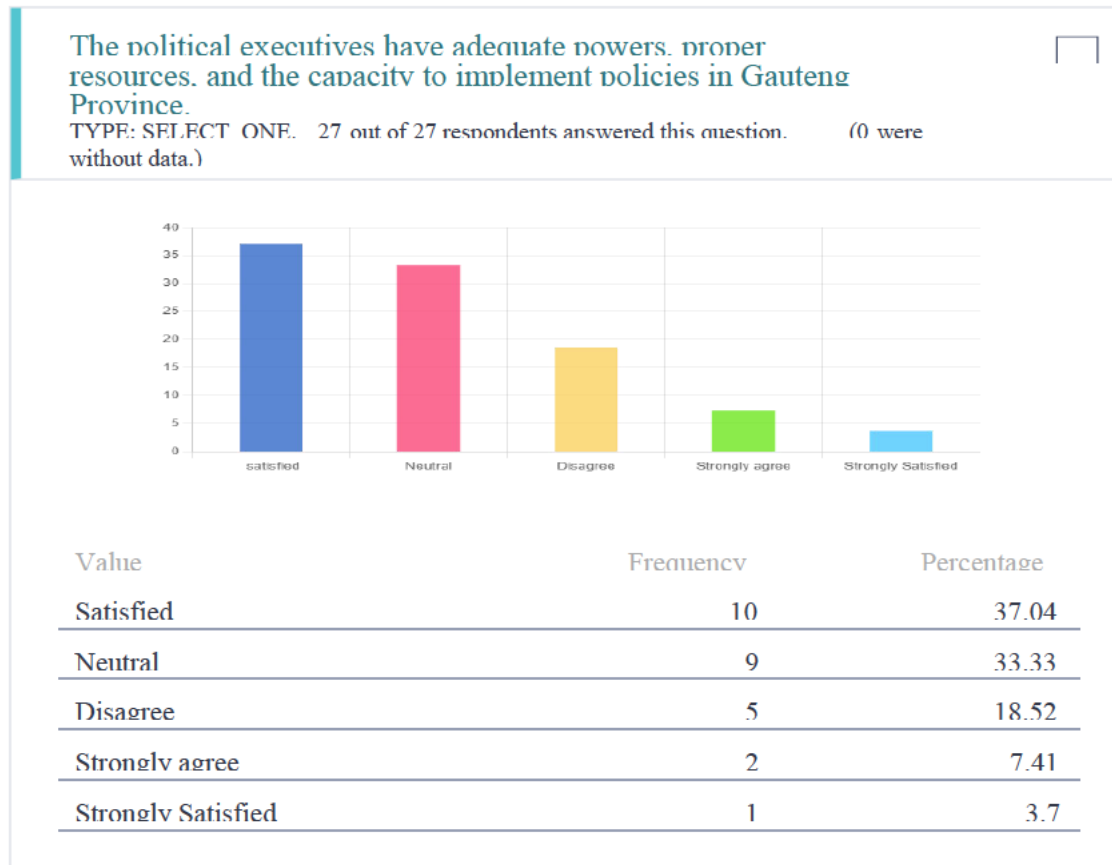


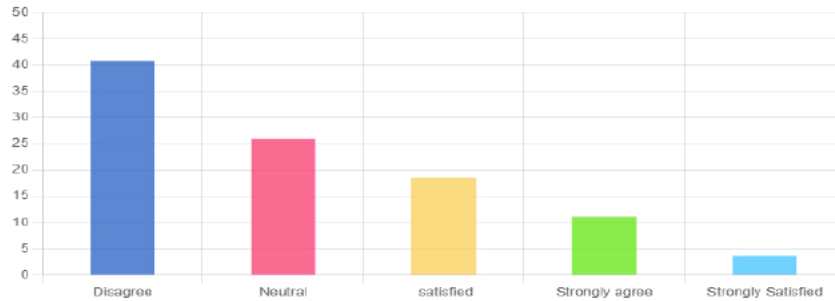
Figure 5.3

Figure 5.3 indicates that 37% of respondents believe that political executives possess the necessary powers, resources, and capacity to implement policies effectively in Gauteng Province. Meanwhile, 33% remained neutral, 19% disagreed, 7% strongly agreed, and 4% expressed satisfaction with the powers of political executives. This confidence in their authority enhances the political executives' ability to implement policies internally and reinforces their responsibility to minimize ambiguity in Gauteng Province (Hodgson, 2018).

The political executives adopt clear and consistent policy implementation processes



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	11	40.74
Neutral	7	25.93
Satisfied	5	18.52
Strongly agree	3	11.11
Strongly Satisfied	1	3.7

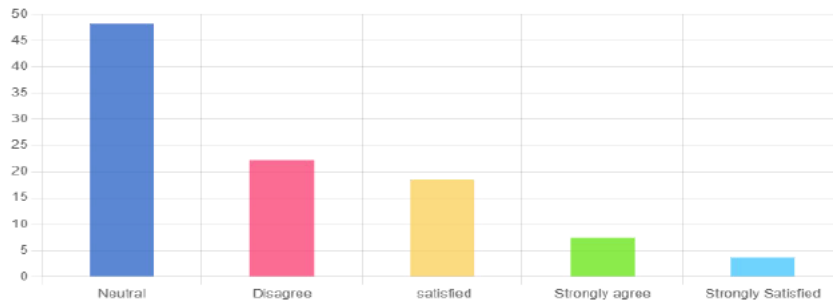
Figure 5.4

Figure 5.4 showed that most of the responses, 40%, disagreed with political executives adopting consistent policy implementation processes. 26% of the responses were neutral, 18% were satisfied, 11% strongly agreed, and 3% were strongly satisfied with the political executives. This entails that the way the policies are adopted raises doubts among the communities due to the different policy implementation processes followed by the political executives (Molobela, 2019: 6).

The public servants working under the political executives participate in promoting the highest professional standards including appropriate standards of confidentiality when implementing policies.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)

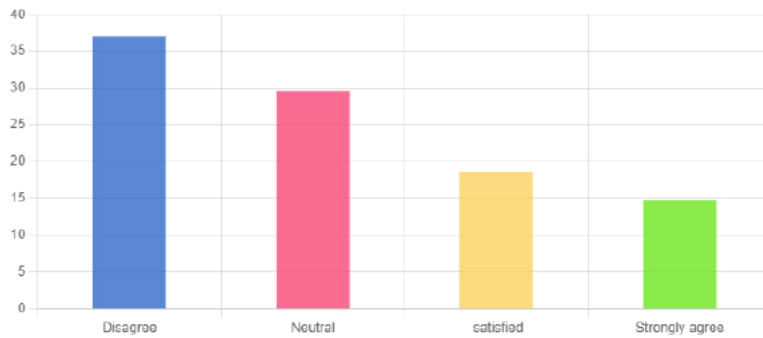


Value	Frequency	Percentage
Neutral	13	48.15
Disagree	6	22.22
Satisfied	5	18.52
Strongly agree	2	7.41
Strongly Satisfied	1	3.7

Figure 5. 5

Figure 5.5 showed that 48% of the responses were neutral, or, in other words, doubtful, on how the political executives promote standards when implementing the policies in Gauteng Province. 22% of the responses disagreed with the use of the standards by the political executives; 18% were satisfied with the standards; 7% strongly agreed; and 4% were strongly satisfied with the implementation of policies at different institutions. The political executives hardly encouraged the public servants to use the standards when implementing policies to maintain consistency in Gauteng Province (Hodgson, 2018).

The Gauteng Provincial Government uses its own oversight Institutions for political executives use to implement policies.
 TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	10	37.04
Neutral	8	29.63
Satisfied	5	18.52
Strongly agree	4	14.81

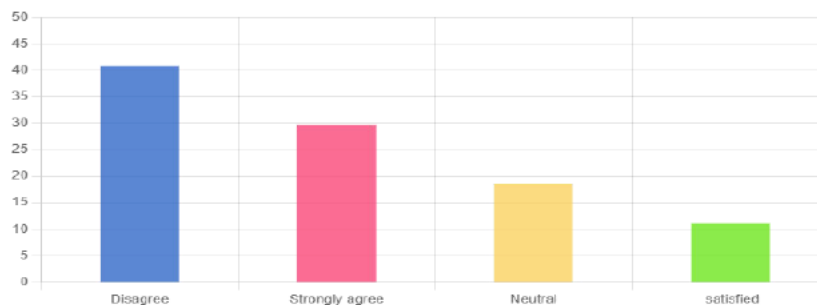
Figure 5. 6

Figure 5.6 showed that 37% of the responses disagreed that the Gauteng Provincial Government has its own oversight institutions to implement the policies; 30% were neutral, 19% were satisfied, and 15% strongly agreed. The main aim is to improve the effectiveness and fairness of the oversight institutions (Feketha, 2019). The study confirmed that Gauteng Province's oversight institutions lacked a proper definition for implementing policies across various departments. These responses shed more insight into the knowledge of policy implementation to achieve effectiveness in different departments (Signe, 2018).

The political executives exercise oversight responsibility in the areas of competence to reduce complexity when implementing policies.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	11	40.74
Strongly agree	8	29.63
Neutral	5	18.52
Satisfied	3	11.11

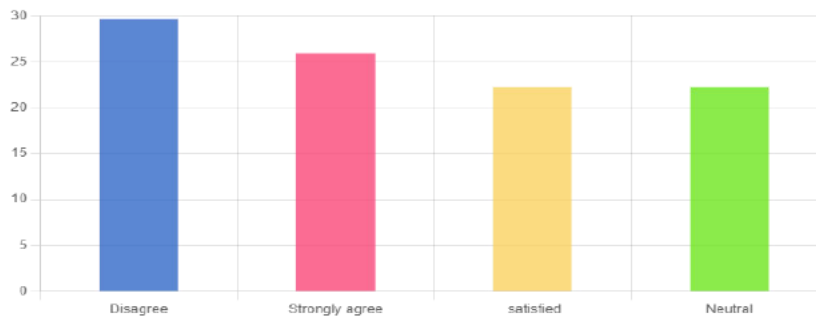
Figure 5.7

Figure 5.7 showed that most of the responses, 41%, disagreed with the oversight responsibility to manage competency when implementing the policies in Gauteng Province. 30% of the responses indicated strongly agreeing with the political executives' responsibility at the oversight institutions when implementing policies. Molobela (2019: 6) asserts that the oversight institutions significantly contributed to promoting responsibility and developing the necessary competencies for policy implementation. Therefore, the oversight responsibility of political executives who implemented policies was based on experience to provide insightful knowledge to contribute to effective policy implementation in Gauteng Province by improving performance (Guerin *et al.* 2018: 24).

The political executives promote standards of fairness and confidentiality when exercising powers and delegated responsibilities to implement policies.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	8	29.63
Strongly agree	7	25.93
Satisfied	6	22.22
Neutral	6	22.22

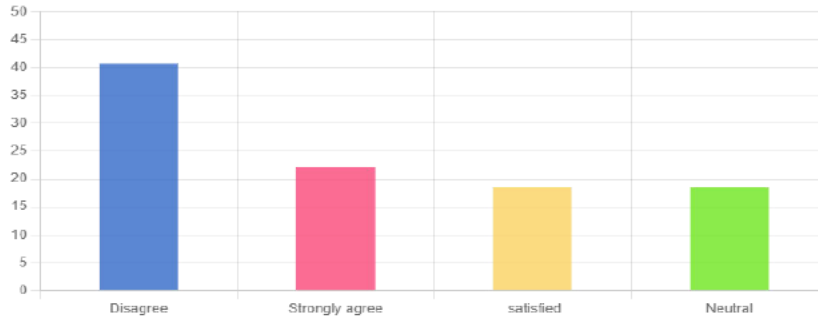
Figure 5. 8

Figure 5.8 showed that the standards of fairness, confidentiality, and delegated responsibilities were disagreed with by the responses of this study. 26%% of responses strongly agreed, 22% were satisfied with the standards of fairness, and 22% were neutral. Political executives in Gauteng Province used the standards ineffectively when implementing policies (Molobela, 2019: 6). Most political executives aligned the standards to achieve a collective direction in Gauteng Province. As a result, political executives have the power to renew the implementation of policies in different departments (Hudson, Hunter, and Peckham, 2019: 4). This allowed the political executives to provide leadership in the execution of plans in different departments.

Political executives provide a comprehensive inspection, investigation, and surveillance powers.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	11	40.74
Strongly agree	6	22.22
Satisfied	5	18.52
Neutral	5	18.52

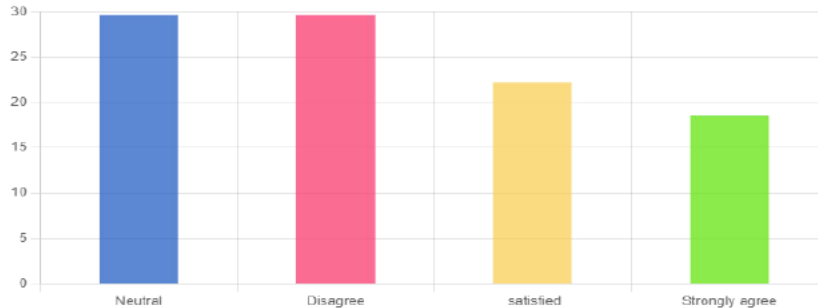
Figure 5.9

Figure 5.9 showed that 41% of responses disagreed about the comprehensive inspection, investigation, and surveillance powers to implement the policies in different departments. 22% of the responses strongly agreed about the inspection, investigation, and surveillance; 19% were satisfied; and 19% were neutral. This assisted in identifying the political executives to provide a comprehensive inspection and investigation when implementing the policies in Gauteng Province (Molobela, 2019: 7). The political executives identified the individual incapacity that was relevant to the implementation of policies in different departments. The effective surveillance from the political executives required communication in sharing communication to implement the policies. The comprehensive inspection encouraged the political executives' involvement in implementing the policies in different institutions (Moore and Himonga, 2019: 4).

The political executives have status of jurisdiction regarding the implementation of the policies.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Neutral	8	29.63
Disagree	8	29.63
Satisfied	6	22.22
Strongly agree	5	18.52

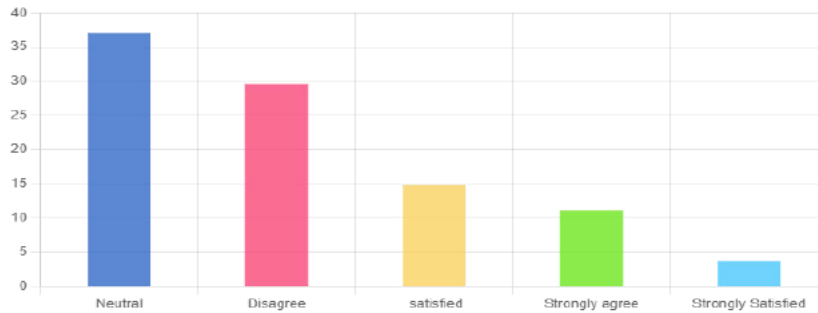
Figure 5. 10

The bar graph in Figure 5.10 showed that 30% of respondents were neutral, 30% disagreed, 22% were satisfied, and 19% strongly agreed with the political executive's status of jurisdiction regarding the implementation of policies in Gauteng Province. All political executives had jurisdiction to assist in implementing the policies in line with their departments. Seepe and Heller (2019: 8) highlighted that political executives were knowledgeable and skilled when using the integral process to implement policies in different departments. Therefore, the political executives should engage in thought-provoking situations to motivate them to take a course of action to achieve service delivery in Gauteng Province. This helped the political executives determine effective ways to implement the policies and change the actions taken in different departments (Molobela, 2019: 6).

The political executives use an effective compliance program when implementing policies in Gauteng Province



TYPE: SELECT ONE. 26 out of 27 respondents answered this question. (1 were without data.)



Value	Frequency	Percentage
Neutral	10	37.04
Disagree	8	29.63
Satisfied	4	14.81
Strongly agree	3	11.11
Strongly Satisfied	1	3.7

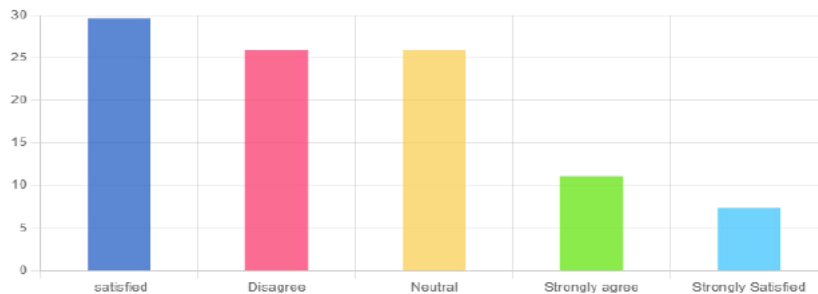
Figure 5. 11

Figure 5.11 showed that 37% of the participants were neutral about the use of an effective compliance programme by the political executives to implement the policies in Gauteng Province. 30% of the participants disagreed with the compliance coming from the political executives to implement the policies. The political executives have comprehensive programmes in place to alter the implementation of policies in Gauteng Province. This assisted the political executives to identify the individual incapacity when implementing the policies at different departments in Gauteng Province (Anyebe, 2018: 8).

The political executives have authority to share both public and non-public information with municipality and national government counterparts.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Satisfied	8	29.63
Disagree	7	25.93
Neutral	7	25.93
Strongly agree	3	11.11
Strongly Satisfied	2	7.41

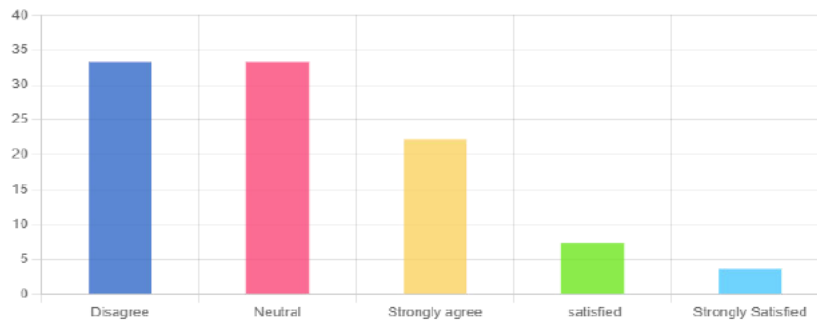
Figure 5. 12

Fig, 5.12 showed that 30 % were satisfied with the authority of political executives to share public information with other spheres of government when implementing the policies. The participants, 26 % disagreed, neutral were 26 %, the participants who strongly agreed were 11% and 7% were strongly satisfied. The purpose of this question was to discover the political executive's authority to share information with other spheres of government as well as the private sector. This attested the need to share information which led to satisfaction when implementing the policies in Gauteng Province (Molobela, 2019: 6).

The political executives establish information sharing mechanisms, when and how they will share both public and non-public information with their municipality and national counterparts.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	9	33.33
Neutral	9	33.33
Strongly agree	6	22.22
Satisfied	2	7.41
Strongly Satisfied	1	3.7

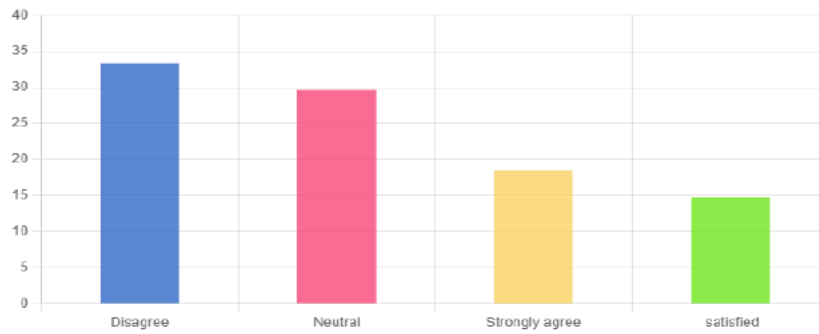
Figure 5. 13

Figure 5.13 showed that of the 33% of participants responses about the information sharing mechanisms when implementing policies, 33% were neutral about the information sharing mechanisms, 22% strongly agreed, 7%% were satisfied, and 4% were strongly satisfied. The purpose of this question was to discover if the mechanisms used by political executives when implementing policies were used in different departments. The political executives are in favour of accuracy and openness in the provision of an open-minded situation when implementing the policies at different institutions. This encouraged the political executives to support inclusive imaginative information (Hudson *et al.* 2018: 12).

The political executives allow for assistance who need to make inquiries in the discharge of their functions and exercise of their powers.



TYPE: SELECT_ONE. 26 out of 27 respondents answered this question. (1 were without data.)



Value	Frequency	Percentage
Disagree	9	33.33
Neutral	8	29.63
Strongly agree	5	18.52
Satisfied	4	14.81

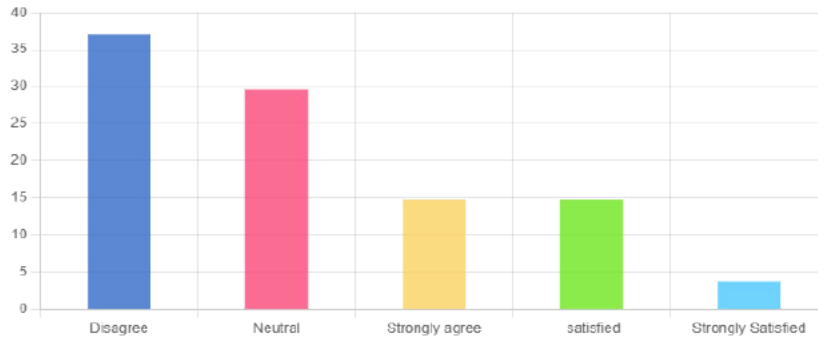
Figure 5. 14

Figure 5.14 showed that 33% of the participants disagreed with the decision of the political executives to make inquiries about the discharge of their functions and exercise of powers. 30% of the participants were neutral, 19% strongly agreed, and 15% were satisfied. The purpose of this question was to discover if the political executives were comfortable getting assistance from others to implement the policies in Gauteng Province. This confirmed that the political executives are suitable to use their knowledge and skills to implement the policies (Molobela, 2019: 6).

The political executives provide full, accurate and timely disclosure of information which is used to implement policies.



TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	10	37.04
Neutral	8	29.63
Strongly agree	4	14.81
Satisfied	4	14.81
Strongly Satisfied	1	3.7

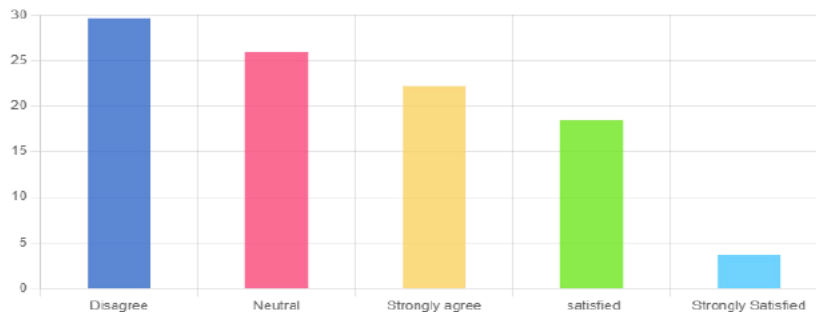
Figure 5.15

Figure 5.15 showed that the participants disagreed that the political executives provided full and accurate information to implement the policies in Gauteng Province. 30% of the participants indicated that they were neutral, 15% strongly agreed, 15% were satisfied, and 4% were strongly satisfied. The purpose of this question was to determine the accuracy of the information provided by political executives and whether it was essential to supporting policy implementation (Candido and Santos, 2019: 6). The creative and insightful policy implementation continues to influence political executives' efforts to promote different characters in various institutions in Gauteng Province. This allowed the political executives to encourage participation when implementing the policies in different Gauteng departments (Molobela, 2019: 7).

The political executives are treated in a fair and equitable manner when implementing policies in different institutions.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Disagree	8	29.63
Neutral	7	25.93
Strongly agree	6	22.22
Satisfied	5	18.52
Strongly Satisfied	1	3.7

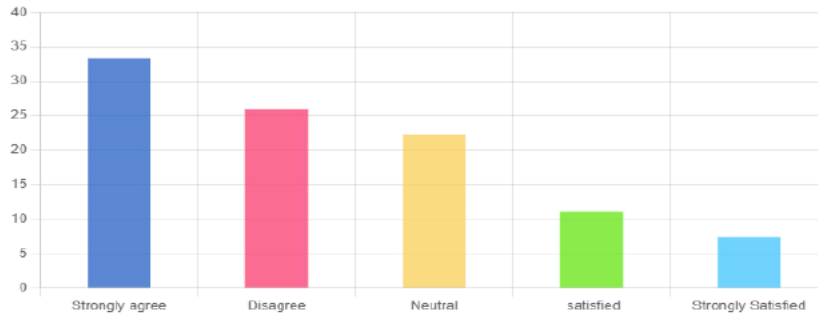
Figure 5. 16

Figure 5.16 showed that 30% of the participants disagreed, 26% were neutral, 22% strongly agreed, 19% were satisfied, and 4% were strongly satisfied with the political executives, promoting fairness and equity when implementing policies in different institutions. Candido and Santos (2019: 39) state that the political executives helped to achieve the efficient use of human resources to implement the policies, ensuring the integration of the strategies in different institutions. It affected the flexibility in the execution of strategies to facilitate the development of the institutions implementing the policies in Gauteng Province to deliver services (Ahmed and Dantata, 2019: 3). The political executives were expected to follow when implementing policies in Gauteng Province.

There should be an ongoing establishment of new institutions that reflect the implementation of policies.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Strongly agree	9	33.33
Disagree	7	25.93
Neutral	6	22.22
Satisfied	3	11.11
Strongly Satisfied	2	7.41

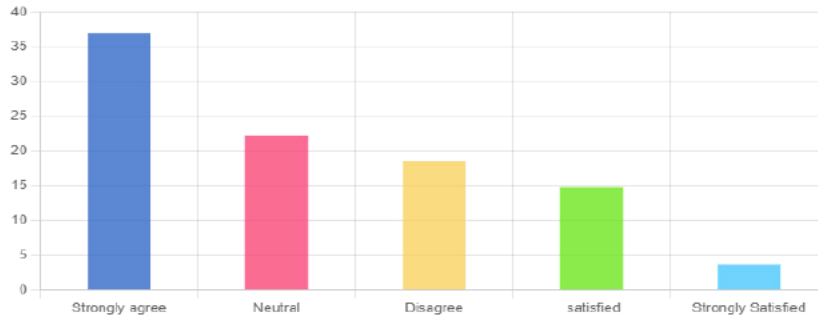
Figure 5. 17

Figure 5.17 showed that 33% strongly agreed with the ongoing establishment of institutions to reflect on the effective implementation of the policies to deliver services in Gauteng Province. 26% disagreed, 22% were neutral, 11% were satisfied, and 7% were strongly satisfied. This showed that there was a need for the political executives to establish new institutions to facilitate the implementation of policies in Gauteng Province (Feketha, 2019). The policy implementation values were managed across the political executives in Gauteng Province and supported by the allocation of resources. This has led the political executives to provide leadership commitment in implementing policies in Gauteng Province (Moore and Himonga, 2019: 5).

The establishment of new institutions should be subject to authorisation and oversight when implementing policies.



TYPE: SELECT ONE. 26 out of 27 respondents answered this question. (1 were without data.)



Value	Frequency	Percentage
Strongly agree	10	37.04
Neutral	6	22.22
Disagree	5	18.52
Satisfied	4	14.81
Strongly Satisfied	1	3.7

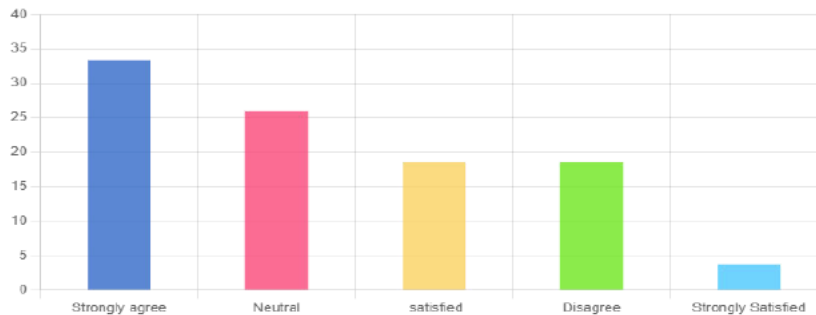
Figure 5. 18

The bar graph in Figure 5.18 showed that 37% of the respondents strongly agreed that the new institutions must be subject to authorisation and oversight when implementing policies in Gauteng Province. The neutral participants were 22%, 19% disagreed 15% were satisfied and 4% were strongly satisfied. Feketha (2019) states that the political executives required positive perceptions to identify and manage the shortcomings when implementing the policies in Gauteng Province. This showed that the political executives must have positive perceptions towards the authorisation and conducting oversight when implementing policies (Abdeldayem and Al Dulaim, 2019: 66).

There should be an ongoing monitoring and evaluation of policies implemented in Gauteng Province.



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Strongly agree	9	33.33
Neutral	7	25.93
Satisfied	5	18.52
Disagree	5	18.52
Strongly Satisfied	1	3.7

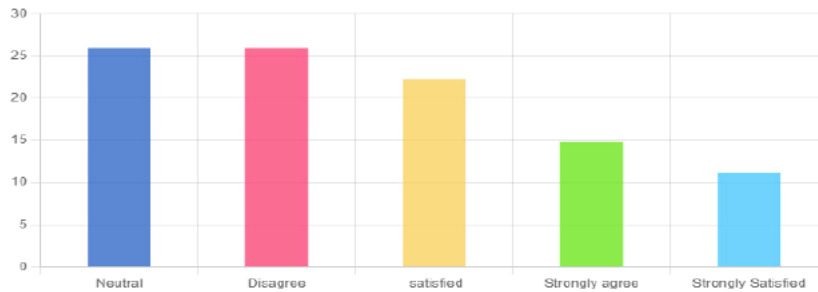
Figure 5. 19

The results shown in Figure 5.19 above show that 33% of respondents agreed that policy implementation should include monitoring and evaluation. 26% of the respondents were undecided (neutral), 19% were satisfied, and 19% disagreed. Feketha and Maqhina (2019) state that the political executives were aligned with applicable law to monitor and evaluate policies in Gauteng Province to respect time and budget constraints when implementing policies. This indicated that political executives view monitoring and evaluation as a waste of resources, whose outcomes are rarely implemented in different institutions (Kotnik *et al.* 2020: 114).

The procedures to deal with the failure of policy implementation used to minimise damage and loss to investors



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



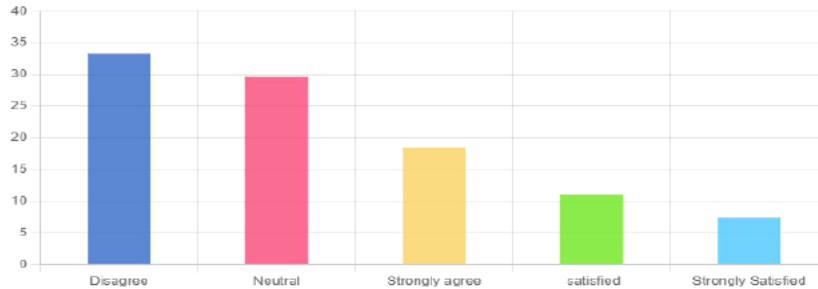
Value	Frequency	Percentage
Neutral	7	25.93
Disagree	7	25.93
Satisfied	6	22.22
Strongly agree	4	14.81
Strongly Satisfied	3	11.11

Figure 5. 20

The results presented in Figure 5.20 illustrated that 26% of respondents were neutral, 26% disagreed, 22% were satisfied, 15% strongly agreed, and 11% were strongly satisfied with the procedures for dealing with failure to implement policies. This has been regarded as the best way to minimise damage to the political executives' reputation and losses to the investors (Mehmood *et al.* 2020: 115). The unique circumstances of policy implementation determine the ineffectiveness of political executives to achieve the desired results. The inability of political executives to identify the implementation gaps in promoting communication in different tasks in Gauteng Province (Signe, 2018).

The legislative framework contributes to effective policy implementation of the policies in Gauteng Province

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



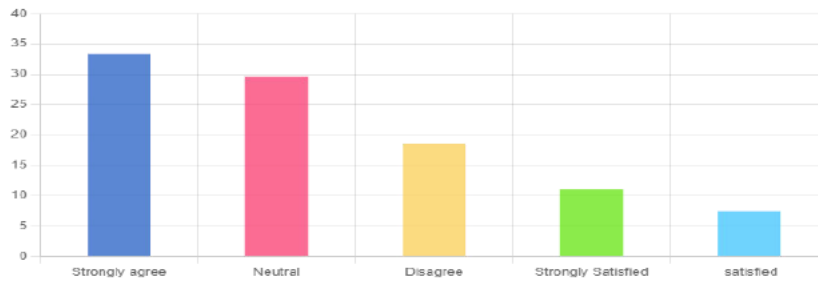
Value	Frequency	Percentage
Disagree	9	33.33
Neutral	8	29.63
Strongly agree	5	18.52
Satisfied	3	11.11
Strongly Satisfied	2	7.41

Figure 5. 21

The bar graph in Figure 5.21 showed that 33% of the respondents disagreed that the legislative framework contributes to effective policy implementation in Gauteng Province. 30% of the respondents were neutral, 19% strongly agreed, 11% were satisfied, and 8% were strongly satisfied with the statement. Perception is an intellectual method where a person establishes and understands the impression of any situation. The respondents indicated that the use of legislative frameworks influences political executives' perceptions when implementing policies (Macanda, 2019). The policy implementation values provide reactive and ineffective communication when engaging with the political executives in Gauteng Province. This led to the implementation of policies that were not carried out properly by the political executives in Gauteng Province (Mehlape, 2018).

The political executives detect and deter ineffective and unfair policy implementation practices in Gauteng Province.

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Strongly agree	9	33.33
Neutral	8	29.63
Disagree	5	18.52
Strongly Satisfied	3	11.11
Satisfied	2	7.41

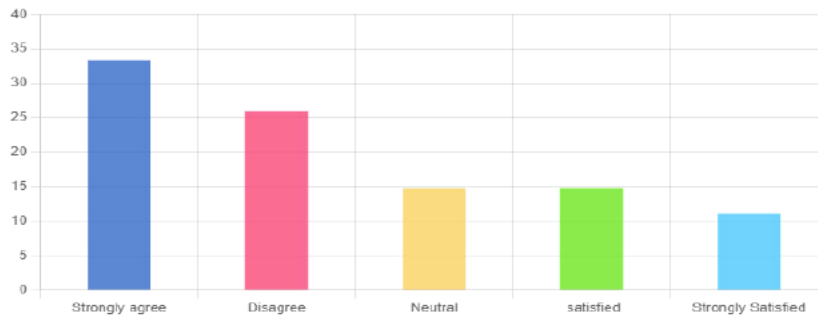
Figure 5. 22

The results presented in Figure 5.22 illustrate that 33% of respondents strongly agree that political executives detect and deter ineffective and unfair policy implementation practices in Gauteng Province. 30% of the respondents were neutral, 19% disagreed, 11% were strongly satisfied, and 7% were satisfied. This indicated that political executives were unable to view policy implementation as a luxury but as competitive, which requires strategic necessity to achieve an outcome (Mahlungu, 2019). The process of implementing contributed to the reshaping of policy implementation as perceived by political executives. This led to proactive clarification and communication through the allocation of resources to implement the policies in Gauteng Province (Marquardt, 2018).

The systems for implementing policies should be subject to regulatory oversight, to ensure that they are fair, effective, and efficient and that they reduce systemic risk



TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Strongly agree	9	33.33
Disagree	7	25.93
Neutral	4	14.81
Satisfied	4	14.81
Strongly Satisfied	3	11.11

Figure 5. 23

The bar graph in Figure 5.23 showed that 33% of the respondents strongly agreed that the systems for implementing policies should be subject to regulatory oversight to be fair, effective, and efficient. 26% of the respondents disagreed, 15% were neutral, 15% were satisfied, and 11% were strongly satisfied. Therefore, the political executives in Gauteng Province are committed to adopting a system that promotes effective problem identification and policy design. This led the political executives to identify regular opportunities to evaluate the value performance in Gauteng Province (Hudson *et al.* 2018: 12).

5.2.2 Reliability of Likert Scale

The reliability provided the concerns the extent to which a measurement of the phenomenon was identified the stable and consist of result identified from the content

collected from the participants (Taherdoost, 2016: 3). Reliability is also concerned with repeatability made under constant conditions that gave the same result in the collection of data (Smith and Smith, 2018: 3). Reliability is important, it refers to the consistency across the parts of a measuring the questionnaires with high internal consistency to measure the same construct. Therefore, internal consistency was measured using the Cronbach Alpha coefficient. It was viewed as the most appropriate measure of reliability when using the Likert scale (Taherdoost, 2016: 4). However, no absolute rules exist for internal consistencies, however, the variables are indicated briefly.

The variables =Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18 Q19 Q20 Q21 Q22 Q23/scale (All variables) all. The Model = Alpha/statistics = descriptive scale.

Therefore, summary = Total means.

Table 5. 1

Notes	
Output Created	13-FEB-2024 09:32:46
Comments	
Input	Active Dataset DataSet1 Filter <none> Weight <none> Split File <none> N of Rows in Working Data File Matrix Input
Missing Value Handling	Definition of Missing User-defined missing values are treated as missing. Cases Used Statistics are based on all cases with valid data for all variables in the procedure.
Syntax	Reliability/variables = Q1 Q2 Q3 Q4 Q5 Q6 Q7 Q8 Q9 Q10 Q11 Q12 Q13 Q14 Q15 Q16 Q17 Q18 Q19 Q20 Q21 Q22 Q23/Scale (All variables) /Model = Alpha/Statistics = Descriptive scale/Summary = Total means.

Resources	Processor Time	00:00:00.00
	Elapsed Time	00:00:00.01

The different content was administered, known as content validity, which provided feedback on the different items prior to distribution to the political executive implementing policies (Taherdoost, 2016: 4). The current standard for measuring policy implementation skills generates an overall correlation. The existing standards identified in the different contents assessed the validity of the questionnaires among the participants. This indicated an increase in validity and utilisation of knowledge and skills to implement the policies in Gauteng Province (Smith and Smith, 2018: 3).

Note: The covariance matrix's determinant is zero. Statistics based on its inverse matrix cannot be computed, and they are displayed as system-missing values.

Scale: All variables

Table 5. 2

		N	%
Cases	Valid	25	92.6
	Excluded	2	7.4
	Total	27	100.0

The summary case processing provided the list-wise deletion based on all variables in the procedure. It allowed the researcher to efficiently capture the political executives' thoughts without becoming overwhelmed with material or missing important specifics about policy implementation. It assisted readers who may not have enough time to read everything thoroughly and then make inputs regarding policy implementation. It provided enough information on policy implementation to gain a deeper understanding of why something is happening. This allowed the researcher to effectively analyse the data from the participants related to policy implementation in Gauteng Province.

Table 5. 3

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items
.874	.874	23

The statistics are an integral part of building knowledge and skills that are consistent with the way policies were implemented. As a result, statistics differ from policy implementation when implemented. However, the interpretation provided applied skills when implementing the policies needed by the political executives. The statistics were not taught in the distinguished ways of promoting the different specific areas when implementing policies in different institutions. The effect size applied skills that were covered in detail in the item's statistics.

Table 5. 4

Item Statistics			
	Mean	Std. Deviation	N
Q1	2.88	1.364	25
Q2	2.84	1.179	25
Q3	3.00	.957	25
Q4	2.52	1.005	25
Q5	2.88	.971	25
Q6	2.52	1.005	25
Q7	2.08	.909	25
Q8	2.28	1.061	25
Q9	2.28	1.021	25
Q10	2.64	1.036	25
Q11	2.72	1.021	25
Q12	2.96	1.172	25
Q13	2.24	.926	25
Q14	2.40	1.000	25
Q15	2.52	.918	25
Q16	2.36	1.036	25
Q17	2.20	1.190	25
Q18	2.32	1.249	25
Q19	2.40	1.291	25
Q20	3.00	1.225	25
Q21	2.60	1.190	25
Q22	2.32	1.282	25
Q23	2.40	1.443	25

Table 5.4 shows compliance rate represents by the proportion of the target population adhering to the policy guidelines at different institutions implementing policies. The key advantages of statistics are that they can be analysed quickly, to collect data in a standardized way, and provide "hard facts" to support to the responses. It guided the researchers to generalize about a population which include its simplicity and lack of bias. In addition, it provides a comparative study that helps in estimating the result accurately. However, it is difficult to gain access to a list of a larger population, time, costs, and that bias can still occur under certain circumstances. The analysing data over time to assess trends and long-term impact of the contextual factors considering the economic, social, and political contexts that may influence implementation success. The statistics are not well-suited for understanding issues in depth or evaluating opinions collecting statistical data can also be time-consuming when analysing it. The responses from the questionnaire's using the Likert scale maintains the value of policy implementation at different institutions in Gauteng Province. This has led to funding issues, and resistance to change towards the political executives when implementing the policies at Gauteng Province.

Table 5. 5

Summary Item Statistics							
	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	2.537	2.080	3.000	.920	1.442	.078	23

Reliability was important for this study; it was used to estimate the political executives' effort by comparing different versions of the same measurement. Therefore, reliability is defined as the consistency of measuring the effort of political executives when implementing policies. Reliability indicates that the measurement system produces similar results when analysing the data. Therefore, while reliability and validity share a close relationship, they have distinct meanings when analysing participant data. When analysing the participant's data, the measurement can be reliable but not valid. Furthermore, assessing validity proved challenging, yet it served as a tool to gauge policy implementation by comparing the study's results with the underlying theories. In addition, the measurement that was valid was usually also reliable when analysing the data. It was not sufficient to combine validity with the implementation of policies. In other words, the test was reliable; it was valid when collected (Taherdoost, 2016: 3).

Table 5. 6

Item-Total Statistics					
Item	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q1	55.48	165.427	.208	.	.878
Q2	55.52	166.427	.222	.	.876
Q3	55.36	164.157	.387	.	.870
Q4	55.84	168.890	.179	.	.876
Q5	55.48	174.343	-.028	.	.881
Q6	55.84	155.890	.704	.	.862
Q7	56.28	163.460	.442	.	.869
Q8	56.08	159.243	.530	.	.866
Q9	56.08	157.493	.626	.	.864
Q10	55.72	153.377	.784	.	.859
Q11	55.64	163.323	.391	.	.870
Q12	55.40	157.917	.519	.	.866
Q13	56.12	159.943	.588	.	.865
Q14	55.96	166.290	.282	.	.873
Q15	55.84	169.140	.192	.	.875
Q16	56.00	164.583	.335	.	.872
Q17	56.16	152.890	.689	.	.861
Q18	56.04	150.623	.730	.	.859
Q19	55.96	157.040	.490	.	.867
Q20	55.36	152.490	.680	.	.861
Q21	55.76	158.107	.503	.	.867
Q22	56.04	154.873	.566	.	.865
Q23	55.96	158.790	.377	.	.872

The item statistics that were examined were more than moderate; flagging identified a negative effect on the overall Cronbach alpha, which increased the alpha value. Using the item statistics, they were identified as potentially problematic, which had a negative impact on Cronbach alpha values. The largest increase in the alpha value possible, given the removal of discrimination values that were used to evaluate items, The fagged items were sorted by their correlation values to provide a measurement of the underlying assumptions that correct responses increased with ability in the collection of data. The important output of the Likert scale that allowed researchers to identify items that separate respondents was based on ability. It was not an underlying assumption to provide priority when determining the removal of items. This helped in providing the low correlation, which was likely due to the variability in responses where

the participants correctly answered the items (Smith and Smith, 2018: 5). Therefore, the high rate of correct responses was not surprising when filling out the questionnaires related to the implementation of policies.

Table 5. 7

Scale Statistics			
Mean	Variance	Std. Deviation	N of Items
58.36	174.573	13.213	23

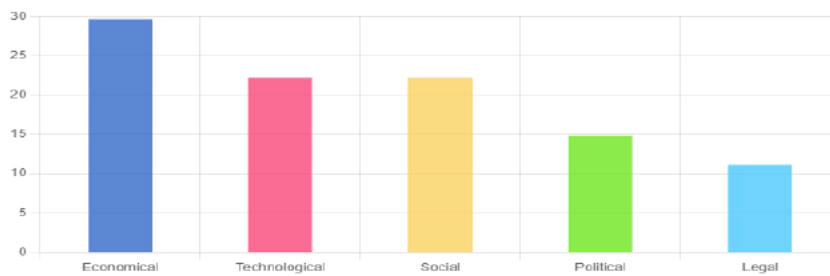
The scale statistics showed the mean, variance, standard deviation, and number of items. The difficulty items were examined using the extensions of the ability to which the participants answered the correct items. The majority of participants answered the items correctly, measuring knowledge and skills with interpreting descriptive statistics. More difficult items indicated the ability, which illustrates the difficult items. This covered the significance provided, the effect size, and the choice of the statistical test for a given scenario. The items were able to separate the participants' responses between those above and below the ability of a given item.

5.2.3 The Ranking method

The ranking method gave a statistical breakdown of the participants' preferences when implementing the policies in Gauteng Province. Section B used the ranking method to analyse the questionnaire data. SPSS was used to present the data collected by the researcher after administering the questionnaires. The ranking method offered a different approach to analysing the implementation of policies in Gauteng Province. This method was chosen because it was less time-consuming and more cost-effective when collecting and analysing the data. It was easy to use, and the participants were motivated to identify the gaps and increase capacity when implementing the policies in different departments. This provided a lower chance of being biased by the researcher as well as the participants. The Ranking Method questionnaires contained 20 questions in a Ranking Method format. The questionnaires were broken down as follows:

1st choice

Type: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



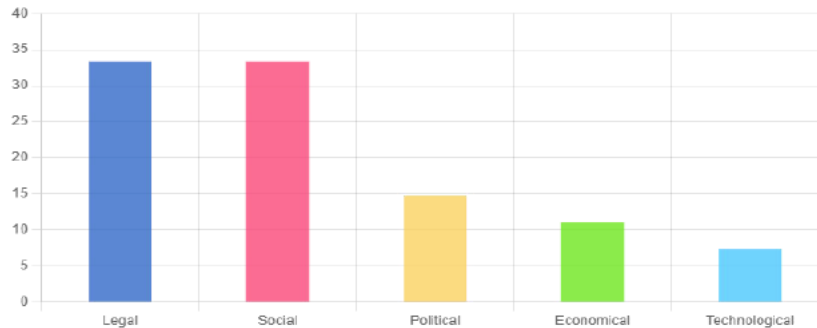
Value	Frequency	Percentage
Economical	8	29.63
Technological	6	22.22
Social	6	22.22
Political	4	14.81
Legal	3	11.11

Figure 5. 24

The results presented in Figure 5.24 illustrate that 30% of respondents regard the economic factor as important to political executives when implementing policies in Gauteng Province. 22% of the respondents were in support of technology, 22% were for social, 15% for political, and 11% for legal. Effective policy implementation has factors that include clear and measurable goals to promote efficiency and effectiveness. This enabled the political executives to provide adequate resources and funding to implement the policies in different institutions (Ahmed and Dantata, 2019).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



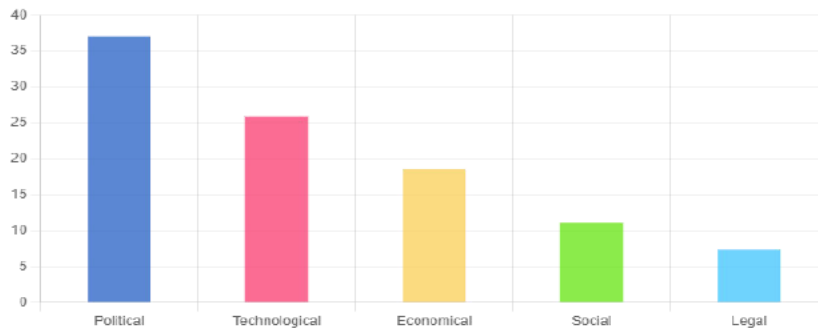
Value	Frequency	Percentage
Legal	9	33.33
Social	9	33.33
Political	4	14.81
Economical	3	11.11
Technological	2	7.41

Figure 5. 25

The results presented in Figure 5.25 illustrate that 33% of respondents regard the legal factor as important to political executives when implementing policies in Gauteng Province. 33% of the respondents were in support of social, 15% were political, 11% were economical, and 7% were technological. The legal factors help in accessing the implementation of policies to focus on promoting the development of institutions in Gauteng Province (Grabner and Ghorbani, 2019).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



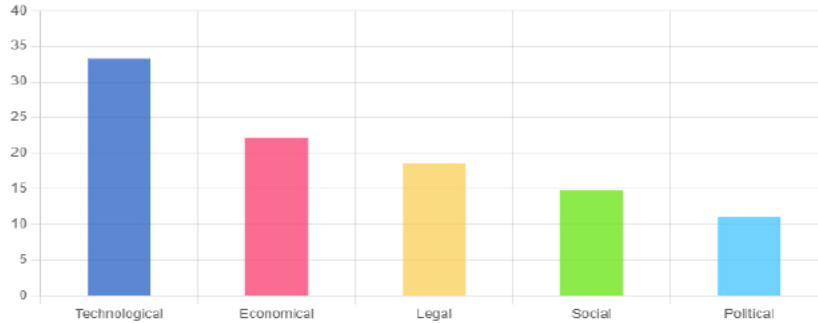
Value	Frequency	Percentage
Political	10	37.04
Technological	7	25.93
Economical	5	18.52
Social	3	11.11
Legal	2	7.41

Figure 5. 26

The results presented in 5.26 illustrate that 30% of respondent's rand political factor the highest to be important to the political executives when implementing policies in Gauteng Province. The 26% of the respondents selected technological, 19% selected economical, 11% selected social and 7% for political. However, the policy implementation has led to insufficient public support in ensuring there is efficiency and efficiency in Gauteng Province. This has eventually led to the dissatisfaction or disinterest with the implementation of policies in Gauteng Province. As a result, there was conflict of interest of political executives when implementing the policies at different institutions in Gauteng Province (Moore and Himonga, 2019: 4).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



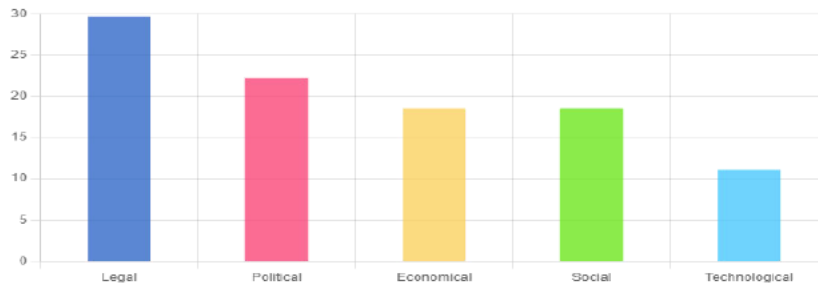
Value	Frequency	Percentage
Technological	9	33.33
Economical	6	22.22
Legal	5	18.52
Social	4	14.81
Political	3	11.11

Figure 5. 27

The results presented in Figure 5.27 illustrate that 33% of respondents regard the technological factor to be important to the political executives when implementing policies in Gauteng Province. The 22% of the respondents were in support of economical, 19% were for legal, 15% for social and 11% for political. Additionally, Ahmed and Dantata (2019: 3) attribute the lack of leadership in policy implementation to the inability to use these factors in different institutions in Gauteng Province.

5th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



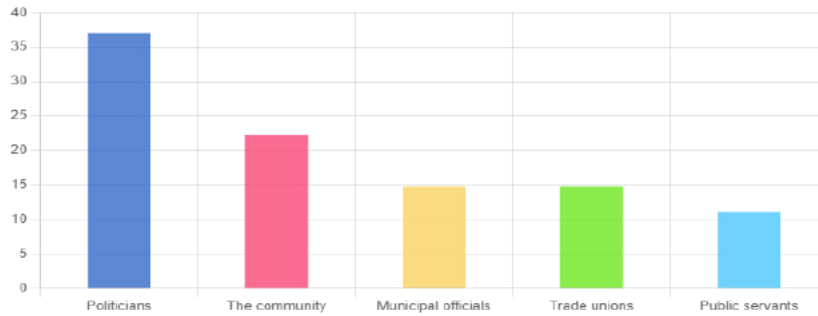
Value	Frequency	Percentage
Legal	8	29.63
Political	6	22.22
Economical	5	18.52
Social	5	18.52
Technological	3	11.11

Figure 5. 28

The results presented in Figure 5.28 illustrated that 30% of respondents regard the legal factor as important to political executives when implementing policies in Gauteng Province. 22% of the respondents were in support of politics, 19% were for social, 19% for economic, 19% for political, and 11% for technological. This indicated that the legal factor was essential in implementing policies in Gauteng Province and, ultimately, improving the political executive's effort (Mukand and Rodrick, 2020: 765).

1st choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



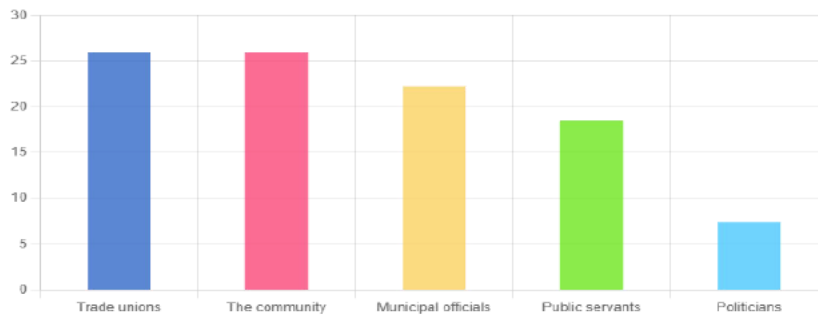
Value	Frequency	Percentage
Politicians	10	37.04
The community	6	22.22
Municipal officials	4	14.81
Trade unions	4	14.81
Public servants	3	11.11

Figure 5. 29

The results presented in Figure 5.29 illustrated that 37% of respondents regard politicians as the relevant policy actors to implement policies in Gauteng Province. The 22% of respondents indicated that the community, 15% of municipal officials, 15% of trade unions, and 11% of public servants are policy actors in Gauteng Province. The political executives provided inadequate planning and evaluation of the implementation of policies to identify the theory supporting effective policy implementation. This has led the loyalty of political executives to undermine the implementation of policies to some extent, due to the limited data provided in Gauteng Province (Grabner and Ghorbani, 2019: 10).

2nd choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



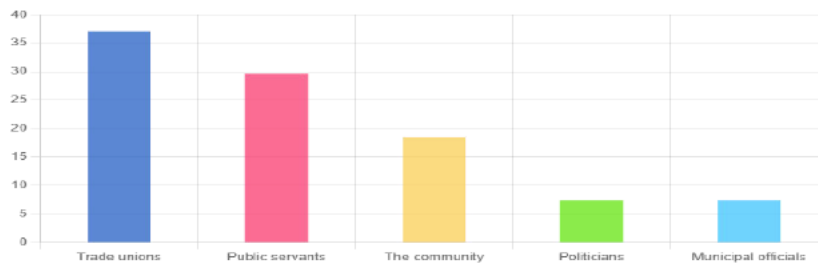
Value	Frequency	Percentage
Trade unions	7	25.93
The community	7	25.93
Municipal officials	6	22.22
Public servants	5	18.52
Politicians	2	7.41

Figure 5.30

The results presented in Figure 5.30 illustrated that 26% of respondents regard trade unions as the relevant policy actors to implement policies in Gauteng Province. The 26% of respondents indicated that municipal officials, 22% of the public servants, 19%, and 7% of politicians were policy actors in Gauteng Province. The inappropriate temperature in implementing the policies by the political executives, which have insufficient light, in promoting efficiency and effectiveness. This has contributed to overcrowding of policies to implement and misplacement by political executives at different institutions (Signe, 2018).

3rd choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



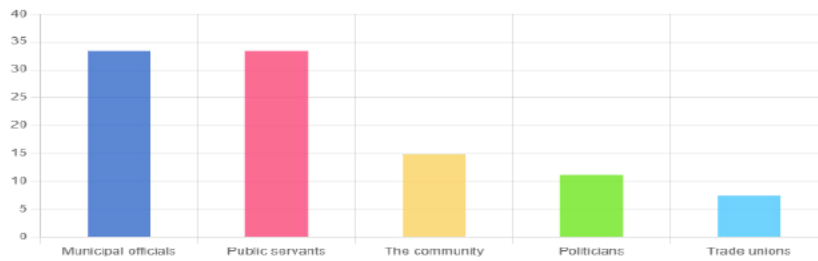
Value	Frequency	Percentage
Trade unions	10	37.04
Public servants	8	29.63
The community	5	18.52
Politicians	2	7.41
Municipal officials	2	7.41

Figure 5. 291

According to the results presented in Figure 5.31, 37% of respondents regarded trade unions as the relevant policy actors to implement policies in Gauteng Province. 30% of respondents indicated that public servants, 19% the community, 7% the politicians, and 7% the municipal officials were policy actors implementing policies in Gauteng Province. The implementation of policies has led inappropriate political executives to promote an inability to listen due to a lack of transparency and trust in engaging using the different communication styles in Gauteng Province (Hudson *et al.* 2018: 12).

4th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



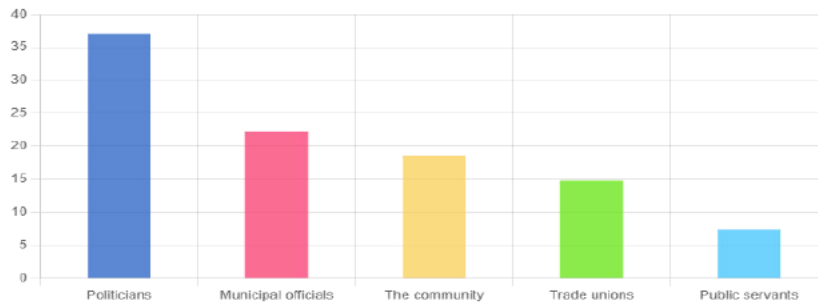
Value	Frequency	Percentage
Municipal officials	9	33.33
Public servants	9	33.33
The community	4	14.81
Politicians	3	11.11
Trade unions	2	7.41

Figure 5. 302

The results presented in Figure 5.32 illustrated that 33% of respondents regard municipal officials as the relevant policy actors to implement policies in Gauteng Province. The 33% of respondents indicated that the community, 15% of the community, 11% of politicians, and 7% of trade unions are policy actors implementing policies in Gauteng Province. The political executives continued to prepare and plan the implementation of policies through the different institutions to reduce uncertainties. This has led to communities being the major factor in encouraging participation when implementing policies in different institutions

5th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



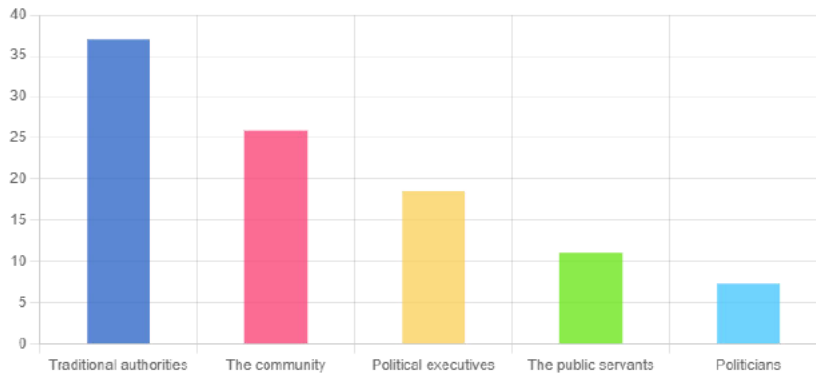
Value	Frequency	Percentage
Politicians	10	37.04
Municipal officials	6	22.22
The community	5	18.52
Trade unions	4	14.81
Public servants	2	7.41

Figure 5. 313

The results presented in Figure 5.33 illustrated that 37% of respondents regard politicians as the relevant policy actors to implement policies in Gauteng Province. The 22% of respondents indicated that municipal officials, 19% of the community, 15% of trade unions, and 7% of public servants are policy actors implementing policies in Gauteng Province. This indicated that politicians play a huge role in implementing policies in Gauteng Province, and, ultimately, the anonymity principle affected public servants (Umana, 2018).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



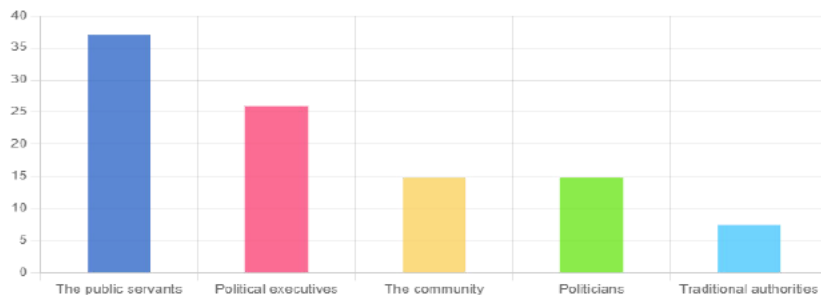
Value	Frequency	Percentage
Traditional authorities	10	37.04
The community	7	25.93
Political executives	5	18.52
The public servants	3	11.11
Politicians	2	7.41

Figure 5.34

The results presented in Figure 5.34 showed that 37% of respondents regard traditional authorities as dominating policy implementation in Gauteng Province. This view is shared by 26% of the community, 19% of political executives, 11% of public servants, and 7% of politicians. In some municipalities, the traditional authorities dominate the implementation of policies, and political executives find it difficult to promote effectiveness. This led the political executives to delay the implementation of the policies at different institutions to deliver services (Ibrahim and Daniel, 2019: 369).

2nd choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



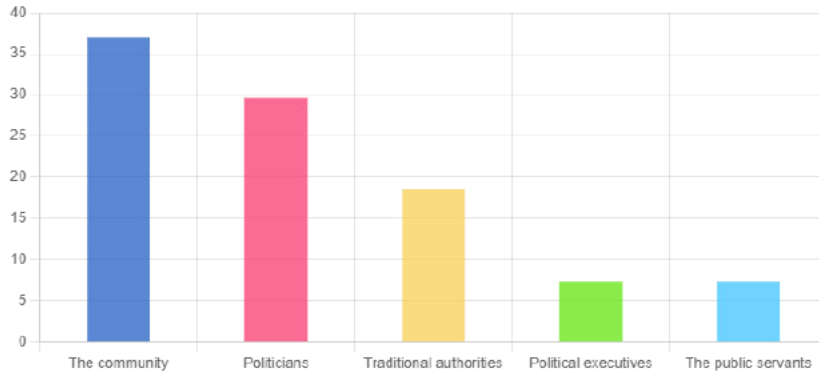
Value	Frequency	Percentage
The public servants	10	37.04
Political executives	7	25.93
The community	4	14.81
Politicians	4	14.81
Traditional authorities	2	7.41

Figure 5. 325

The results presented in Figure 5.35 illustrated that 37% of respondents regard public servants as dominating the implementation of policies in Gauteng Province. 26% are political executives, 15% are the community, 11% are politicians, and 7% are trade unions. The public servants contributed a lot to policy implementation, but their effort is hardly recognised due to the political executives who authorise the departments. This led political executives to take decisions that were highly centralised and regulated when implementing policies at different institutions (Graafland and Smid, 2019).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



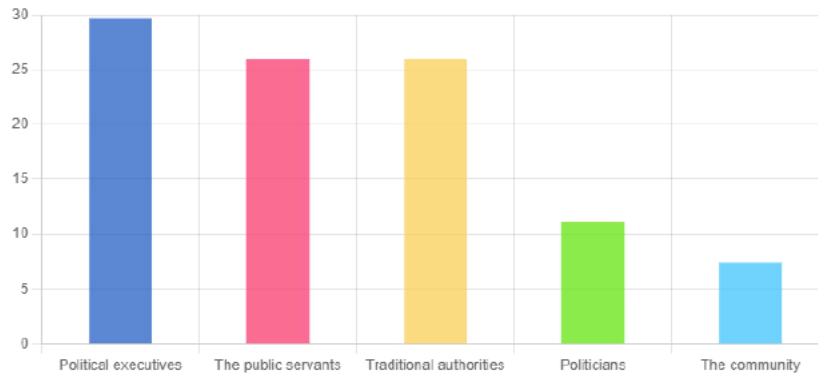
Value	Frequency	Percentage
The community	10	37.04
Politicians	8	29.63
Traditional authorities	5	18.52
Political executives	2	7.41
The public servants	2	7.41

Figure 5.36

The results presented in Figure 5.36 illustrate that 37% of respondents regard the community as dominating the implementation of policies in Gauteng Province. 30% are politicians, 19% are traditional authorities, 7% are political executives, and 7% are public servants. The different systems were used by the political executives to understand the financial mechanisms deployed to implement the policies. This indicates that politicians are essential in implementing policies in Gauteng Province and, ultimately, improving the political executive's effort (Gumede, 2019).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



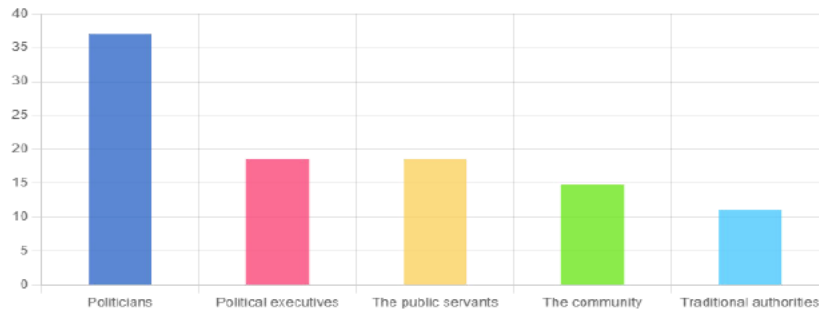
Value	Frequency	Percentage
Political executives	8	29.63
The public servants	7	25.93
Traditional authorities	7	25.93
Politicians	3	11.11
The community	2	7.41

Figure 5.37

The results presented in Figure 5.37 illustrated that 30% of respondents regard political executives as dominating the implementation of policies in Gauteng Province. 26% are public servants, 26% are traditional authorities, 11% are politicians, and 7% are members of the community. The political executives dominated the stimulation of corporate governance, providing growth that the firm will survive and flourish when implementing policies (Anyebe, 2018: 10). All the political executives were involved in using institutional theory to implement the policies. This was regarded as an achievement of goals prior to the implementation of policies to deliver the services to different people (Candido and Santos, 2019: 40).

5th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



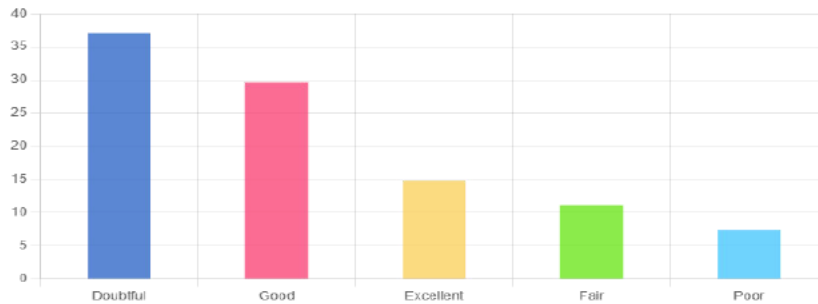
Value	Frequency	Percentage
Politicians	10	37.04
Political executives	5	18.52
The public servants	5	18.52
The community	4	14.81
Traditional authorities	3	11.11

Figure 5.38

The results presented in Figure 5.38 illustrated that 37% of respondents regard politicians as dominating the implementation of policies in Gauteng Province. 19% are political executives, 19% are public servants, 15% are community members, and 11% are traditional authorities. In this case, the politicians dominated the decision-making process in implementing the policies at different institutions in Gauteng Province (Magagula, 2019). The situation in different institutions was no different; the politicians used different relationships to implement policies to deliver the services. There were a variety of politicians during the implementation of policies, which made it difficult for service delivery protests to be managed at different institutions (Tezera, 2019: 93).

1st choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Doubtful	10	37.04
Good	8	29.63
Excellent	4	14.81
Fair	3	11.11
Poor	2	7.41

Figure 5.39

The results presented in Figure 5.39 illustrated that 37% of respondents were doubtful of the importance of the relationship between political executives and communities during the implementation of policies in Gauteng Province. 30% of the respondents selected good, 15% identified excellent, 11% indicated that it was fair, and 7% showed that it was poor. This affected the political executives' ability to implement policies at different institutions, which lowered the effort to deliver services. The importance of relationships was undermined by the political executives, who are not frequently managed by the different institutions (Grabner and Ghorbani, 2019).

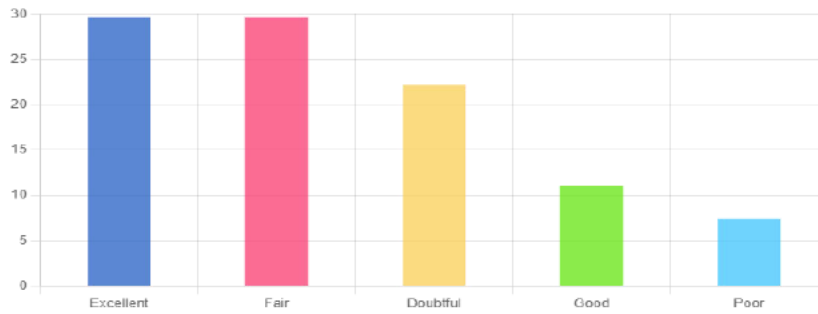


Figure 5. 40

The results presented in Figure 5.40 illustrated that 30% of respondents indicated that it was fair, 25% said it was poor, 22% said it was good, 11% were doubtful, and 11% indicated that it was excellent, indicating the importance of the relationship between political executives and communities during the implementation of policies in Gauteng Province. The respondents indicated that the implementation of policies was mostly based on sharing information among the political executives in different departments. Fairness was chosen on the grounds that the implementation of policies was conducted in a fair manner by the political executives in Gauteng Province. This was necessary because it was important that the political executives implement the policies fairly in managing the information in different departments (Kabonga, 2019).

3rd choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



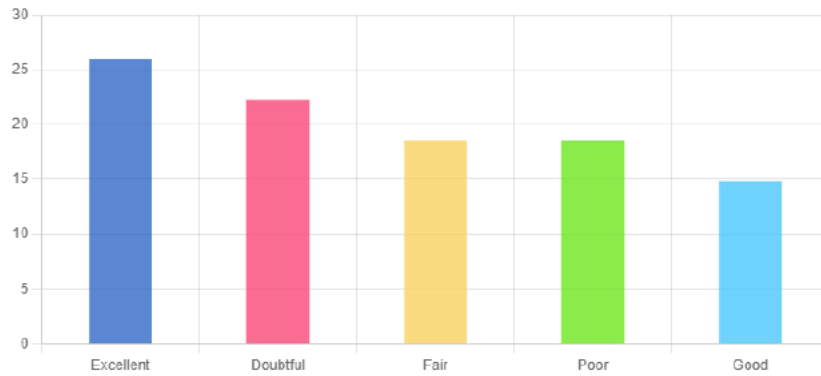
Value	Frequency	Percentage
Excellent	8	29.63
Fair	8	29.63
Doubtful	6	22.22
Good	3	11.11
Poor	2	7.41

Figure 5. 41

The results presented in Figure 5.41 showed that 30% of respondents chose excellent, 30% chose fair, 22% were doubtful, 11% chose good, and 7% chose poor for the relationship between political executives and communities during policy implementation in Gauteng province. The respondents mostly engaged themselves in managing the execution of strategies for achieving the objectives using the limited resources at different institutions. This contributed to the success of policy implementation due to the sharing of knowledge and skills among the political executives. This was important; the political executives were responsible for the development of knowledge when implementing the policies (Kotnik *et al.* 2020).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



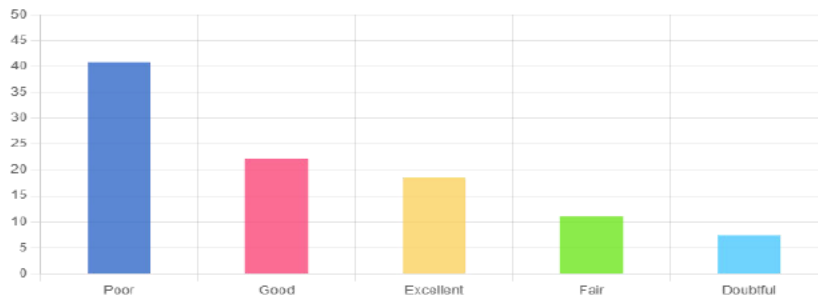
Value	Frequency	Percentage
Excellent	7	25.93
Doubtful	6	22.22
Fair	5	18.52
Poor	5	18.52
Good	4	14.81

Figure 5. 42

The results presented in Figure 5.42 illustrated that 26% of respondents indicated that it was excellent, 22% were doubtful, 19% said it was fair, 19% said it was poor, and 15% said it was good to have the relationship between the political executives and communities during the implementation of policies in Gauteng Province. In addition, the ineffective communication from the political executives signalled decisions that were not properly taken by the political executives. This lowered the morale among the political executives to manage the time when implementing the policies in different institutions in Gauteng Province (Guerin *et al.* 2018).

5th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



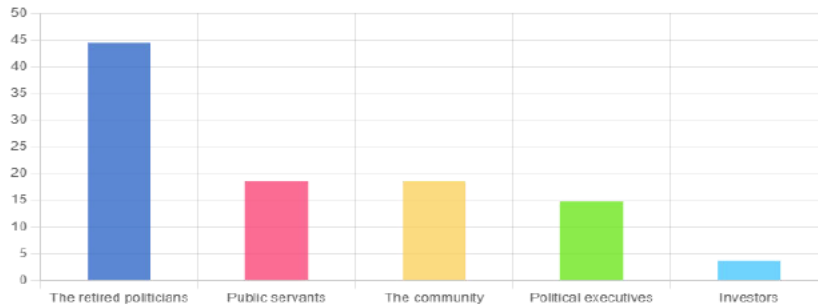
Value	Frequency	Percentage
Poor	11	40.74
Good	6	22.22
Excellent	5	18.52
Fair	3	11.11
Doubtful	2	7.41

Figure 5. 43

The results presented in Figure 5.43 illustrated that 41% of respondents highlighted that it was poor, 22% said it was good, 18% said it was excellent, 11% said it was fair, and 7% were doubtful of the importance of the relationship between the political executives and communities during the implementation of policies in Gauteng Province. The increased interest of political executives also increased the concentration of power when implementing policies in different departments. This has led to the regional departments being allocated limited resources by the political executives to implement policies (Mukand and Rodric, 2020).

1st choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



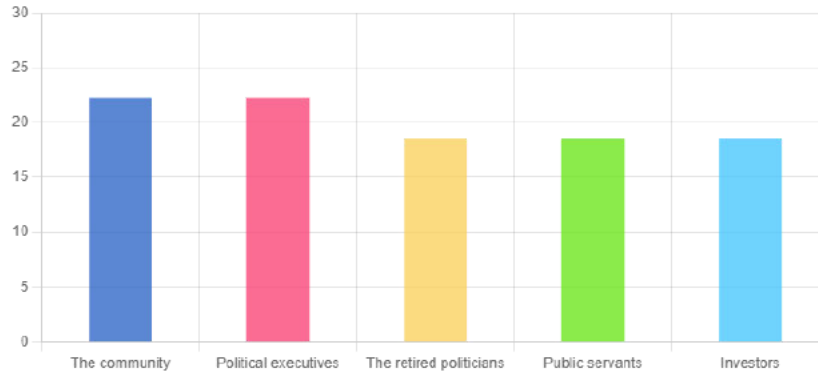
Value	Frequency	Percentage
The retired politicians	12	44.44
Public servants	5	18.52
The community	5	18.52
Political executives	4	14.81
Investors	1	3.7

Figure 5.44

The results presented in Figure 5.44 illustrated that 44% of respondents selected the retired politicians, 19% the public servants, 19% the community, 15% political executives, and 4% investors as a group of people influencing the implementation of policies in Gauteng Province. The political executives implemented policies made by the retired politicians, which continued to influence attitudes when seeking information to promote effectiveness in Gauteng Province (Grigoropoulos, 2019). They were chosen because the process clearly ensured that the documents were sufficiently relevant to be used in different departments. This led to political executives not discarding the information used by the retired politician when implementing the policies during the work task execution (Guerin *et al.* 2018).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



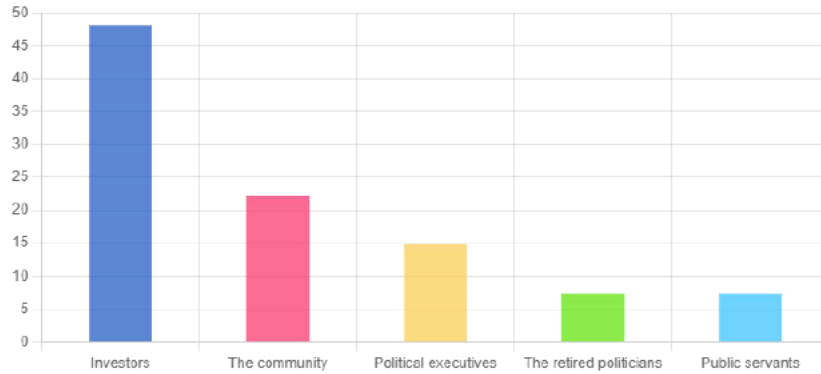
Value	Frequency	Percentage
The community	6	22.22
Political executives	6	22.22
The retired politicians	5	18.52
Public servants	5	18.52
Investors	5	18.52

Figure 5. 45

The results presented in Figure 5.45 illustrated that 22% of respondents selected the community, 22% were political executives, 19% were retired politicians, 19% were public servants, and 19% were investors, a group of people influencing the implementation of policies in Gauteng Province. The community continues to play a huge role when implementing the policies at different institutions (Molobela, 2019: 8). However, it is difficult for communities to get involved because some political executives are reluctant to make decisions to implement policies. As a result, some political executives are scared to involve the communities because of the experience they have with seeing them implement the policies (Guerin *et al.* 2018).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



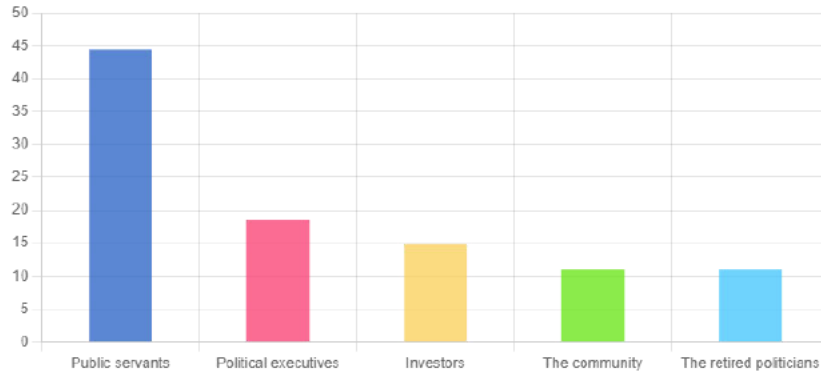
Value	Frequency	Percentage
Investors	13	48.15
The community	6	22.22
Political executives	4	14.81
The retired politicians	2	7.41
Public servants	2	7.41

Figure 5. 336

The results presented in Figure 5.46 illustrated that 48% of respondents selected investors, 22% selected the community, 15% selected political executives, 7% retired politicians, and 7% selected investors as a group of people influencing the implementation of policies in Gauteng Province. The investors led the group, which increased the devolution of institutions to implement the policies in different departments. This led to an increasing number of responsibilities for political executives to acknowledge the plight of investors when implementing policies (Kotnik *et al.* 2020).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Public servants	12	44.44
Political executives	5	18.52
Investors	4	14.81
The community	3	11.11
The retired politicians	3	11.11

Figure 5. 47

The results presented in Figure 5.47 illustrated that 44% of respondents selected the public servants, 19% the political executives, 15% investors, 11% the community, and 11% retired politicians as a group of people influencing the implementation of policies in Gauteng Province. Even though the public servants were selected, they were allocated limited resources, which affected their responsiveness to implementing the policies. As a result, political executives' dynamics were determined by their knowledge and skills to effectively share information and implement policies (Mukand and Rodrick, 2020).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



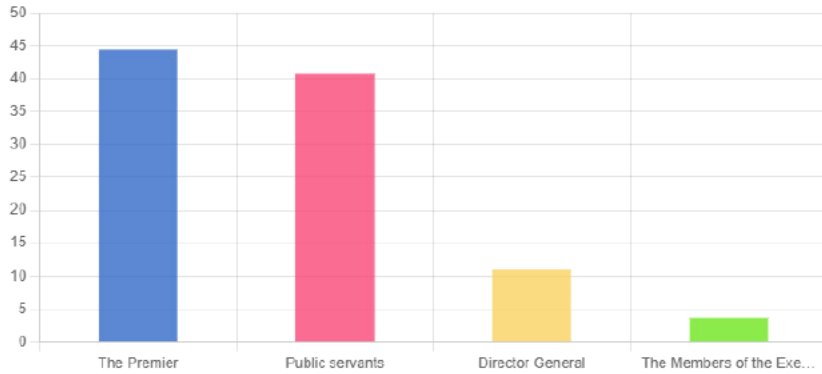
Value	Frequency	Percentage
Political executives	8	29.63
The community	7	25.93
The retired politicians	5	18.52
Investors	4	14.81
Public servants	3	11.11

Figure 5. 48

The results presented in Figure 5.48 illustrated that 30% of respondents selected the political executives, 26% the public servants, 19% the retired politicians, 15% the investors, and 3% the public servants as a group of people influencing the implementation of policies in Gauteng Province. The political executives were responsible for declaring the policy goals to effectively implement the policies in different institutions. This gave the political executives the opportunity to make priorities that were clear and achievable when implementing the policies (Grigoropoulosi, 2019).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



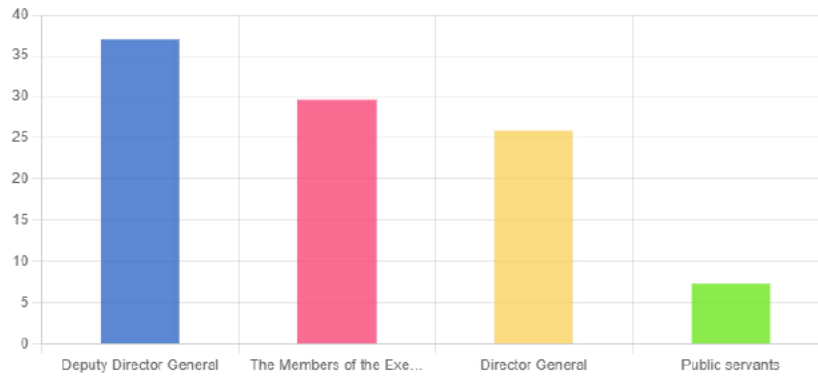
Value	Frequency	Percentage
The Premier	12	44.44
Public servants	11	40.74
Director-General	3	11.11
The Members of the Executive Council (MECs)	1	3.7

Figure 5. 49

The results presented in Figure 5.49 illustrated that 44% of respondents selected the Premier, 41% were public servants, 11% were directors-general, and 4% Members of the Executive Councils had more knowledge about policy implementation in Gauteng Province. The political executives should be more concerned about the development of knowledge and skills to attract investors to implement policies. This has led the political executives to handle the complaints related to policy implementation and reduce the negative choices that might arise in different institutions (Mukand and Rodrick, 2020).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



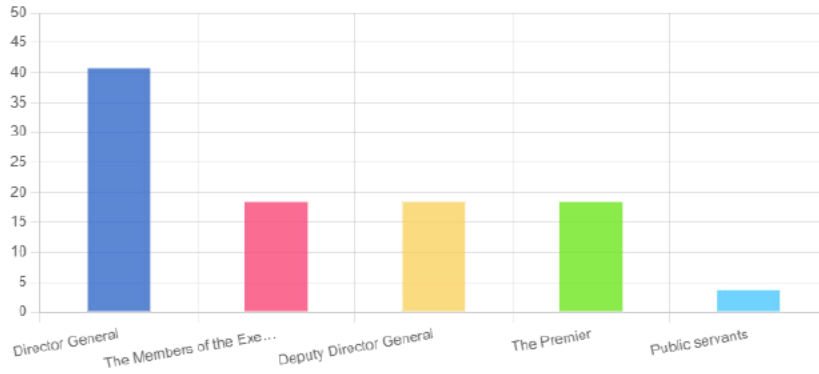
Value	Frequency	Percentage
Deputy Director-General	10	37.04
The Members of the Executive Council (MECs)	8	29.63
Director-General	7	25.93
Public servants	2	7.41

Figure 5. 50

The results presented in Figure 5.50 illustrated that 37% of respondents selected the Deputy Director-Generals, 30% the MECs, 25% Director-Generals and 7% of public servants had more knowledge about policy implementation in Gauteng Province. The Deputy Director-Generals were instrumental in providing knowledge and improving the capacities for implementing policies to address the disparities. This led the political executives to declare their intentions when implementing the policies by following the appropriate institutional settings and capacities (Grigoropoulou, 2019).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



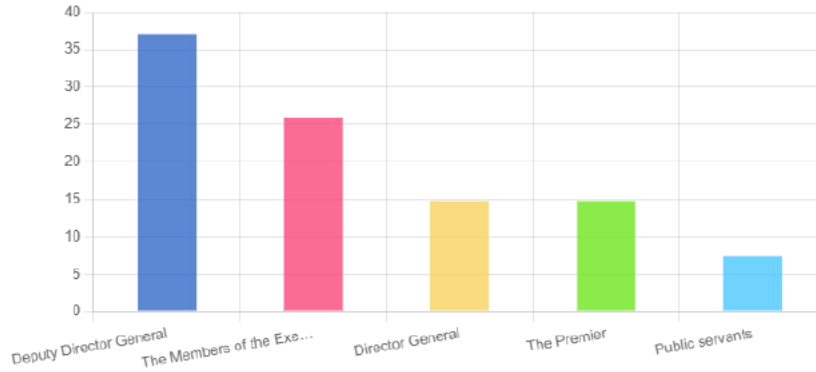
Value	Frequency	Percentage
Director-General	11	40.74
The Members of the Executive Council (MECs)	5	18.52
Deputy Director-General	5	18.52
The Premier	5	18.52
Public servants	1	3.7

Figure 5. 51

The results presented in Figure 5.51 illustrate that 41% of respondents selected the Director-Generals, 19% MECs, 19% the Deputy Director-General, 19% the Premier, and 4% public servants have more knowledge about policy implementation in Gauteng Province. The Director-General faces difficulties in building partnerships with stakeholders to effectively implement the policies. This has led to the development of weak social partnerships in funding certain projects set up by the Gauteng Provincial Government through initiatives such as intervention (Mukand and Rodrick, 2020).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



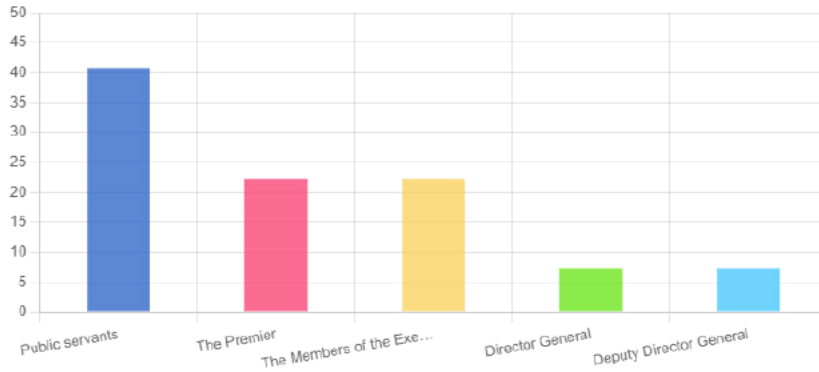
Value	Frequency	Percentage
Deputy Director-General	10	37.04
The Members of the Executive Council (MECs)	7	25.93
Director-General	4	14.81
The Premier	4	14.81
Public servants	2	7.41

Figure 5. 52

The results presented in Figure 5.52 illustrate that 37% of respondents selected as Deputy Director-Generals, 26% MECs, 14% Director-Generals, 15% the Premier, and 7% public servants have more knowledge about policy implementation in Gauteng Province. The Deputy Director-General lacks authority to make decisions that are reliable and up to date to implement the policies. This has led some Deputy Director-Generals to withhold information about the skills needed by political executives when implementing policies in different institutions (Guerin *et al.* 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Public servants	11	40.74
The Premier	6	22.22
The Members of the Executive Council (MECs)	6	22.22
Director-General	2	7.41
Deputy Director-General	2	7.41

Figure 5. 53

The results presented in Figure 5.53 illustrate that 41% of respondents selected the public servants, 22% the Premier, 22% MECs, 7% Director-Generals, and 7% Deputy Director-Generals have more knowledge about policy implementation in Gauteng Province. Grigoropoulos (2019) states that the public servants who were qualified understand the implementation of the policies in different institutions compared to the political executives. However, the unqualified public officials who were politically connected were employed, resulting in serious delays in implementing the policies. This has led to the decline of successful public policy implementation in Gauteng Province because some political executives are less knowledgeable compared to the long-serving public servants (Dialoke, et al., 2017).

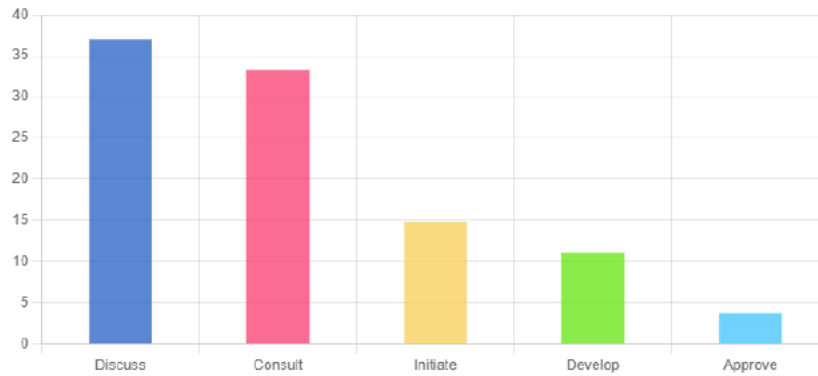


Figure 5. 344

The results presented in Figure 5.54 illustrated that 33% of respondents selected initiating, 26% consult, 22% approve, 15% develop, and 4% discuss as the best way of implementing policies at Gauteng Provincial Government. Initiate discussions with other political executives, which enhances the implementation of policies in different institutions. As a result, starting it opened more ways to fill in the gaps through participation in different departments (Feehily, 2019). Conversely, some political executives overlook consultation because it consumes time during policy implementation in various institutions (Gleisner, Follet, Daumann, and Leibbrand, 2021). This has led political executives to be more efficient when deploying resources for implementing policies in Gauteng Province.

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



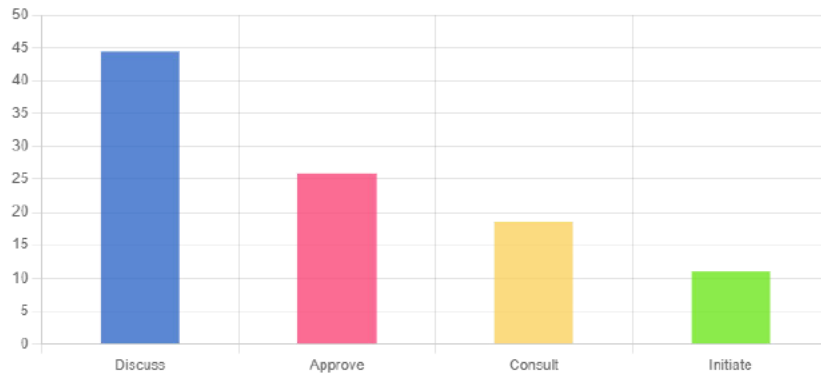
Value	Frequency	Percentage
Discuss	10	37.04
Consult	9	33.33
Initiate	4	14.81
Develop	3	11.11
Approve	1	3.7

Figure 5. 355

The results presented in Figure 5.55 illustrate that 37% of respondents selected discuss, 33% consult, 15% initiate, 11% develop, and 4% approve as the best way of implementing policies at Gauteng Provincial Government. Political executives viewed discussing policy implementation issues to rectify undesirable situations they encountered in various institutions. As a result, pre-empting a potentially negative situation undermined the effective implementation of the policies (Mukand and Rodrick, 2020).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



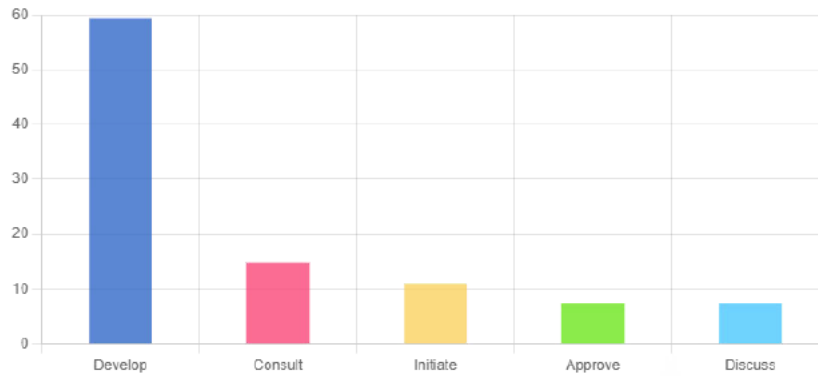
Value	Frequency	Percentage
Discuss	12	44.44
Approve	7	25.93
Consult	5	18.52
Initiate	3	11.11

Figure 5. 56

The results presented in Figure 5.56 illustrate that 44% of respondents selected discuss, 26% approve, 19% consult, 15% develop, and 11% initiate as the best way of implementing policies at Gauteng Provincial Government. The way the political executives approved the implementation of the policies in some departments created a positive situation for different communities. This helped the Gauteng provincial government address the problems related to policy implementation (Guerin *et al.* 2018).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



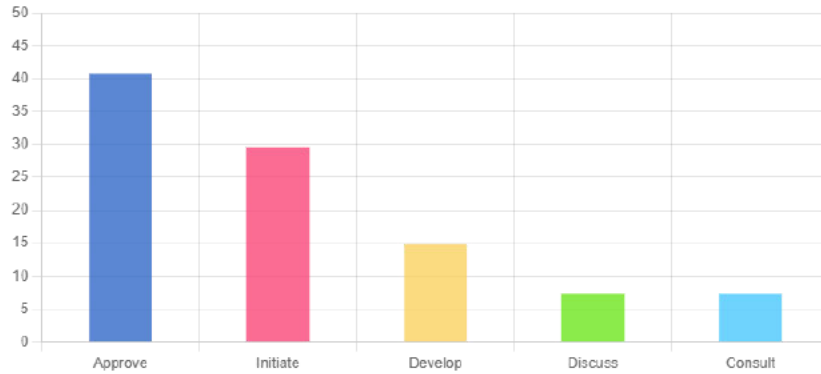
Value	Frequency	Percentage
Develop	16	59.26
Consult	4	14.81
Initiate	3	11.11
Approve	2	7.41
Discuss	2	7.41

Figure 5. 57

The results presented in Figure 5.57 illustrate that 59% of respondents selected develop, 15% consult, 11% initiate, 7% approve, and 7% discuss as the best way of implementing policies at Gauteng Provincial Government. Different communities expected the political executives to develop, but some expressed reluctance to receive training and achieve their goals. This shifted the focus of some political executives to implementing the policies effectively. As a result, the focus of the policy influences was evident in the different content collected by the researcher (Umana, 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Approve	11	40.74
Initiate	8	29.63
Develop	4	14.81
Discuss	2	7.41
Consult	2	7.41

Figure 5. 58

The results presented in Figure 5.58 illustrated that 41% of respondents selected approve, 30% develop, 15% approve, 7% discuss, and 7% consult as the best way of implementing policies at Gauteng Provincial Government. It was appropriate for the political executives to select approve; the authority was provided to implement the policies in different institutions (Segovia and Ramos, 2018). Lastly, the political executives targeted the disadvantaged communities to solve the problems related to policy implementation. This affected the communities, which were eager to support the political executives' initiatives because of the limited resources allocated by the Gauteng Provincial Government (Okechukwu, 2019).



Figure 5. 59

The results presented in Figure 5.59 illustrated that 33% of respondents selected excellent, 33% were fair, 15% were doubtful, 11% were poor, and 7% were good, indicating that the political executives have the authority to implement policies at the Gauteng Provincial Government. The presence of political executives provided an extensive way of managing conflicts of interest through declarations of financial interest before implementing policies in different institutions. In some instances, it led to the unregulated informal adoption of the strategies that the political executives used without the formal approval of the MECs when implementing the policies (Guerin *et al.* 2018).

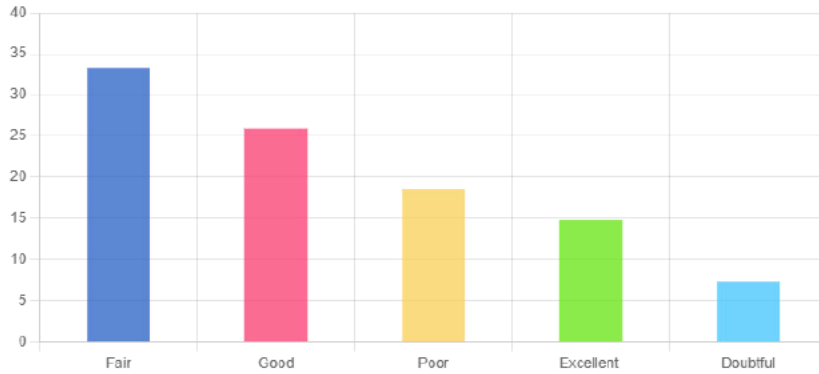


Figure 5. 60

The results presented in Figure 5.60 illustrated that 37% of respondents selected excellent, 30% were fair, 15% were doubtful, 11% were poor, 11% were fair, and 7% were excellent, indicating that the political executives have the authority to implement policies at the Gauteng Provincial Government. The implementation of the policies by the political executives was community-driven, thus raising the ability to access the services (Mosehlana and Sebola, 2020). However, the emergent inequalities between political executives and communities affected their credibility when implementing the policies. This led some political executives to promote authoritarian rules to implement the policies or risk losing their status in Gauteng Province. Umana, 2018 (Molobela, 2019).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



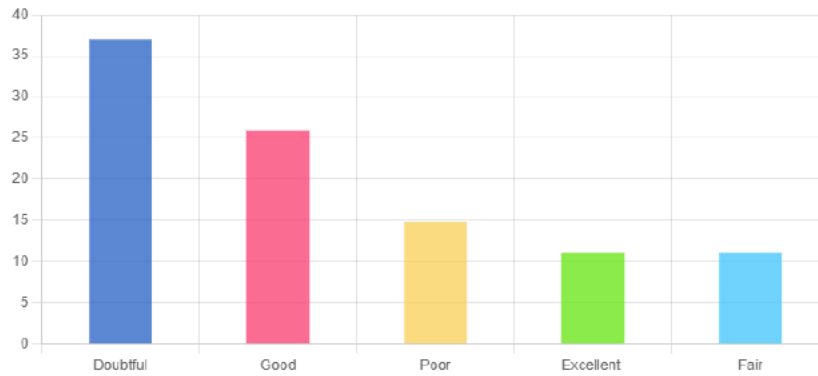
Value	Frequency	Percentage
Fair	9	33.33
Good	7	25.93
Poor	5	18.52
Excellent	4	14.81
Doubtful	2	7.41

Figure 5. 61

The results presented in Figure 5.61 illustrated that 33% of respondents selected fair, 26% good, 19% doubtful, 15% excellent, and 7% doubtful, indicating that the political executives have the authority to implement policies at the Gauteng Provincial Government. Communities discredited the conduct of the political executives when they failed to properly implement the policies across various institutions. The bureaucratic nature of Gauteng Province guided the political executives to some extent when implementing the policies (Marquardt, 2018).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



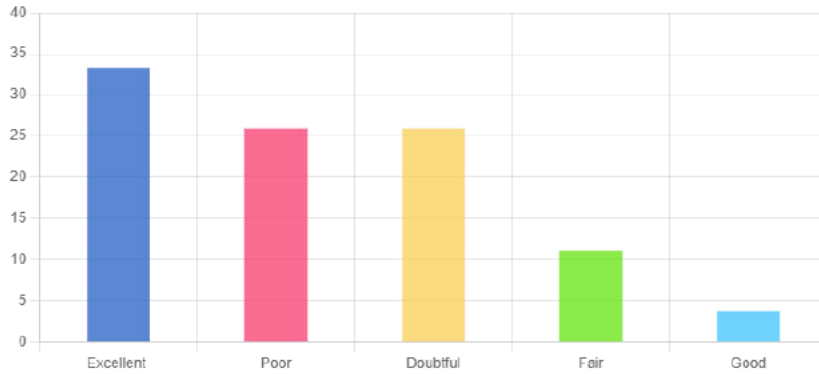
Value	Frequency	Percentage
Doubtful	10	37.04
Good	7	25.93
Poor	4	14.81
Excellent	3	11.11
Fair	3	11.11

Figure 5. 62

The results presented in Figure 5.62 illustrated that 37% of respondents selected excellent, 26% good, 15% poor, 11% poor development, and 11% fair, indicating that the political executives have the authority to implement policies at Gauteng Provincial Government. Strong thinking skills, closely linked to organisational cultures, enabled the political executives to collaborate effectively on policy implementation. This led to the training of the political executives to manage the resources allocated to different departments during policy implementation in various institutions (Umana, 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



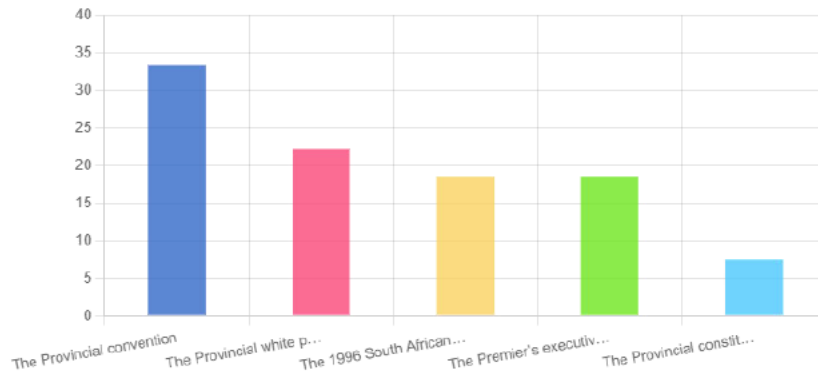
Value	Frequency	Percentage
Excellent	9	33.33
Poor	7	25.93
Doubtful	7	25.93
Fair	3	11.11
Good	1	3.7

Figure 5. 63

The results presented in Figure 5.63 illustrated that 33% of respondents selected excellent, 26% poor, 26% doubtful, 11% fair, and 4% good, indicating that the political executives have the authority to implement policies at the Gauteng Provincial Government. The political executives were limited in their ability to allow development opportunities for different departments, which jeopardised the implementation of policies. This led some political executives to overlap the previous decisions taken to implement the policies in different institutions in Gauteng Province (Guerin *et al.* 2018).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



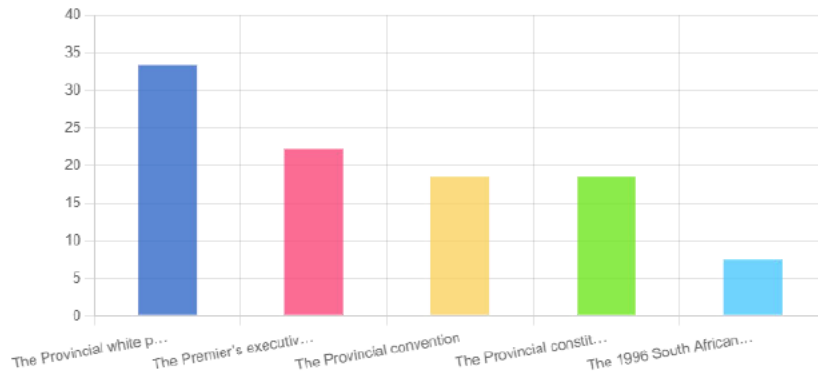
Value	Frequency	Percentage
The Provincial convention	9	33.33
The Provincial white paper	6	22.22
The 1996 South African Constitution	5	18.52
The Premier's executive orders	5	18.52
The Provincial constitution	2	7.41

Figure 5. 64

The results presented in Figure 5.64 illustrated that 33% of respondents selected the provincial convention, 22% the provincial white paper, 19% the 1996 South African Constitution, 19% the premier executive orders, and 7% the provincial constitution as the missing policy implementation document to serve as a guide at Gauteng Provincial Government. The Gauteng Provincial Government had been using some of the documents often, even if some were not used, such as the provincial conventions as well as the provincial white paper. This allowed political executives to focus on relevant sections when implementing policies at different institutions in a different way (Mosehlana and Sebola, 2020).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



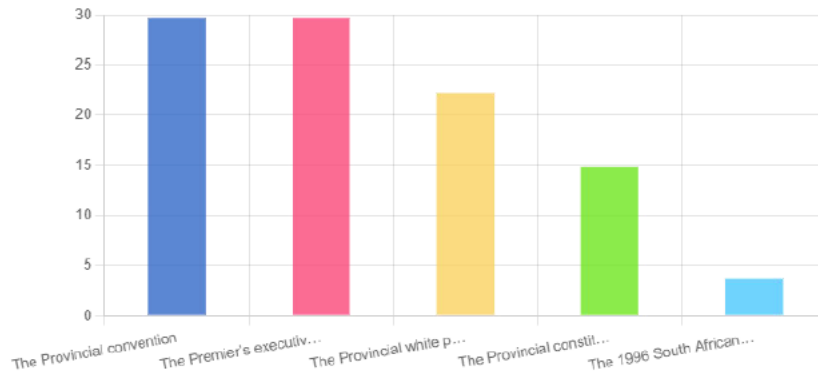
Value	Frequency	Percentage
The Provincial white paper	9	33.33
The Premier's executive orders	6	22.22
The Provincial convention	5	18.52
The Provincial constitution	5	18.52
The 1996 South African Constitution	2	7.41

Figure 5. 65

The results presented in Figure 5.65 illustrated that 33% of respondents selected the Provincial White Paper, 22% the Premier's executive orders, 19% the Provincial convention, 19% the Provincial constitution and 7% the 1996 South African constitution, as the missing policy implementation document to serve as a guide at Gauteng Provincial Government. This influenced the quantity of policy implementation when providing the items tabled by the political executives in a cluster of managing the tempo in different departments. Therefore, the political executive relevance ensured that transition and accession, were political and economic dynamics, in implementing policies (Guerin et al. 2018).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



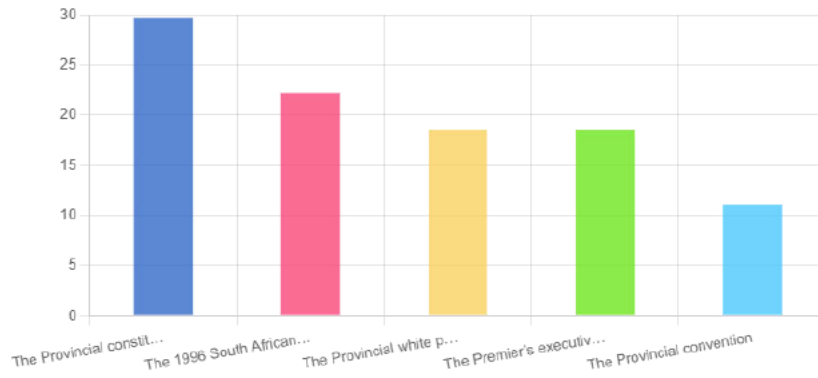
Value	Frequency	Percentage
The Provincial convention	8	29.63
The Premier's executive orders	8	29.63
The Provincial white paper	6	22.22
The Provincial constitution	4	14.81
The 1996 South African Constitution	1	3.7

Figure 5. 366

The results presented in Figure 5.66 illustrated that 30% of respondents selected the provincial convention, 22% the premier's executive orders, 22% the provincial white paper, 15% the provincial constitution, and 4% the 1996 South African constitution as the missing policy implementation document to serve as a guide at Gauteng Provincial Government. The documents determined the political executives' effort, which was not passive or aggressive, to resist the implementation of the policies in different matters arising from communities. This led the political executives to use different documents to set up the initiatives, which solely refer to the use of legislation to implement the policies in different institutions (Okechukwu, 2019).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



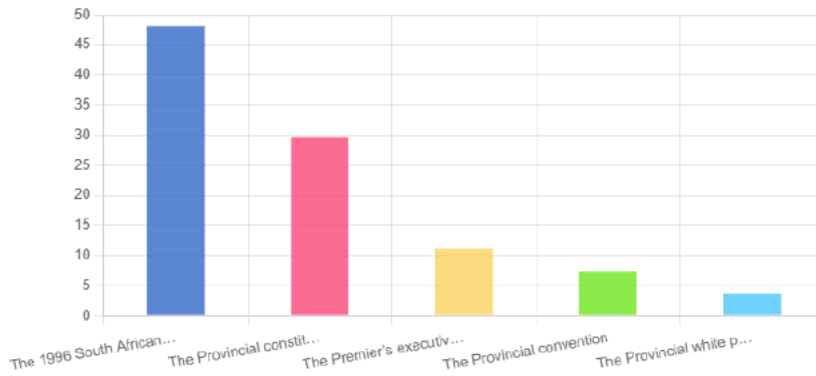
Value	Frequency	Percentage
The Provincial constitution	8	29.63
The 1996 South African Constitution	6	22.22
The Provincial white paper	5	18.52
The Premier's executive orders	5	18.52
The Provincial convention	3	11.11

Figure 5. 377

The results presented in Figure 5.67 illustrated that 30% of respondents selected the provincial constitution, 22% the 1996 South African constitution, 19% the provincial white paper, 19% the premier's executive orders, and 11% the provincial convention as the missing policy implementation document to serve as a guide at Gauteng Provincial Government. The lack of mechanisms to facilitate the implementation of policies contributed to communication having to develop in different layers to reduce service delivery backlogs. This led to the limited mobilisation of opinions and resources to manage the different issues and influence change through the implementation of policies (Guerin *et al.* 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



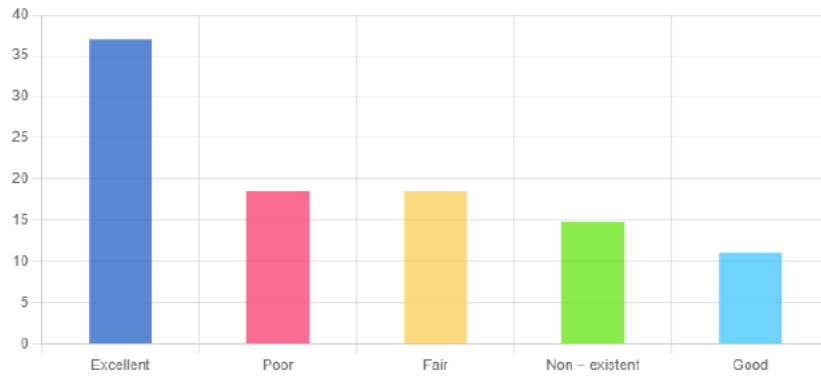
Value	Frequency	Percentage
The 1996 South African Constitution	13	48.15
The Provincial constitution	8	29.63
The Premier's executive orders	3	11.11
The Provincial convention	2	7.41
The Provincial white paper	1	3.7

Figure 5. 388

The results presented in Figure 5.68 illustrated that 48% of respondents selected the 1996 South African Constitution, 30% the Provincial White Paper, 11% the Premier's executive orders, 7% the Provincial Convention, and 4% the Provincial White Paper as the missing policy implementation document to serve as a guide at Gauteng Provincial Government. Policy implementation concerns arose whenever the activity contexts were linked to political issues affecting the communities. This led the political executives to shift their approach whenever there was a disaster, which has led to continuity issues to be managed in different institutions (Molobela, 2019).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



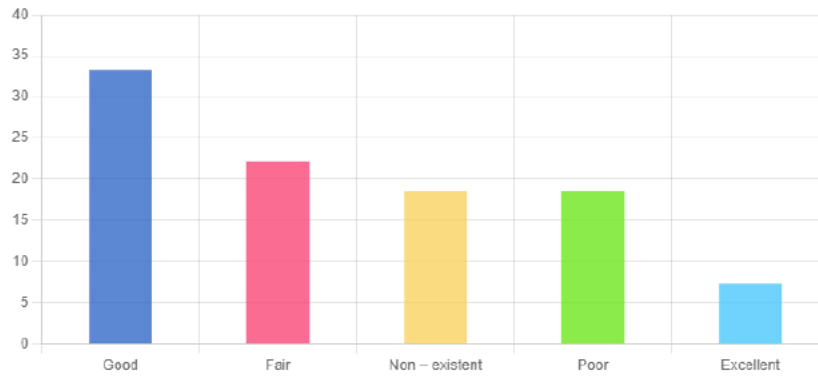
Value	Frequency	Percentage
Excellent	10	37.04
Poor	5	18.52
Fair	5	18.52
Non – existent	4	14.81
Good	3	11.11

Figure 5. 69

The results presented in Figure 5.69 illustrated that 37% of respondents selected excellent, 19% poor, 19% fair, 15% non-existent, and 11% good regarding the community's participation when implementing policies in Gauteng Province. The decisions made by the political executives at different levels partisan gain and carry out political favour in different institutions. This led to a situation where none of the schools received sufficient budgets to make any significant difference to the learning environment (Guerin *et al.* 2018)

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



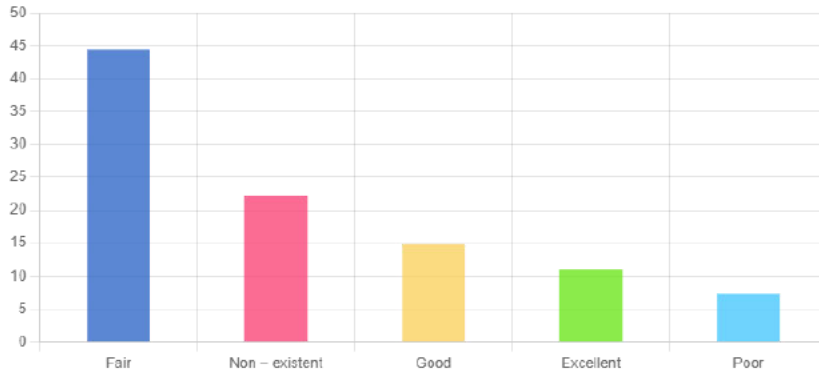
Value	Frequency	Percentage
Good	9	33.33
Fair	6	22.22
Non – existent	5	18.52
Poor	5	18.52
Excellent	2	7.41

Figure 5. 70

The results presented in Figure 5.70 illustrate that 33% of respondents selected good, 22% fair, 19% non-existent, 19% poor, and 7% excellent regarding the community's participation when implementing policies in Gauteng Province. Likewise, the implementation of policies earmarked for promoting sustainable development saw the funds diverted to more politically popular projects approved by political executives. As a result, the limited resources allocated led the communities to complain about the implementation of policies that paved the way to deliver the services (Segovia and Ramos, 2018).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



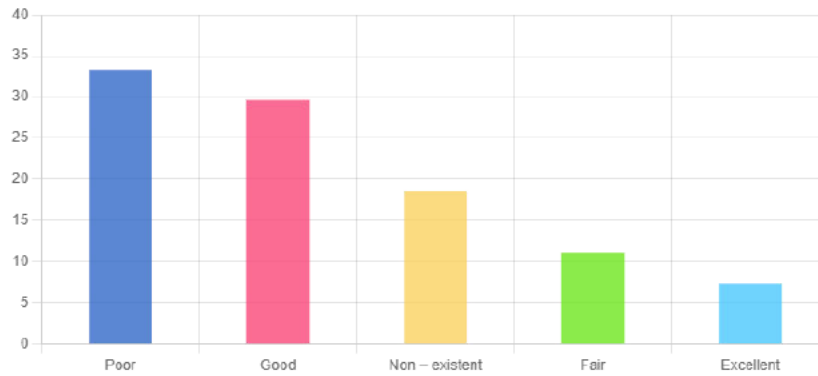
Value	Frequency	Percentage
Fair	12	44.44
Non – existent	6	22.22
Good	4	14.81
Excellent	3	11.11
Poor	2	7.41

Figure 5. 71

The results presented in Figure 5.71 illustrated that 44% of respondents selected fair, 22% non-existent, 15% good, 11% excellent, and 7% poor regarding the community's participation when implementing policies in Gauteng Province. Given the scope of operations, the ineffective allocation of resources hampered the political executives' ability to implement the policies. The political executives were not required to create unnecessary opinions, which affected the implementation of policies that remain high and persuade communities (Guerin et al. 2018).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



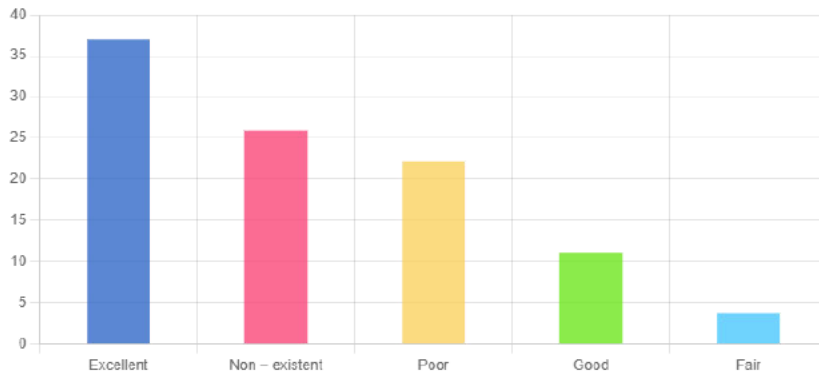
Value	Frequency	Percentage
Poor	9	33.33
Good	8	29.63
Non – existent	5	18.52
Fair	3	11.11
Excellent	2	7.41

Figure 5. 72

The results presented in Figure 5.72 illustrated that 33% of respondents selected poor, good 30%, non – existence 19%, 11% excellent 7% regarding the community's participation when implementing policies in Gauteng Province. The difficulties faced by the political executives when implementing the policies provide directives that strengthen links with different departments in Gauteng Province. This has led to different complications that arose because of different perspectives arising from the mindsets of political executives during policy implementation (Umana, 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



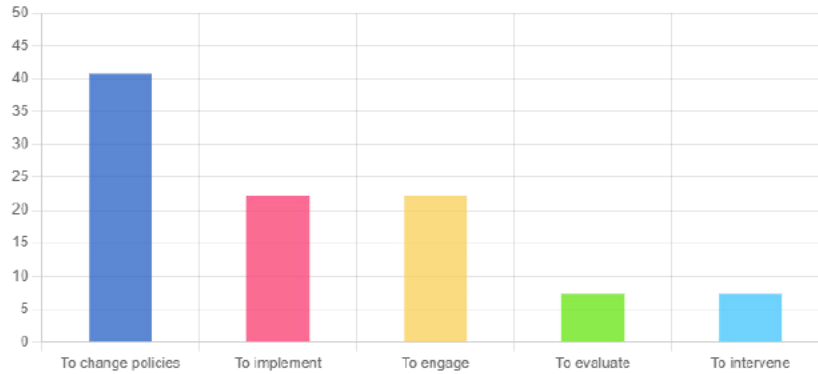
Value	Frequency	Percentage
Excellent	10	37.04
Non-existent	7	25.93
Poor	6	22.22
Good	3	11.11
Fair	1	3.7

Figure 5. 73

The results presented in Figure 5.73 illustrated that 37% of respondents selected excellent, 26% non-existent, 22% poor, 11% good, and 4% good regarding the community's participation when implementing policies in Gauteng Province. This illustrated the core processes, which made it easier for the political executives to implement the policies and change the strategies executed in different departments. This prompted the political executives to alter the methods of participation at various institutions for policy implementation (Mosehlana and Sebola, 2020).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



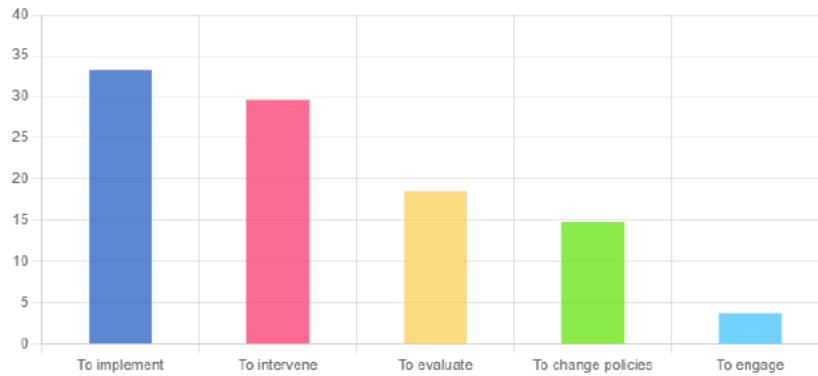
Value	Frequency	Percentage
To change policies	11	40.74
To implement	6	22.22
To engage	6	22.22
To evaluate	2	7.41
To intervene	2	7.41

Figure 5. 74

The results presented in Figure 5.74 illustrated that 41% of respondents selected change policies, 22% implement, 22% engage, 7% evaluate, and 7% intervene as the best way to implement policies at Gauteng Provincial Government. Political executives should incorporate the use of congruent approaches into their prior practices to prioritise policy implementation. This highlighted the innovation by examining it through the lens of political executives' prior knowledge, beliefs, and experiences when implementing policies at various institutions (Guerin et al. 2018).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



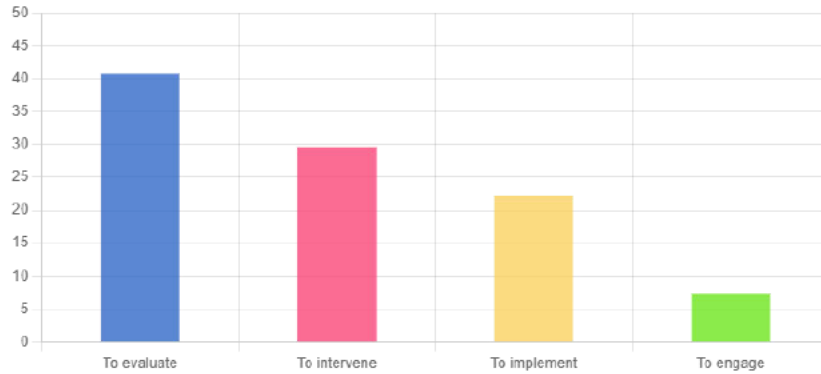
Value	Frequency	Percentage
To implement	9	33.33
To intervene	8	29.63
To evaluate	5	18.52
To change policies	4	14.81
To engage	1	3.7

Figure 5. 395

The results presented in Figure 5.75 illustrated that 33% of respondents selected implement, 30% intervene, 19% evaluate, 15 change policies and 4% engaging as the best way to implement policies at Gauteng Provincial Government. The manifestations of political executives provided deeper principles for managing existing practices without altering the norms and values to implement policies. The implementation of policies often incorporated innovative approaches to address challenges in various communities (Okechukwu, 2019).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



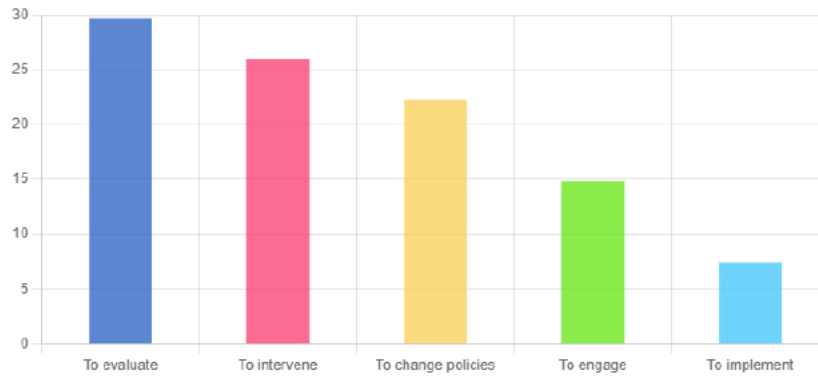
Value	Frequency	Percentage
To evaluate	11	40.74
To intervene	8	29.63
To implement	6	22.22
To engage	2	7.41

Figure 5. 76

The results presented in Figure 5.76 illustrated that 41% of respondents selected evaluate, 30% intervene, 22% implement and 7% engage, as the best way to implement policies at Gauteng Provincial Government. Implementing policies to change the political executives in Gauteng Province has proven challenging. Consequently, core processes have been developed, contingent upon a conducive environment, to facilitate policy implementation across various institutions (Segovia and Ramos, 2018).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



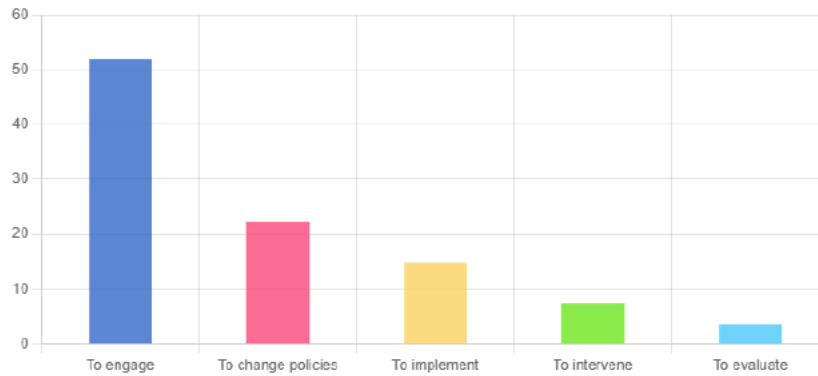
Value	Frequency	Percentage
To evaluate	8	29.63
To intervene	7	25.93
To change policies	6	22.22
To engage	4	14.81
To implement	2	7.41

Figure 5. 407

The results presented in Figure 5.77 illustrate that 30% of respondents selected evaluate, 26% intervene, 22% change policies, 15% engage, and 7% implement as the best way to implement policies at Gauteng Provincial Government. The political executives' functions in different departments determine the deeper meaning of the implications for implementing the policies in terms of making sense of resources. This led to the spread of misinformation when implementing the policies, which missed out on development opportunities by political executives (Guerin *et al.* 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
To engage	14	51.85
To change policies	6	22.22
To implement	4	14.81
To intervene	2	7.41
To evaluate	1	3.7

Figure 5. 418

The results presented in Figure 5.78 illustrate that 52% of responses identified engage, 22% change policies, 15% implement, 7% intervene, and 4% evaluate, as the best way to implement policies at Gauteng Provincial Government. The fact that actors engage with reforms and aspects of reforms at different times and in different ways also creates sets of challenges for the management of the change process. The implementation of policies provided the balance between opting for a holistic, systemic approach and the difficulty in establishing different decisions from political executives (Umana, 2018).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



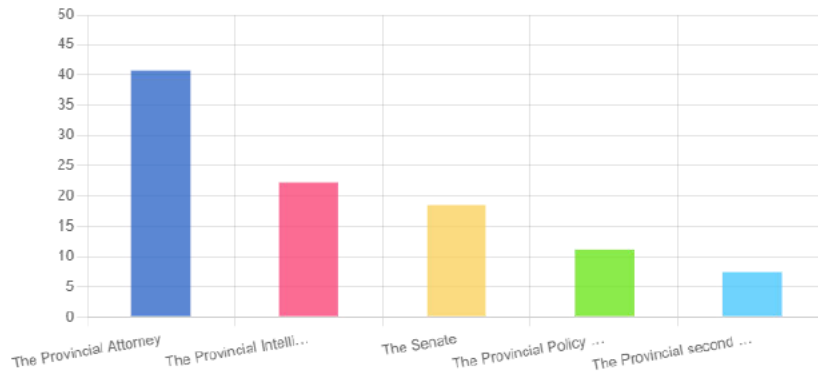
Value	Frequency	Percentage
The Senate	11	40.74
The Provincial Attorney	7	25.93
The Provincial second chamber of legislature	4	14.81
The Provincial Policy Council	3	11.11
The Provincial Intelligence Unit	2	7.41

Figure 5. 79

The results presented in Figure 5.79 showed that 41% of respondents identified the state, 26% Provincial Attorney, 15% Provincial Second Chamber of Legislature, 11% Provincial Policy Council, and 7% Provincial Intelligence as the institutions that add value to policy implementation at Gauteng Provincial Government. The roles of political executives were met with resistance when implementing the policies at different institutions out of their comfort zones. This led to the identification of different implications when implementing the policies at different institutions (Guerin *et al.* 2018).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



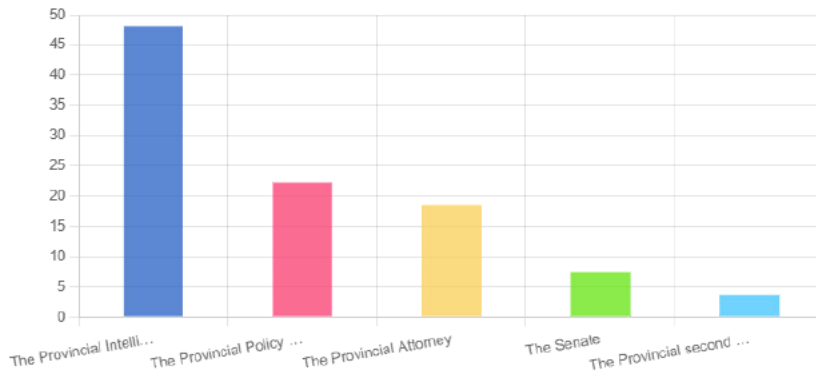
Value	Frequency	Percentage
The Provincial Attorney	11	40.74
The Provincial Intelligence Unit	6	22.22
The Senate	5	18.52
The Provincial Policy Council	3	11.11
The Provincial second chamber of legislature	2	7.41

Figure 5. 80

The results presented in Figure 5.80 illustrated that 41% of responses identified the Provincial Attorney 41%, the provincial intelligent unit 22%, the senate 19%, the provincial policy council 11% and the provincial second chamber of legislature 8%, intervene, as the best way to implement policies at Gauteng Provincial Government. The institutions represented the implementation of policies where the political executives spent their time with the unimaginable ways in managing different conflicts. The issues arose when changing roles and expectations, which were not sufficient when implementing the policies at different institutions in building capacity in different departments (Segovia and Ramos, 2018).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



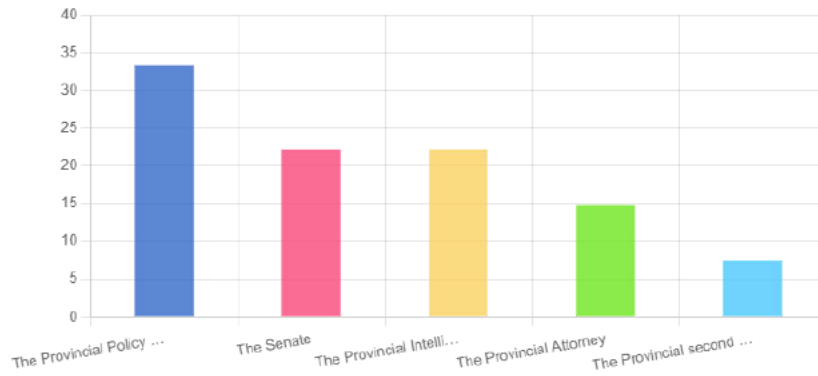
Value	Frequency	Percentage
The Provincial Intelligence Unit	13	48.15
The Provincial Policy Council	6	22.22
The Provincial Attorney	5	18.52
The Senate	2	7.41
The Provincial second chamber of legislature	1	3.7

Figure 5. 81

The results presented in Figure 5.81 illustrated that 48% of responses identified the Provincial Intelligence Unit, 22%, the Provincial Policy Council 22% the Provincial Attorney, 19% Senate, 7%, and the Provincial Second Chamber of Legislature, 4%, as the best way to implement policies at Gauteng Provincial Government. This has led to the building of momentum when implementing policies, which was not enough for the political executives at different institutions (Mosehlana and Sebola, 2020).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



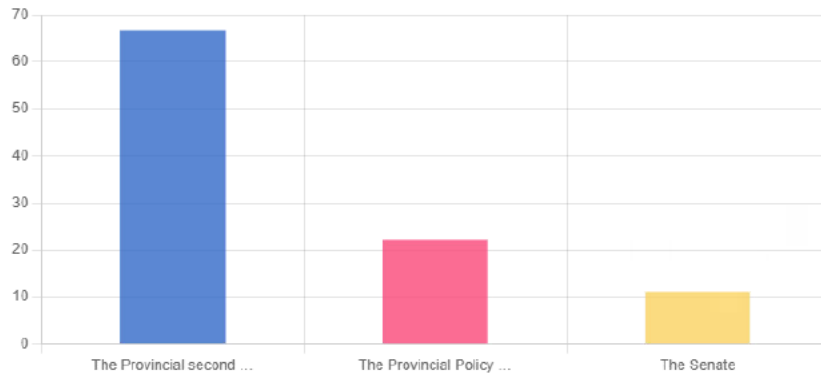
Value	Frequency	Percentage
The Provincial Policy Council	9	33.33
The Senate	6	22.22
The Provincial Intelligence Unit	6	22.22
The Provincial Attorney	4	14.81
The Provincial second chamber of legislature	2	7.41

Figure 5. 82

The results presented in Figure 5.82 show that 33% of respondents identified the Provincial Policy Council, 22% of the Senate, the Provincial Intelligence Unit, 22% of the Provincial Attorney, and 7% of the Provincial Second Chamber of the Legislature as the institutions that add value and are the best way to implement policies at Gauteng Provincial Government.

5th choice

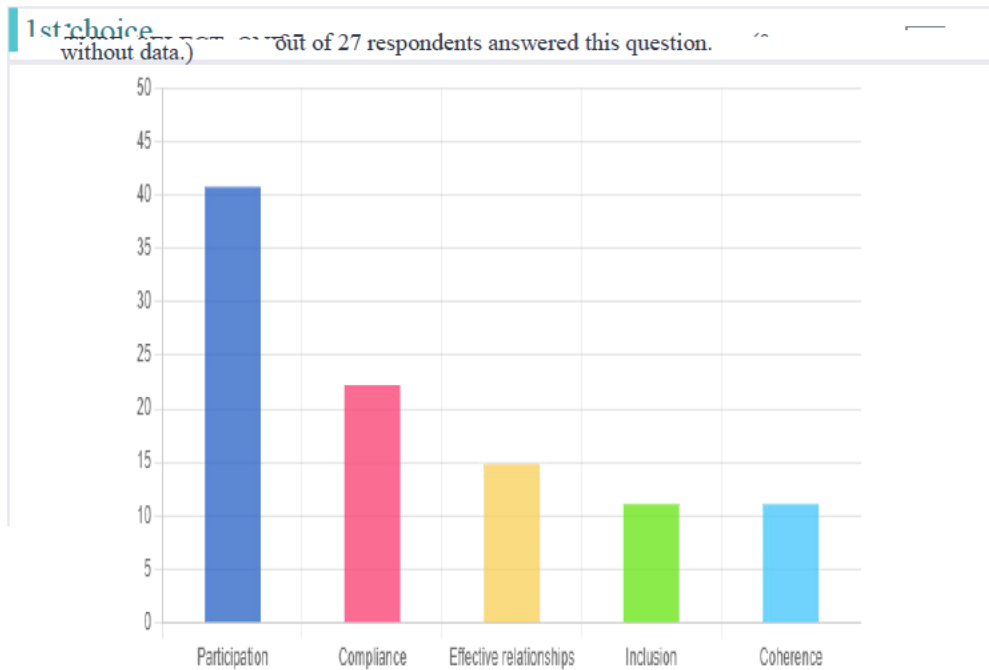
TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
The Provincial second chamber of legislature	18	66.67
The Provincial Policy Council	6	22.22
The Senate	3	11.11

Figure 5. 83

The results presented in Figure 5.83 showed that 66% of respondents identified the Provincial Second Chamber of Legislation, 22% identified the Provincial Policy Council, and 11% identified the Senate as the institutions that add value and the best way to implement policies at Gauteng Provincial Government. Consequently, the South African government guided the relationship between the political executives despite allocating limited financial resources (Molobela, 2019).



Participants 12 40.75

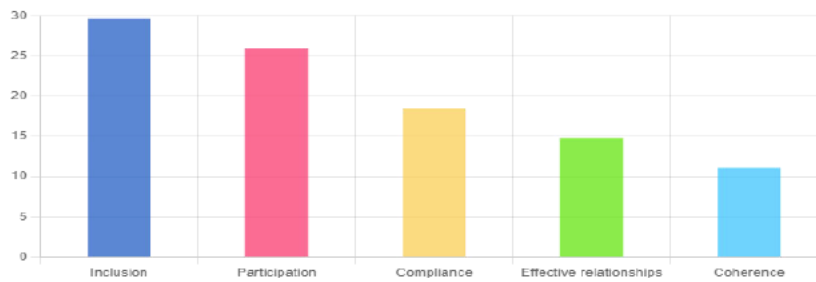
Compliance	6	22.22
Effective relationships	4	14.81
Inclusion	3	11.11
Coherence	3	11.11

Figure 5. 84

The results presented in Figure 5.84 illustrated that 41% of respondents identified participants, 22% compliance, 15% effective relationships, 11% inclusion, and 11% coherence as the best ways of reducing tension in policy implementation at Gauteng Provincial Government. The high levels of inefficiency expose the poor implementation of policies, which undermines the development of the institutions led by political executives (Marquardt, 2018).

2nd choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



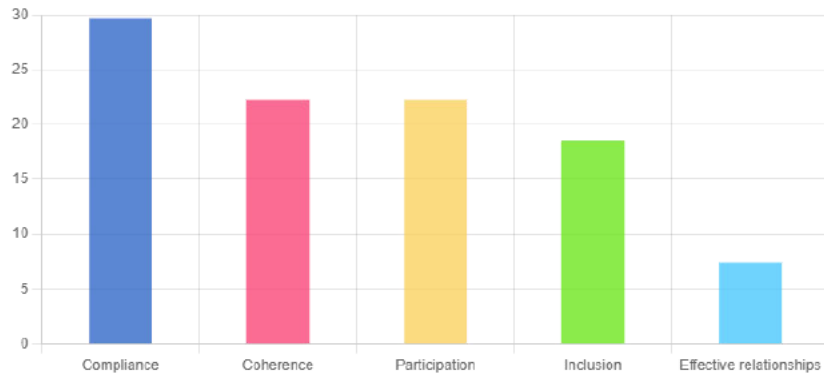
Value	Frequency	Percentage
Inclusion	8	29.63
Participation	7	25.93
Compliance	5	18.52
Effective relationships	4	14.81
Coherence	3	11.11

Figure 5. 85

The results presented in Figure 5.85 illustrated that 30% of responses identified inclusion, 26% participation, 19% compliance, 15% effective relationships, and 11% coherence as the best way of reducing tension in policy implementation at Gauteng Provincial Government.

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



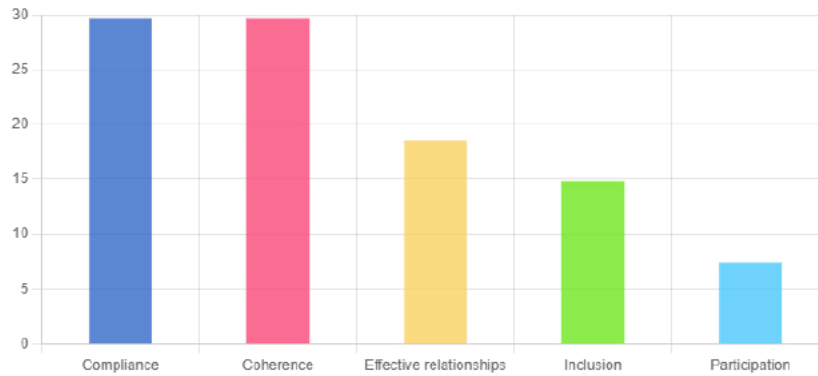
Value	Frequency	Percentage
Compliance	8	29.63
Coherence	6	22.22
Participation	6	22.22
Inclusion	5	18.52
Effective relationships	2	7.41

Figure 5. 426

The results presented in Figure 5.86 illustrated that 30% of responses identified compliance, 22% coherence, 22% participation, 19% inclusion, and 7% effective relationships as the best way of reducing tension in policy implementation at Gauteng Provincial Government. However, policy implementation has been narrowly defined by some political executives in Gauteng Province. This has led to distorted policy implementation, which operates ineffectively under the leadership of the political executives in Gauteng Province (Cloete *et al.* 2018: 151).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



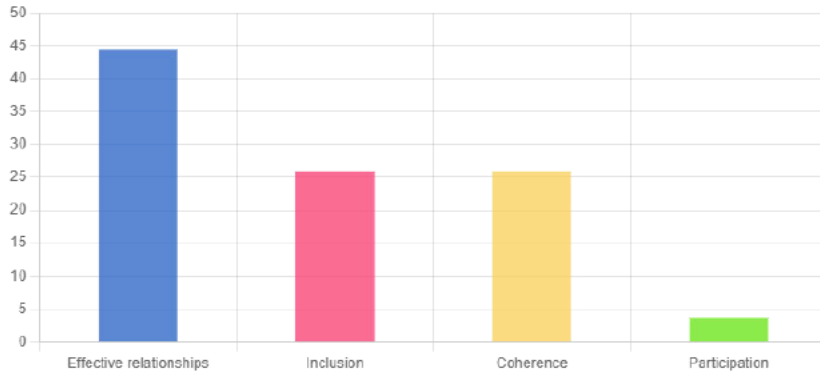
Value	Frequency	Percentage
Compliance	8	29.63
Coherence	8	29.63
Effective relationships	5	18.52
Inclusion	4	14.81
Participation	2	7.41

Figure 5. 437

The results presented in Figure 5.87 illustrated that 30% of responses identified compliance, 22% coherence, 19% effective relationships, 15% inclusion, and 7% participation as the best ways of reducing tension in policy implementation at Gauteng Provincial Government. In Gauteng Province, policy implementation is more likely to understand the plans and performance standards at different intervals. The policy implementation provides the desired outcomes in the development of political executives, ensuring that there are clear objectives in Gauteng Province (Signe, 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



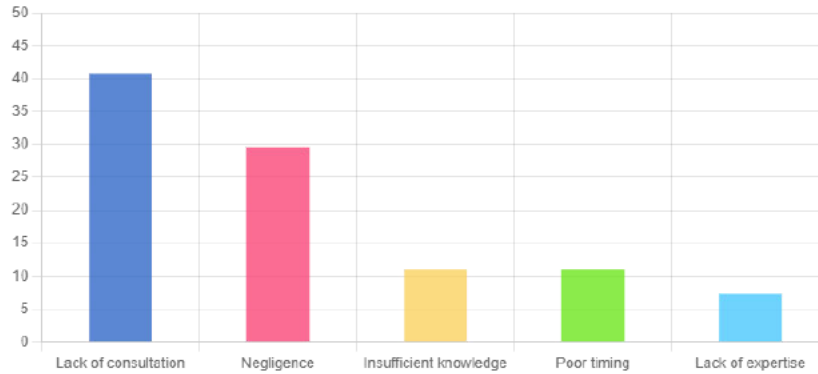
Value	Frequency	Percentage
Effective relationships	12	44.44
Inclusion	7	25.93
Coherence	7	25.93
Participation	1	3.7

Figure 5. 448

The results presented in Figure 5.88 illustrate that 44% of responses identified effective relationships, 26% coherence, and 4% participation as the best ways of reducing tension in policy implementation at Gauteng Provincial Government.

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



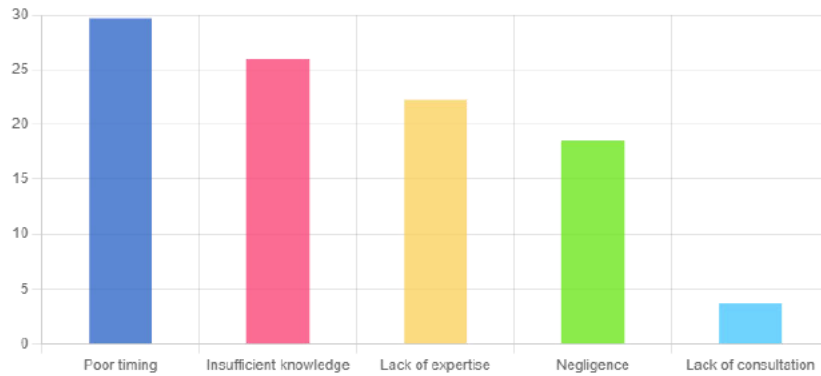
Value	Frequency	Percentage
Lack of consultation	11	40.74
Negligence	8	29.63
Insufficient knowledge	3	11.11
Poor timing	3	11.11
Lack of expertise	2	7.41

Figure 5. 89

The results presented in Figure 5.89 illustrate that 41% of responses identified lack of consultation, 30% negligence, 11% insufficient knowledge, 11% poor timing, and 7% lack of expertise as the causes of failure to implement policies at Gauteng Provincial Government. The political executives were passive when implementing the policies in different departments. This affected the development of knowledge and skills when implementing the policies to promote sustainability in different institutions (Guerin *et al.* 2018).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



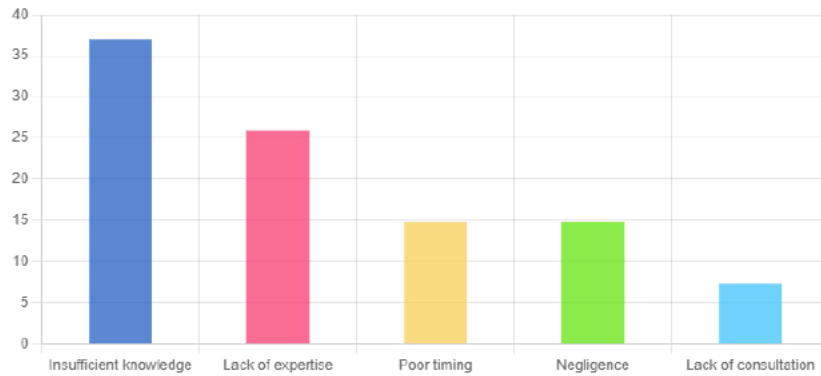
Value	Frequency	Percentage
Poor timing	8	29.63
Insufficient knowledge	7	25.93
Lack of expertise	6	22.22
Negligence	5	18.52
Lack of consultation	1	3.7

Figure 5. 90

The results presented in Figure 5.90 illustrated that 30% of responses identified poor timing, 26% insufficient knowledge, 22% lack of expertise, 19% negligence, and 4% lack of consultation as the causes of failure to implement policies at Gauteng Provincial Government. While the issues were identified in Gauteng Province, some political executives were unable to meet their capacity due to the shrinking of human resources. This has been affecting the political executives in various institutions as they implement policies (Marquardt, 2018).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



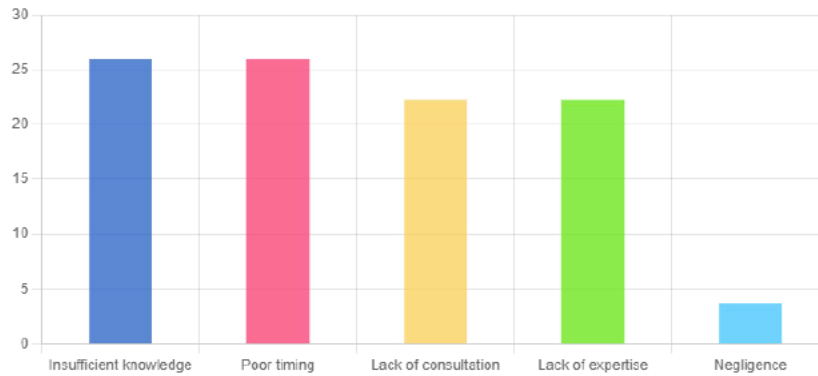
Value	Frequency	Percentage
Insufficient knowledge	10	37.04
Lack of expertise	7	25.93
Poor timing	4	14.81
Negligence	4	14.81
Lack of consultation	2	7.41

Figure 5. 91

The results presented in Figure 5.91 illustrated that 37% of responses identified insufficient knowledge, 37%, lack of expertise 26%, 15% poor timing, 15% negligence, and 7% lack of consultation as the causes of failure to implement policies at Gauteng Provincial Government. As a result, some political executives rely on mobile communication, which has become disjointed when implementing policies in different institutions (Umana, 2018).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



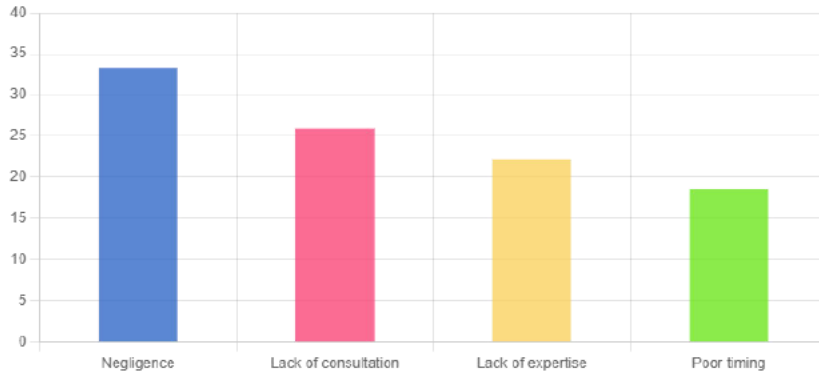
Value	Frequency	Percentage
Insufficient knowledge	7	25.93
Poor timing	7	25.93
Lack of consultation	6	22.22
Lack of expertise	6	22.22
Negligence	1	3.7

Figure 5. 92

The results presented in Figure 5.92 showed that 26% of respondents identified insufficient knowledge, 26% poor timing, 22% lack of consultation, 22% lack of expertise, and 4% negligence as causes of failure to implement policies at Gauteng Provincial Government. As a result, the unclear roles and responsibilities led to ineffective policy implementation by political executives (Guerin *et al.* 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



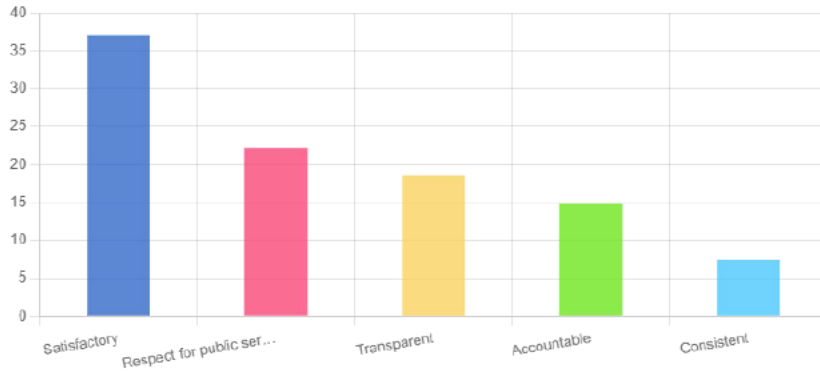
Value	Frequency	Percentage
Negligence	9	33.33
Lack of consultation	7	25.93
Lack of expertise	6	22.22
Poor timing	5	18.52

Figure 5. 93

The results presented in Figure 5.93 illustrated that 33% of responses identified negligence, 26% lack of consultation, 22% lack of expertise, and 19% poor timing as the causes of failure to implement policies at Gauteng Provincial Government. Some political executives have been implementing the policies using their limited knowledge, thus making it difficult to promote consistency. This resulted in inadequate training for some political executives when they implemented the policies in various institutions (Segovia and Ramos, 2018).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



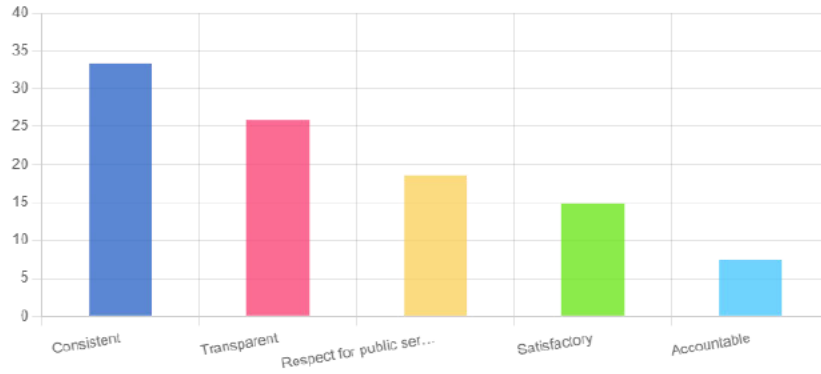
Value	Frequency	Percentage
Satisfactory	10	37.04
Respect for public servants	6	22.22
Transparent	5	18.52
Accountable	4	14.81
Consistent	2	7.41

Figure 5.94

The results presented in Figure 5.94 illustrated that 37% of responses identified satisfactory, 22% respect for public services, 19% transparent, 15% accountable and 7% consistent, as the causes of failure to implement policies at Gauteng Provincial Government.

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



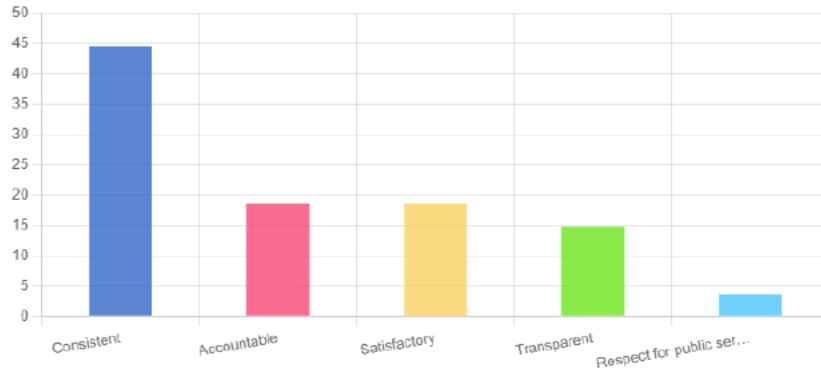
Value	Frequency	Percentage
Consistent	9	33.33
Transparent	7	25.93
Respect for public servants	5	18.52
Satisfactory	4	14.81
Accountable	2	7.41

Figure 5.95

The results presented in Figure 5.95 illustrated that 33% of responses identified consistent, 26% transparent, 19% respect for public servants, 15% satisfactory, 7% accountable as the causes of failure to implement policies at Gauteng Provincial Government.

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



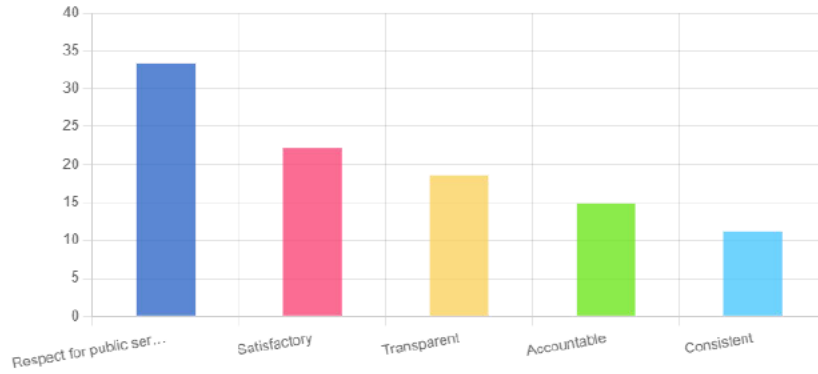
Value	Frequency	Percentage
Consistent	12	44.44
Accountable	5	18.52
Satisfactory	5	18.52
Transparent	4	14.81
Respect for public servants	1	3.7

Figure 5. 96

The results presented in Figure 5.96 illustrate that 44% of responses identified consistent, 19% accountable, 19% satisfactory, 15% transparent and 4% respect for public servants as the causes of failure to implement policies at Gauteng Provincial Government.

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



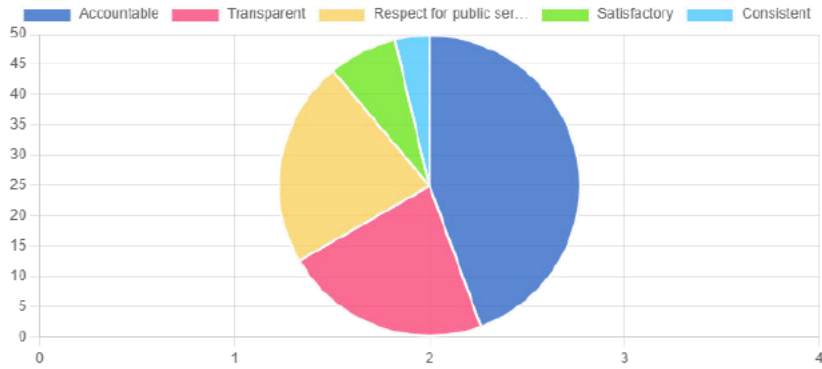
Value	Frequency	Percentage
Respect for public servants	9	33.33
Satisfactory	6	22.22
Transparent	5	18.52
Accountable	4	14.81
Consistent	3	11.11

Figure 5. 97

The results presented in Figure 5.97 illustrated that 33% of responses identified respect for public servants, 22% satisfactory, 19% transparent, 15% accountable and 11% consistent as the causes of failure to implement policies at Gauteng Provincial Government.

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



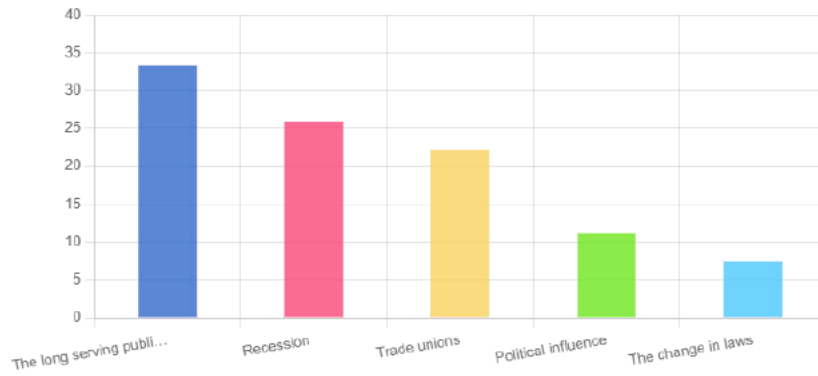
Value	Frequency	Percentage
Accountable	12	44.44
Transparent	6	22.22
Respect for public servants	6	22.22
Satisfactory	2	7.41
Consistent	1	3.7

Figure 5.98

The results presented in Figure 5.98 illustrated that 44% of responses identified accountable, 22% transparent, 22% respect for public servants, 7% satisfactory and 4% consistent as the causes of failure to implement policies at Gauteng Provincial Government. The accountability demonstrated the effectiveness of political executives' assessments of what the community needs when implementing policies. This highlighted the development and transformation of the political executives, giving them a clear understanding of their accomplishments and future tasks (Guerin et al. 2018).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



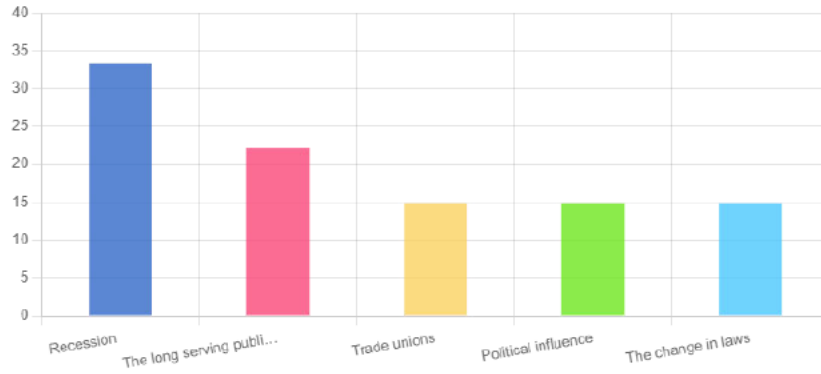
Value	Frequency	Percentage
The long-serving public servants	9	33.33
Recession	7	25.93
Trade unions	6	22.22
Political influence	3	11.11
The change in laws	2	7.41

Figure 5. 99

The results presented in Figure 5.99 illustrated that 33% of responses identified long-serving public servants, 26% recession, 22% trade unions, 11% political influence, and 7% change in laws are factors affecting policy implementation at Gauteng Provincial Government.

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



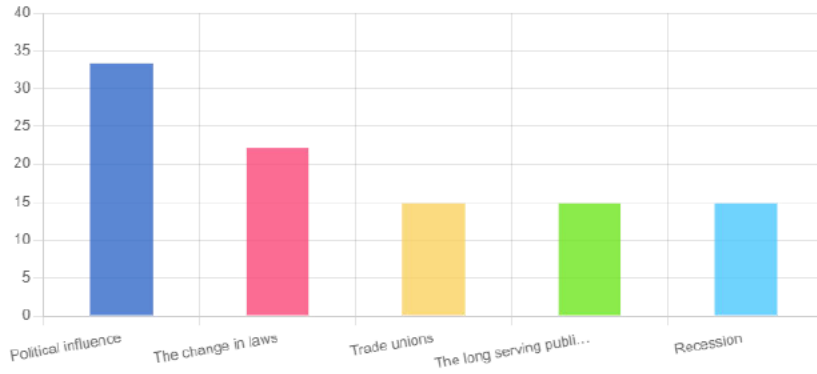
Value	Frequency	Percentage
Recession	9	33.33
The long-serving public servants	6	22.22
Trade unions	4	14.81
Political influence	4	14.81
The change in laws	4	14.81

Figure 5.100

The results presented in Figure 5.100 illustrated that 33% of responses identified long-serving public servants, 22% recession, 15% trade unions, 15% political influence and 15% the change in laws are factors affecting policy implementation at Gauteng Provincial Government.

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



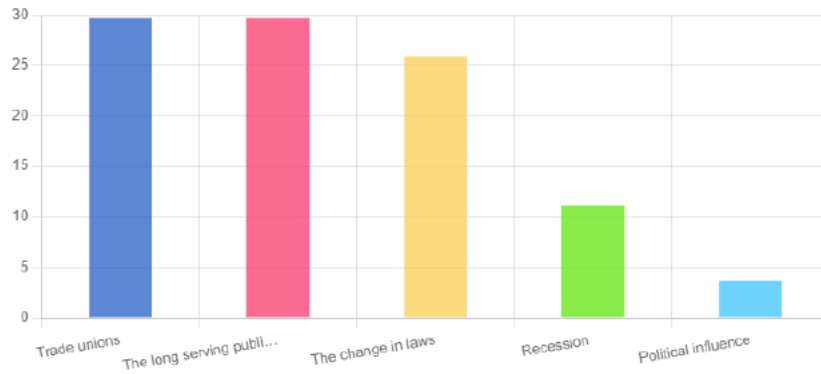
Value	Frequency	Percentage
Political influence	9	33.33
The change in laws	6	22.22
Trade unions	4	14.81
The long-serving public servants	4	14.81
Recession	4	14.81

Figure 5.101

The results presented in Figure 5.101 illustrated that 33% of responses identified political influence, 22% the change in laws, 15% trade unions, 15% long-serving public servants, and 15% recession are factors affecting policy implementation at Gauteng Provincial Government.

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



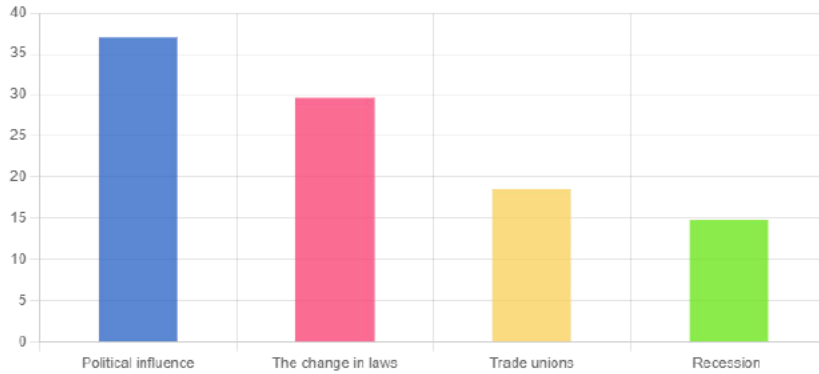
Value	Frequency	Percentage
Trade unions	8	29.63
The long-serving public servants	8	29.63
The change in laws	7	25.93
Recession	3	11.11
Political influence	1	3.7

Figure 5. 102

The results presented in Figure 5.102 illustrated that 30% of responses identified trade unions, 30% long-serving public servants, 26% the change in laws, 11% recession, and 4% political influence are factors affecting policy implementation at Gauteng Provincial Government. Political executives carry out their functions in enacting policies that promote enhanced development. This led the different communities to manage the development opportunities through the implementation of the policies (Guerin *et al.* 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Political influence	10	37.04
The change in laws	8	29.63
Trade unions	5	18.52
Recession	4	14.81

Figure 5. 103

The results presented in Figure 5.103 illustrated that 37% of responses identified political influence, 30% change in laws, 19% trade unions, and 15% recession are factors affecting policy implementation at Gauteng Provincial Government. This led to political executives sharing the value of incentives when implementing policies to improve the service delivery backlog using limited resources at different institutions (Umana, 2018).

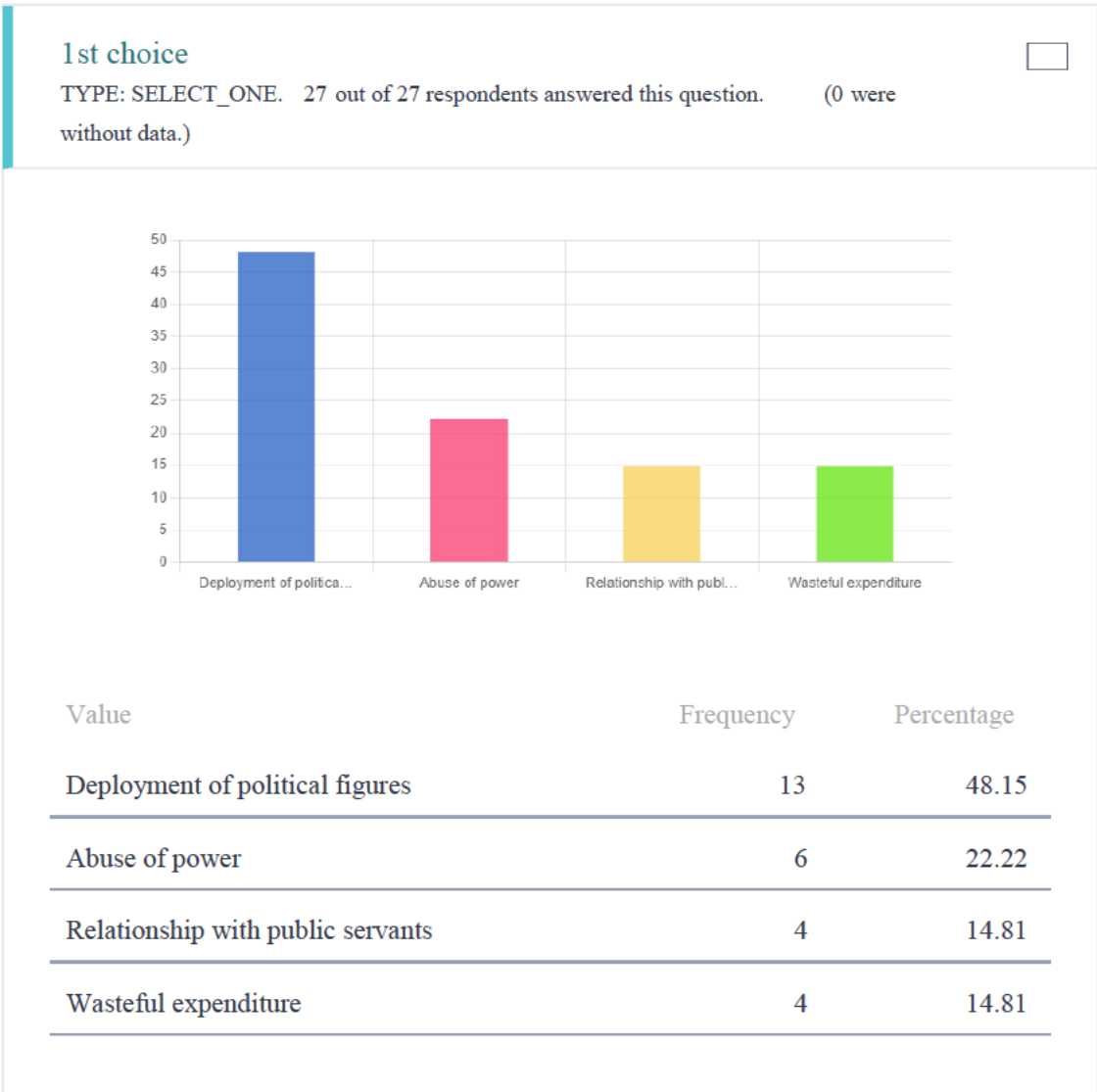
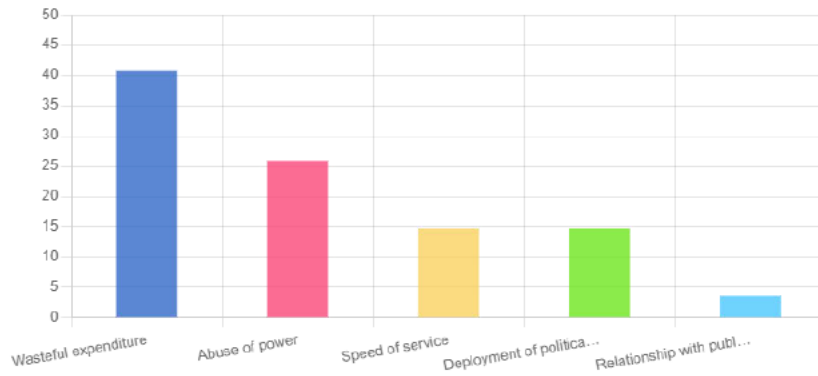


Figure 5. 104

The results presented in Figure 5.104 illustrate that 33% of responses identified deployment of political figures, 22% abuse of power, 15% relationship with public servants, and 15% wasteful expenditure are important when implementing policies in Gauteng Province. While the difference in political executives between the long-serving and the newly appointed was huge, the information was not shared to implement policies. This created gaps when implementing the policies associated with the different knowledge and skills that political executives have in Gauteng Province (Okechukwu, 2019).

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



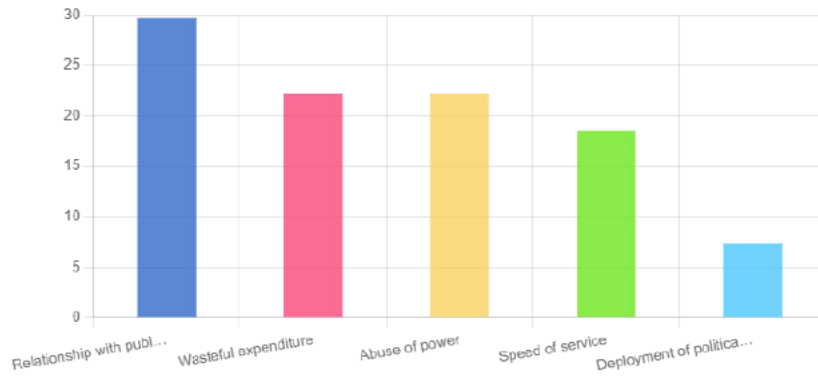
Value	Frequency	Percentage
Wasteful expenditure	11	40.74
Abuse of power	7	25.93
Speed of service	4	14.81
Deployment of political figures	4	14.81
Relationship with public servants	1	3.7

Figure 5.105

The results presented in Figure 5.105 illustrated that 41% of respondents identified wasteful expenditure, 26% abuse of power, 15% speed of service, 4% deployment of political figures, and 4% relationship with public servants as important when implementing policies in Gauteng Province. The lack of incentives affected the implementation of the policies, which were unable to guarantee sustainability in different institutions. The increase in policy implementation backlogs resulted in unnecessary wasteful expenditures that were unrelated when political executives performed their tasks (Mosehlana and Sebola, 2020).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



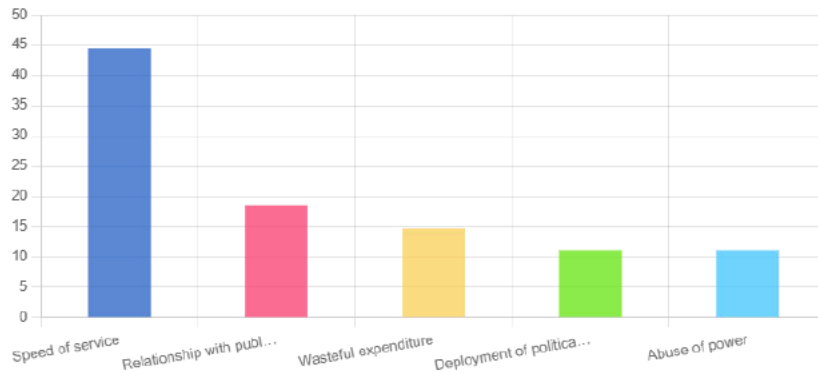
Value	Frequency	Percentage
Relationship with public servants	8	29.63
Wasteful expenditure	6	22.22
Abuse of power	6	22.22
Speed of service	5	18.52
Deployment of political figures	2	7.41

Figure 5.106

The results presented in Figure 5.106 illustrated that 30% of responses identified relationships with public servants, 22% wasteful expenditure, 22% abuse of power, 19% speed of service, and 7% deployment of political figures are important when implementing policies in Gauteng Province. The low morale exacerbated the financial burden of implementing policies, which in turn impacted the application of standards across various institutions. This led the political executives to be affected by the little knowledge that prevailed under the political and economic conditions when implementing policies (Molobela, 2019).

4th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



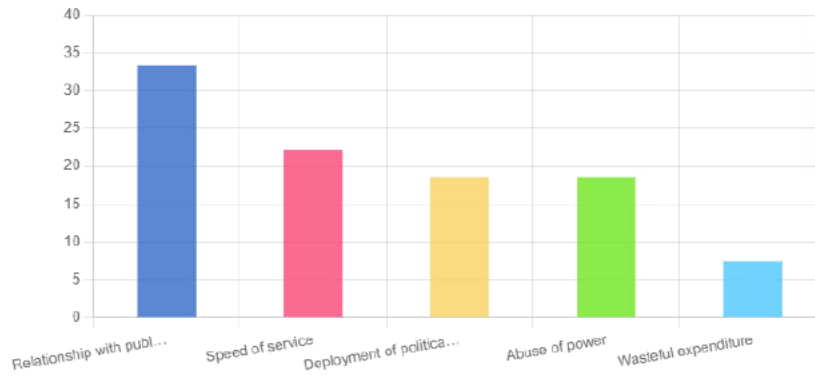
Value	Frequency	Percentage
Speed of service	12	44.44
Relationship with public servants	5	18.52
Wasteful expenditure	4	14.81
Deployment of political figures	3	11.11
Abuse of power	3	11.11

Figure 5.107

The results presented in Figure 5.107 illustrate that 44% of responses identified speed of service, 19% relationship with public servants, 15% wasteful expenditure, 11% deployment of political figures, and 11% abuse of power as important factors when implementing policies in Gauteng Province. The political executives' weak capacities negatively impacted the policy implementation chain, resulting in untargeted outcomes. This led the political executives to meet the impossible demands when implementing policies in different institutions to ensure efficiency and effectiveness (Segovia and Ramos, 2018).

5th choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Relationship with public servants	9	33.33
Speed of service	6	22.22
Deployment of political figures	5	18.52
Abuse of power	5	18.52
Wasteful expenditure	2	7.41

Figure 5.108

The results presented in Figure 5.108 illustrated that 33% of responses identified relationships with public servants, 22% speed of service, 19% deployment of political figures, 19% abuse of power, and 7% wastefulness as important when implementing policies in Gauteng Province. The political executives' respective strengths and usefulness in sustaining change in policy implementation reflected their diverse approaches. This underpinned the political executives' effort identified in different sets of assumptions to motivate the implementation of policies to change the inefficiency (Guerin *et al.* 2018).

1st choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



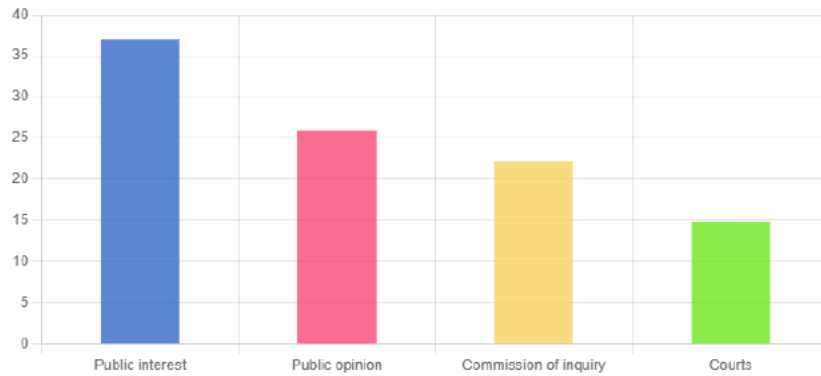
Value	Frequency	Percentage
Re - intent the wheel	9	33.33
Public interest	9	33.33
Commission of inquiry	4	14.81
Courts	3	11.11
Public opinion	2	7.41

Figure 5.109

The results presented in Figure 5.109 illustrated that 33% of responses identified re-intent the wheel, 33% public interest, 15% commission of inquiry, 11% courts, and 7% public opinion as effective ways to promote good governance of policies in Gauteng Province. In many instances, alignment between the various political executives implementing policies facilitated the policy implementation process. Figure 6.11 illustrates the political executives' incapacity to execute policies across various institutions.

2nd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



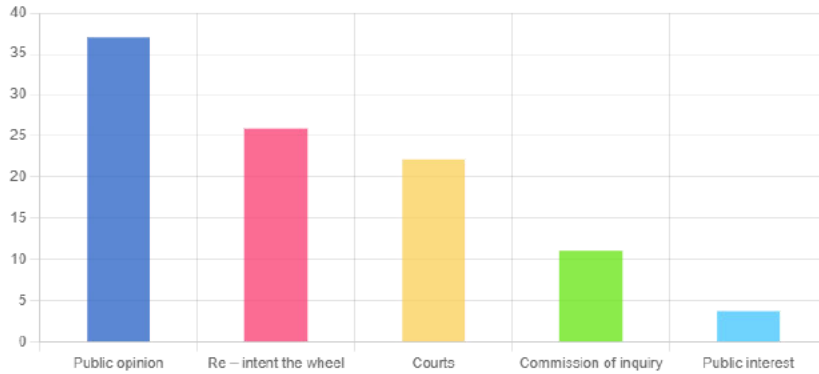
Value	Frequency	Percentage
Public interest	10	37.04
Public opinion	7	25.93
Commission of inquiry	6	22.22
Courts	4	14.81

Figure 5. 11045

The results presented in Figure 5.110 illustrated that 37% of responses identified public interest, 26% public opinion, 22% commission of inquiry, and 15% courts as effective ways to promote good governance of policies in Gauteng Province. The political executives managed the tensions that arose from attempting effective policy implementation at various institutions. Political executives attempted to shift the power balance in the development of knowledge and skills (Umana, 2018).

3rd choice

TYPE: SELECT_ONE. 27 out of 27 respondents answered this question. (0 were without data.)



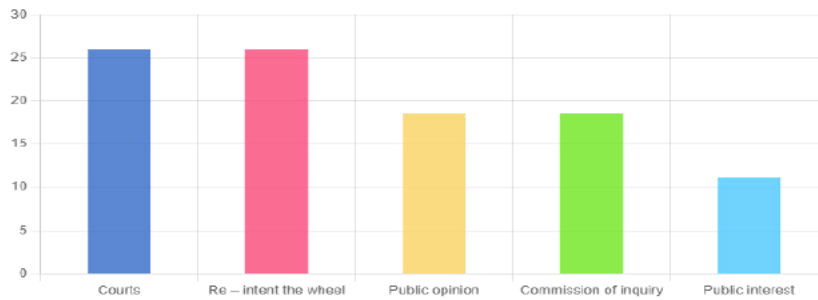
Value	Frequency	Percentage
Public opinion	10	37.04
Re-invent the wheel	7	25.93
Courts	6	22.22
Commission of inquiry	3	11.11
Public interest	1	3.7

Figure 5.111

The results presented in Figure 5.111 illustrated that 37% of responses identified public opinion, 26% re – invent the wheel, 22% court, 11% commission of inquiry, and 4% public interest as effective ways to promote good governance of policies in Gauteng Province. The different contexts were not enough to implement the policies whenever the communities demanded that the political executives act properly. This led to various tensions in developing ways to manage the consequences of balancing the urgent need for development through policy implementation (Umana, 2018; Molobela, 2019).

4th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



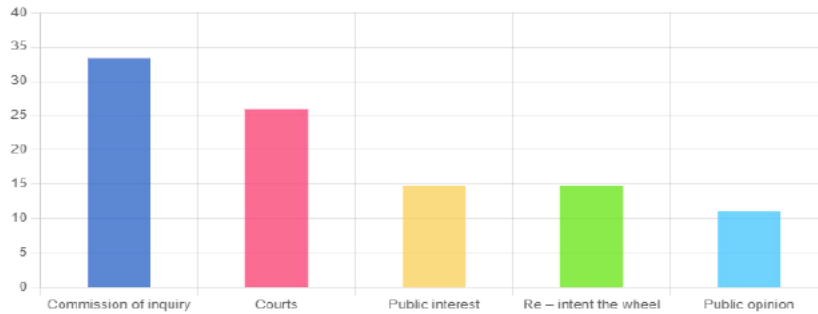
Value	Frequency	Percentage
Courts	7	25.93
Re – invent the wheel	7	25.93
Public opinion	5	18.52
Commission of inquiry	5	18.52
Public interest	3	11.11

Figure 5. 112

The results presented in Figure 5.112 illustrated that 26% of responses identified court, 26% re – invent the wheel, 19% public opinion, 19% commission of inquiry, and 11% public interest are effective ways to promote good governance of policies in Gauteng Province. As a result, some of the political executives were slow to incorporate environmental protection to support the implementation of the policies in Gauteng Province. This helped the political executives identify the concepts that were in line with their values when implementing the policies in different institutions (Feehily, 2019).

5th choice

TYPE: SELECT ONE. 27 out of 27 respondents answered this question. (0 were without data.)



Value	Frequency	Percentage
Commission of inquiry	9	33.33
Courts	7	25.93
Public interest	4	14.81
Re – invent the wheel	4	14.81
Public opinion	3	11.11

Figure 5.113

The results presented in Figure 5.113 illustrated that 33% of responses identified the commission of inquiry, 26% courts, 15% public interest, 15% re – invent the wheel, and 11% public opinion as effective ways to promote good governance of policies in Gauteng Province. As a result, some political executives implemented the policies in different institutions in Gauteng Province. This helped political executives participate when implementing policies at different institutions (Guerin *et al.* 2018).

- **A consolidated table: The Mann-Whitney U Test**

A consolidated table summarizing the themes using The Mann-Whitney U Test and figures from the provided data in Table 5.1:

Table 5.1. A consolidated table: The Mann-Whitney U Test

Figure	Theme	Response (%)	Comments
5.114	Commission of Inquiry	37%	Effective in promoting good governance. Difficult for political executives to manage.
	Select Committees	26%	
	Staff Units	15%	
	Caucus	11%	
	Provincial Cabinet	11%	
5.115	Caucus	26%	Identified as appropriate for policy implementation.
	Staff Units	22%	
	Provincial Cabinet	19%	
	Select Committees	19%	
	Commission of Inquiry	15%	
5.116	Caucus	33%	More responses, but ineffective in policy implementation.
	Staff Units	30%	
	Provincial Cabinet	15%	
	Select Committees	11%	
	Commission of Inquiry	11%	
5.117	Select Committees	33%	Perceived as comprising ineffective leaders.
	Provincial Cabinet	30%	
	Caucus	22%	
	Commission of Inquiry	15%	
5.118	Staff Units	33%	Efforts overshadowed by principles of neutrality.
	Provincial Cabinet	26%	
	Commission of Inquiry	22%	
	Select Committees	11%	
	Caucus	7%	
5.119	Accountability	33%	Essential for effective governance.
	Communication	30%	
	Environmental Protection	15%	
	Responsibility	11%	
	Transparency	11%	

This table organizes the data by themes and provides a clear summary of the responses and comments for each figure.

Summary of Insights:

- **Caucus:** Varied responses, with a peak of 33% in Figure 5.116 but noted as ineffective.
- **Staff Units:** Highest response in Figure 5.118 at 33%, overshadowed by neutrality issues.
- **Provincial Cabinet:** Consistent representation, especially notable in Figures 5.117 and 5.118.
- **Select Committees:** Identified in multiple figures, perceived as ineffective in implementing policies.
- **Commission of Inquiry:** Received mixed responses, indicating varying perceptions of its effectiveness.
- **Accountability and Communication:** Highlighted in Figure 5.119 as essential elements for effective policy implementation.

This table synthesizes the data from the figures into a clear format, facilitating easier comparison and analysis of policy implementation measures in Gauteng Province.

- **A consolidated table: the Wilcoxon Signed-Rank Test**

A consolidated table summarizing the results using and the Wilcoxon Signed-Rank Test from the figures, organized by themes in Table 5.2:

Table 5.2: A consolidated table: the Wilcoxon Signed-Rank Test

Theme	Communication (%)	Responsibility (%)	Transparency (%)	Accountability (%)	Environmental Protection (%)
Figure 5.120	37	30	19	11	4
Figure 5.121	11	44	30	15	
Figure 5.122	19	11	30	22	19
Figure 5.123	4	4	11	19	63

Summary of Insights:

- **Communication:** Highlighted as crucial for identifying gaps in policy implementation, with a peak of 37% in Figure 5.120.
- **Responsibility:** Received the highest response in Figure 5.121 at 44%, emphasizing the need for sharing information.
- **Transparency:** Consistently recognized across multiple figures, indicating its importance in fostering effective communication and community engagement.
- **Accountability:** Identified as a necessary element, notably at 22% in Figure 5.122.
- **Environmental Protection:** Gained significant attention in Figure 5.123 at 63%, showcasing its role in policy implementation.

This table synthesizes the data into a clear format, making it easier to compare and analyze the various themes related to policy implementation in Gauteng Province.

5.2.4 Reliability using the ranking method

The validity identified in different content validity showed the experience of political executives in adjusting when implementing the policies prior to administering the questionnaires to the participants. Moreover, validity was utilised to compare the overall correlation between the Likert scale and ranking method when collecting the data from the participants involved in implementing policies. The assessment, which was used to evaluate the validity of the questionnaires, accurately predicted the themes when the data were analysed using SPSS. This outcome indicates an increase in the validity and reliability of using both the Likert scale and the ranking method.

5.2.5 Summary

To summarise this section, the quantitative data analysis responses follow clear objectives, political executives' roles, and policy implementation experience in different institutions. Different participants were used to collect the data using the ranking method, and the same method was administered as a measure of the implementation of policies in Gauteng Province. The SPSS promoted internal consistency on the items to provide a constructive outcome. Therefore, the quantitative method was used to generate measurable, numerical and statistical results. In other words, the ranking method made it relatively easy to validate the items on the questionnaires and provide

in-depth insight. Policy implementation is important because it is a tool for governing provincial institutions in Gauteng Province. It is not that political executives cannot be effective when implementing policies, but the changes in policies in Gauteng Province affect the outcome.

5.3 QUALITATIVE DATA ANALYSIS

5.3.1 Interviews

The importance of qualitative analysis in research lies in its ability to provide insights into a phenomenon, in this case, effective policy implementation (Smith and Samantha Smith, 2018: 83). Qualitative analysis is defined as an essential tool for researchers and practitioners to provide clarity to the data collected by the researcher in various fields such as social sciences, healthcare and education (Mohajan, 2018: 24). In other words, qualitative analysis is a research methodology that aims to understand and explain the subjective experiences, attitudes, beliefs and behaviours of individuals or participants who gave consent to the researcher (Hessen, Bright and Zucker, 2019: 3068). Therefore, qualitative data analysis involves creating an inseparable relationship between data collection and data analysis to identify themes and findings. This helps to build a coherent interpretation of the qualitative data collected by the researcher. An assumption of qualitative data analysis is researcher bias, which involves consciously or unconsciously focusing on data that supports the researcher's existing beliefs and expectations (Mohajan, 2018: 23). Therefore, the researchers should report potential biases and relate how personal values may factor into the data collection and analysis. In addition, validity in qualitative research is the result of integrity rather than indifference when analysing data from interviews. This provides important views that are systematic, sequential, and verifiable and linked to qualitative analysis (Hessen *et al.* 2019: 3077).

This section presents the research findings from the qualitative method that provided support for data triangulation. Twelve participants (4 MECs and 8 DGs) were identified for the interviews; only four participants were available. The face-to-face interviews were conducted with the four participants at the Gauteng Provincial Government departments implementing the policies. Through textual data analysis, the researcher drew on political executives to implement policies in Gauteng Province. The section

made a strong contribution to the effectiveness of policy implementation in Gauteng Province. Knowledgeable and skilled political executives are required to address inefficiency in policy implementation.

Policy implementation is an activity that combines both knowledge and skills; political executives learn along the way. Therefore, policy implementation played a key role in bringing out the political executives who understood this trajectory in different departments. The results confirm that political executives add value to policy implementation in Gauteng Province. This highlights the various benefits and positive impacts on political executives, as well as their contributions when implementing policies. This section concludes with the answers to the research questions, which the study set out to explore the effectiveness of policy implementation.

5.3.2 Comparing the research questions with the themes

The research questions identified the themes in this study. There is a lot of raw data collected from the participants. The researcher identified the themes, prompting the processing of the study's findings. This prompted the researcher to analyse the participants' data and uncover the study's findings.

Table 5. 8

Research questions	Themes
What are the various mechanisms used by the political executives to effectively implement policies in Gauteng Province? Why have they been effective, and how?	Allocation of resources to institutions
Have these mechanisms provided a meaningful way for factors affecting effective policy implementation to all relevant stakeholders in Gauteng Province?	The standards of fairness
What are the complex issues challenging effective policy implementation that confront the political executives working on the arrangements in Gauteng Province?	Challenges and complexity in policy implementation within the context of political dynamics, particularly in the South African government.

What are the main barriers and impediments to political executives' involvement in effective policy implementation in Gauteng Province?	Policy interview and implementation assessment
What contribution does effective policy implementation in Gauteng Province have to the discipline of Public Policy Analysis?	The effects of policy implementation in the Gauteng Province
How can effective policy implementation in Gauteng Province be achieved by political executives?	The steps to ensure that effective policy efforts are initiated in Gauteng Province

Table 5.8 shows how the data analysis was scientifically carried out using the NVIVO software to convert audio recordings to text, which highlighted the responses to the questions. The boldest way to understand the responses was to get insight from the participants of this research study. Thereafter, significant responses came from participants perceptions on policy implementation in different departments in detail.

Q1. What are the various mechanisms used by the political executives to effectively implement policies in Gauteng Province? Why have they been effective, and how?

The key words are “mechanisms” and “implement policies” used by the political executives. The responses from the data collected are indicated as follows:

Table 5. 9

Mechanisms to implement policies
Participants' full responses quoted
P1: <i>I've been a using mechanism to implement policies since 1995, as a Director of Policy and Research.</i>
P2: <i>I have been implementing policies using different mechanisms since 2000, as Director-General.</i>
P3: <i>I'm Assistant Director for the Policy Coordination, in the Department of Infrastructure Development since 2007.</i>
P4: <i>I'm a director since 2000, I have good experience with mechanisms to implement policies.</i>

Table 5.9 shows that the participants' responses were clear. The participants indicated that they had more experience in using the mechanisms to implement the policies in Gauteng Province. P1–P4 demonstrated their proficiency in utilising mechanisms to enhance the successful execution of policies by strategically planning and executing

strategies. This led the participants to identify the time spent maintaining their responsibilities in different departments to implement policies in Gauteng Province (Grigoropoulosi, 2019: 140). As a result, the mechanisms assist political executives in implementing policies, as evidenced by the responses to the relevant data collected. **P4:** *I'm a director since 2000; I have good experience with mechanisms to implement policies.* The department identifies potential policy options and compares them for effectiveness, efficiency and feasibility. This emphasised the different mechanisms used by the political executive to gain knowledge and skills to effectively implement the policies in Gauteng Province (Dunn, 2018; Khan, 2016). As a result, the responses encouraged the political executives to improve communication when implementing the policies at different institutions. This led to an ineffective flow of information regarding the implementation of policies at different institutions in Gauteng Province.

Table 5. 10

Responsibilities to implement policies
Participants' full responses quoted
P1: <i>I'm involved in policy development, a policy implementation and delivery of services</i>
P2: <i>I more concerned with policy implementation.</i>
P3: <i>It is to conduct research on policy implementation. To review policies and to assist to implement policies. To manage policies to validate compliance, information and legislation. To outline the processes for development on policies and adoption of policies. Some of the political executives are imported from other departments, the imported roles in policy implementation are ineffective.</i>
P4: <i>I'm responsible for translating the goals and objectives. To assign the responsibility to the others to implement policies in the department. It was carried out by both formal and informal through the MECs and DGs committee organisations.</i>

The responses from Table 5.10 indicate the political executives are aware of their responsibilities to implement the policies in Gauteng Province. **P1:** *I'm involved in policy development, a policy implementation and delivery of services.* This allowed them to share ideas, resources and information related to policy implementation in different departments (Grigoropoulosi, 2019: 150). **P3:** *It's to conduct research on policy implementation. To review policies and to assist to implement policies,* it is crucial for the policy unit to possess analytical capabilities to carry out its responsibilities effectively. It must also have policy coordination capacity when

implementing policies in different departments. However, **P4**: *The responsibilities were carried out by both formal and informal consultation when implementing the policies.* Ineffective intervention by the political executives has led to an increase in limited communication. This led to the informal adoption of strategies, which has led to poor planning when implementing policies in different departments in Gauteng Province.

In addition, P4 reported, *we go through by preparing and identifying the papers to present. We prepare to implement policies; we provide feedback and rely on a policy to implement.* This has led to the misplacing of roles among political executives in different positions, implementing the policies in different departments. The failure to prioritise policy implementation has had a negative effect on the political executives in Gauteng Province (Mosehlana and Sebola, 2020: 6).

Table 5. 11

Clearly defined objectives to implement policies
Participants' full responses quoted
P1: <i>Yes, it is clearly defined to implement, it is also conducted to promote effectiveness by holding the means. We have guidelines supported by the Government departments, communities and legislature NGOs, executive council and municipality. Some are administrative and others are service delivery policies.</i>
P2: <i>Yes, through the setting up of projects to convince the communities to vote for them. It is directed towards certain key competences because they are impressive. It takes place for a period of six months. The Director – Generals with the MECs does it. When we are approaching elections, twelve months before elections, or a year before elections, the policy development and the policy implementation gets affected.</i>
P3: <i>Yes, within, the department, there is a procedural manual, confirmation and review of police this was signed in 2014. Within the mountain the social economic impact assesses the policy development. It is to allow the departmental processes to write internal organisation process on policy.</i> <i>It's the relevant directories and policy units that is managers, executive management team, embassies and executive council and the policy team, of course and the department and standing committee within our department.</i>
P4: <i>Yes, the clear objectives are needed to effectively implement the policies at different institutions. it might be through the study of a critical issues, hearing the public testimony, the stuff report, the independent research from outside</i>

Participants' responses in Table 5.11 clearly indicated that the objective had credible information required to implement policies. **P1:** *Yes, it is clearly defined to implement,*

it is also conducted to promote effectiveness by holding the means. It is important to have clear objectives for the political executives to implement policies properly and ensure there is sustainability to implement policies (Grigoropoulosi, 2019: 155). **P3:** *Within the mountain the social economic impact assesses the policy development. It is to allow the departmental processes to write internal organisation process on policy implementation in different departments.* Similarly, Kabonga (2018: 10), states that clear objectives amongst political executives promote efficiency and effectiveness during policy implementation. **P4:** *Yes, the clear objectives are needed to effectively implement the policies at different institutions.* Changes in policies and political leadership affect the implementation of clear objectives as planned in different institutions. As supported by Magagula (2019), limited communication within different institutions led to misinformation and subsequent interference with policy implementation in Gauteng Province. These challenges led to interference during policy implementation which, in turn, resulted in tensions among different departments.

Q2 Have these mechanisms provided a meaningful way for factors affecting effective policy implementation to all relevant stakeholders to be involved in Gauteng Province?

Table 5. 12

Communication to implement policies
Participants' full responses quoted
P1: <i>We use mass media different communities receiving the services. The service delivery is needed, which includes the key guides to policy implementation. Yes, we have the communication plans. It occurs through the electronic communications to the staff. The Premier, MECs, the Senior government officials such as HODs, chambers and unions are responsible for the communication plans.</i>
P2: <i>Through meetings held in different departments and memorandum issued. Obvious MECs, Director-Generals and other Directors</i>
P3: <i>The Policy and Coordination Unit is responsible to update when necessary. It is the Policy Coordination Unit. Yes, we have a communication of policy through specific directorates and Policy Unit, in partnership with the with the communication unit. We also have the Office of the Premier, which is responsible for the overall communication within the Gauteng Province.</i>
P4: <i>We do it through setting up the meetings, the memos and providing others as well. The MECs, DGs and other directors manage the communication.</i>

The responses from Table 5.12 indicate the importance of communication; the political executives use it to interact and then implement policies in Gauteng Province. **P1:** *We use mass media in different communities receiving the services. The service delivery is needed, which includes the key guides to policy implementation. Yes, we have the communication plans.* The effectiveness of policy implementation was realised when there was a combination of institutional and political executives, which must be both technical and organisational (Grigoropoulos, 2019: 160). **P2:** *Through meetings held in different departments and memorandum issued. Obvious MECs, Director-Generals and other Directors.* The data indicated that participants favoured continuous communication to identify the priorities needed to implement the policies. This is supported by the different preferences for face-to-face engagements in different departments. **P4:** *We do it through setting up the meetings, the memos and providing others as well. The MECs, DGs and other Directors manage the communication.* Therefore, communication is more convenient in different departments regardless of the circumstances when implementing policies (Okechukwu, 2019: 10). This has led the policy implementation conducted by the political executives to acquire knowledge and skills to address the problems affecting the negotiations at different institutions with a range of activities.

Table 5. 13

Policy implementation structures
Participants' full responses quoted
P1: <i>Yes, this helps in analysing influence policy in keeping with them the level. It manages social services, for example, distribute food parcels. The composition in terms of numbers, Director, three deputy directors, two assistant directors to administrative engineer. Not more than 12 people involved. Its budget covers R2 million.</i>
P2: <i>Its policy analysis unit that approves the implementation and analyse policies. The MEC, DGs, Chief Directors and Deputy Directors manages the policy implementation structures.</i>
P3: <i>The Policy and Coordination Unit, which provides guideline to policy development, review processes and adoptions and to be made awareness and policy. The composition, within the Policy Coordination Unit, there are two to the directors he and an Assistant Director reporting to the Chief Director for providing the services support. There are no financial and an implication cost in the imagine police within the department.</i> <i>The departmental Standing Committee for adoption and the Office of the Premier, ex – officials. They outline the processes for development on policies and adoption of policies. Yes, there is a, there is a policy</i>

development framework to policy implementation structures. The budget is in relation with the workshops and logistics for policy awareness. It is the responsible of the eleven directorate in collaboration with the policy unit in partnership with communication unit policies. The policies are conducted in workshops.

P4: *The MECs meetings, DGs and the deputy directors are some of the structures implementing policies. Yes, of course, We identify the potential options that could be addressed by comparing the options to choose the most effective and efficient and feasible. The budget depends on time. It allocates the resources effectively. We define the purpose of the policy implementation. We use a template. We implement a policy afterwards after the MEC and DGs approves.*

Table 5.13 show that policy implementation assists executives in setting up structures to manage the current perspectives, both locally and externally. **P1:** *Yes, this helps in analysing influence policy in keeping with them the level. It manages social services, for example, distribute food parcels.* The policy implementation structures are critical and most political executives neglect them. This helps to understand the changes needed to build trust, respect and reassurance when implementing policies in different departments (Grigoropoulosi, 2019: 171). **P3:** *The Policy and Coordination Unit, which provides guideline to policy development, review processes and adoptions and to be made awareness and policy.* The policy implementation structures provided initiatives and interest based on the information provided to check the progress in implementing the policies in different departments. Therefore, policy implementation structures provide timely responses, which are important when implementing policies at different institutions. **P4:** *Yes, of course, we identify the potential options that could be addressed by comparing the options to choose the most effective and efficient and feasible.* The policy implementation structures guide the political executives to take appropriate decisions on the participants' responses to the outcome of specific issues (Moore and Himonga, 2019: 4). This has led to the development of both the individual and collective capacity to manage the organisational perspectives implementing policies.

Table 5. 14

Policy Advisory Committee to implement policies
Participants' full responses quoted
P1: <i>Yes, provincial multilateral committee, the unions, government officials from various departments. Its composition is various departmental official and unions. It is brought to attention, by the Director, Research</i>

Policies sub directorate, mainly Human Resource Director, legal Services and the Director. The legislation process, media memos are used to provide advice to the political executives implementing policies.

P2: *Yes. It checks the issues to implement policies, once after some time unless there are service delivery protests. It receives the reports from communities. The attention is brought by receiving the reports from communities. The Directors were responsible for bring the matter to attention.*

P3: *Yes, we have the policy committee, thus a departmental standing committee. It has the departmental policy unit, the relevant directorates and your cinema management and the trade unions. It is composed of Director-Generals, Assistant Directors and HODs. In addition, takes the policy initiatives, to senior managers and labour representative students.*

The meetings are held every quarter for every financial year. The meetings provide the resources that are having dates, time and venue which can either be held on the computer laptops.

It is brought to attention through a policy agenda where we identify the police needs for you to identify gaps. The relevant director reads, it comes from the managers when they identify if there is a need for policy or a review.

P4: *It advises on any matters consuming strategy, formulation and executions and hear the public testimony as well. It might be through the study of a critical issues, hearing the public testimony, the staff report, the independent research from outside. The composition, obviously, is MEC, me and deputy directors. It might meet once or twice in a month. It also depends on the situation at hand.*

The resources might be from the financial debt, human debt and information resources.

The MEC and DGs decides on issues implementing policies.

The responses from Table 5.14 are crucial, they indicate that participants favoured the use of recognised structures to implement the policies in different departments in Gauteng Province. **P1:** *Yes, provincial multilateral committee, the unions, government officials from various departments. Its composition is various departmental official and unions.* This encourages interaction and participation to continue when implementing the policies at different institutions as a way to promote easy access and flexibility. **P1:** *Yes, Provincial multilateral committee, the unions, government officials from various departments. Its composition is various departmental official and unions.* The Policy Advisory Committee contributes to effective decision making for political executives to rely on the responses to the outcome of policy implementation in different departments. The participants' responses shows that the Policy Advisory Committee often influence the outcomes of policy implementation. **P4:** *It advises on any matters consuming strategy, formulation and executions and hear the public testimony as well. It might be through the study of a critical issues, hearing the public testimony, the staff*

report, the independent research from outside. This has led to the post-implementation challenges, perceived by different notions of appointing incompetent political executives.

Q3. What are the complex issues challenging effective policy implementation confront the political executives working on the arrangements in Gauteng Province?

Table 5. 15

Information to implement policies
Participants full responses quoted
<p>P1: <i>Yes, information to implement policies, it has contributed to the use of theories, It encouraged the political executives to be talking about what to be achieved when implementing policies in different departments.</i></p> <p><i>Yes. The partnership is practiced. I will say Universities of Johannesburg and Witwatersrand</i> <i>At the provincial and local, information is guided by the development of laws.</i></p>
<p>P2: <i>The information to implement policies were collected through Minutes, memos and regulations. It came through various HOD meetings that include stakeholders such as unions, HODs and chambers. It helped to the partnerships with other institutions (Universities, NGOs, to provide or exchange information about policy implementation.</i></p>
<p>P3: <i>We have an implementation plan. We have one growing in monetary definition of policies. We have also on the implementation of the policies. We have the internet where policies are loaded, we have regular reports policy assessed policies are assessed annually by everybody to determine the outcome of policy implementation.</i></p> <p><i>Yes, there is partnership, for policy making process, which reflects the intentions of the national government. We are at provincial level; the information is collected through the exchange information during policy implementation. It guides the achievement of the overall responsibility, in political, social and economic issues.</i></p>
<p>P4: <i>The availability of information guides the political executives to implement policies. It defends the infrastructure as well. We do collect information with the consent of the people when the MEC adopts the policies to be implemented. The MEC, send message about the decision taken to manage the information. Yes, we have partnerships. These are the NGOs and universities as well.</i></p>

The responses from Table 5.15 indicate that the use of technology brought flexibility into focus, when implementing the policies. **P1:** *Yes, information to implement policies, it has contributed to the use of theories. It encouraged the political executives to be*

talking about what to be achieved when implementing policies in different departments. Political executives were able to engage at any time, irrespective of the department, to implement policies influenced by digital technology. **P3:** *We have an implementation plan. We have one growing in monetary definition of policies. We have also on the implementation of the policies.* However, it is no longer necessary for political executives to keep information; they can regularly share information with different departments. This meant that different institutions used an informal approach to implement policies, instead of following a formal approach to information sharing.

The responses indicated that policies may not be implemented according to the intended strategy due to political priorities and the desire to show quick results before elections (Feehily, 2019). The political executives are still expected to discharge their duties when implementing policies to limit ineffectiveness. While others noted that some political executives were unable to share knowledge and skills to implement policies. the political executives agreed that the policy implementation situation identified in a specific context should determine the actions taken. After all, policy implementation is not about prescribing political executives' qualities and qualifications but promoting effectiveness (Linde and Peters, 2020: 301).

Q4. What are the main barriers and impediments to public servants and community involvement in effective policy implementation in Gauteng Province?

Table 5. 16

Policy implementation decisions
Participants full responses quoted
P1: <i>It is a through various HOD meetings that include stakeholders such as unions. The MECs, DGs, HODs take decisions to implement policies.</i>
P2: <i>It occurs through consultation with other stakeholders. It allows them to participation to implement policies. The directors are responsible for policy implementation decisions.</i>
P3: <i>They are implemented through political and strategic innovation and city police and coordination and managerial capacity. It is the MECs management. This has led to the policy decisions and responsibilities opposed by DGs to implement the policies at different institutions.</i>

P4: *We do it with the consent of the people by the MEC adoption, which the political executives implement. The MEC, send message about the decision. We identify and analyse the activities by engaging with the MEC and the DGs as well.*

The policy implementation decisions identified in Table 5.16 were conducted by the political executives as the role players in recognising Gauteng Province in different communities. **P1:** *It is a through various HOD meetings that include stakeholders such as unions. The MECs, DGs, HODs take decisions to implement policies.* **P2:** *It occurs through consultation with other stakeholders. It allows them to participation to implement policies.* Aspiring political executives actively participated in managing the different networks to implement policies in different departments to contribute to the growth of Gauteng Province. **P3:** *They are implemented through political and strategic innovation and city police and coordination and managerial capacity. It is the MECs that takes decisions to implement policies at different institutions.* The political executives communicated with different partners to identify the opportunity to preserve the experience needed to implement the policies in different departments. This serves as guidance and cohesion with political executives when implementing policies at different institutions to achieve their goals. **P4:** *We do it with the consent of the people by the MEC adoption, which the political executives implement.* It is important to know political executives' decisions guide the implementation of policies to determine the experiences needed to consider the decisions. The decisions taken during policy implementation by some political executives have often left out some important facts because of a lack of proper planning. This mainly affects the policy implementation decisions that had gaps in intervention when the gaps were identified in Gauteng Province (Munzhedzi, 2018: 40).

Table 5. 17

Stakeholders in policy implementation
Participants full responses quoted
P1: <i>The stakeholders implement policies through the comments on table which was done on electronic submissions. No clarity was provided by the participants to create stakeholders' engagement processes.</i>
P2: <i>The stakeholders' engagement was conducted by the MEC and HODs. The meetings to engage with the different stakeholders were achieved by goals to provide a great advantage in implementing policies.</i>

P3: *The specific directorates with policy units, engages other directory on issues of compliance, etc. We need the stakeholder engagement process conducted by the specific directorate and policy unit and the executive management.*

P4: *We identify and analyse the activities by engaging with the MEC and the DGs as well. We do it with the consent of the people by the MEC adoption, which the political executives implement at different institutions. The MEC and DGs are engaged in the stakeholders' processes.*

The responses from the participants in Table 5.17 indicate that the stakeholders are involved in the to implementation of policies in different departments through networking. **P1:** *The stakeholders implement policies through the comments on table which was done on electronic submissions.* These political executives engage stakeholders in participation and interaction with its implication on upcoming policy implementation. **P4:** *We identify and analyse the activities by engaging with the MEC and the DGs as well.* Munzhedzi (2018: 40) added that policy implementation can only be effective if the political executives have clear objectives to understand the vision and strategies to meet the stakeholders' needs. It was widely supported due to the range of benefits that political executives offer when implementing the policies in different departments. **P2:** *The stakeholders' engagement was conducted by the MEC and HODs.* The network change provides a response to changing the implementation of policies because establishing the development of political executives requires different inspections over time. This helped the implementation of policies evolve by changing the needs of political executives to change the situation affecting communities over time. **P3:** *The specific directorates with policy units, engages other directory on issues of compliance, etc.* This provides insight into the problems and solutions that political executives face when managing the risks, opportunities and challenges of implementing policies at different institutions (Kabonga, 2019).

Table 5. 18

Political executives' competences
Participants full responses quoted
P1: <i>It is research and evaluation skills, legal knowledge, social development, technical knowhow policies and evaluation skills. The Director in their departments identifies the competences needed to implement policies. This helps the training to be provided to the political executives through workshops, in legislation process.</i>

P2: *Communication skills. It reflects the interest of those in power. The policy experts provide training to improve the competences of the political executives.*

P3: *The knowledge skills in research, communication skills, problem-solving and technical skills.*

It is communication skills and planning skills. The National School of Governments provides training for all the spheres of government that is national, provincial and local. Some political executives acquire them from the business schools.

It the DGs who identifies the need for policy development.

P4: *That's critical thinking skills, technical skills and communication skills as well. The training is provided by the policy and planning unit to set up the teamwork with good leadership at different institutions.*

The responses identified in Table 5.18 show the essential policy implementation competences necessary for political executives across different departments engaged in networking to achieve effective policy execution. P1: *It is research and evaluation skills, legal knowledge, social development, technical knowhow policies and evaluation skills.* This envisions the need to maintain the opportunity of using political executives to improve policy implementation in Gauteng Province. The competences comprise activities as indicated by P3: *The knowledge skills in research, communication skills, problem-solving and technical skills. It is communication skills and planning skills* that dominate when implementing the policies in different departments. Therefore, the participants realised the importance of policy implementation in developing the necessary skills acquired through training arranged by the Gauteng Provincial Government. Political executives are closely related to policy implementation sensitivity, which needs effective training and development in different departments. Mosehlana and Sebola (2020) state that policy implementation in itself is useless unless the political executives acquire the skills to be implemented by the different institutions.

Table 5. 19

The connections between NDP 2030 and Manifesto of the ruling ANC
Participants full responses quoted
P1: <i>Government and other parties identified implementation process before elected, once they assume office, the connections take place the policies that cover key provincial priorities. It is through memos, presentations, forums and legislation.</i>

<p>P2: <i>The NDP 2030 reduce the high levels of shortcomings in the province through the drafts submitted by the departments, provides guidance.</i></p>
<p>P3: <i>The National Policy alone proved in 2020 to deal with the policy development by government on how to prove, to produce policy evidence based through the social economic impact aspect. The date was done in 2015. Thus, involving policy implementation, use of legislation and adopting policies.</i></p> <p><i>They are involved through police adoption. It is the fundamental consultative, for instance, the MECs and the DGs recommend. It's through sequence as consultation in the policy development, through intergovernmental structures. The political executives just include their ideas, roughly to find out that how to involve other departments or agencies.</i></p>
<p>P4: <i>The connection is provided through the political executives' efforts to engage and consult with the stakeholders.</i></p>

The responses from Table 5.19 reveal how various participants identify the connections that exist to guide political executives in the implementation of policies. **P3:** *The National Policy alone proved in 2020 to deal with the policy development by government on how to prove, to produce policy evidence based through the social economic impact aspect.* The connections in different departments engaged with stakeholders through identification, analysis and involvement in decision-making processes. Thus, relating to the above, the political executives rely on the NDP 2030 to determine their initial understanding of their roles in implementing policies in different departments. **P1:** *Government and other parties identified implementation process before elected, once they assume office, the connections take place the policies that cover key provincial priorities.* Political executives are appointed to build trust to achieve the vision of the Gauteng Provincial Government. However, some political executives have their own skills to implement policies, thereby contributing to the achievement Gauteng Province's goals. As suggested by P4: *The connection is provided through the political executives' efforts to engage and consult with the stakeholders.* This view is supported by P3: *The political executives just include their ideas, roughly to find out that how to involve other departments or agencies.* Political executives in various institutions across Gauteng Province are overlooking stakeholders when implementing policies, leading to a policy implementation gap. This gap hampers the effective management of assumptions across different departments.

Table 5. 20

Policy implementation initiatives
Participants full responses quoted
P1: <i>No comment.</i>
P2: <i>It initiates projects, which are locked under reconstruction. It develops the policy, train people to allocate the resources, under verge of implementing policy. Other departments are involved when everything is well structured. Yes, the highest decision-making board in Gauteng Province are headed by the political executives such as the MEC, DGs and other directors to manage policy implementation. The policy initiatives are communicated through sharing the notes of meetings.</i>
P3: <i>Yes. It's a conscious activity which places everyone in a position to implement policies. The police research and strategy forum are guided by inter-departmental qualities of the political executives. The purpose of the structures is to have forums to establish consciousness, engagement on, on issues of research, policy and strategy. They support the discussions to identify gaps and policy needs. To provide the orientation of common goals, ongoing dialogues.</i>
P4: <i>We ensure that, going through other documents, we identify the need to implement the policy. It helps us to determine the policy content and obtain the support from the stakeholders. We involve them through the entire governmental relations when there is disaster. We also involve other departments by getting the strategic plan, we go through the legislation to implement policies then prepare and initiate legislation.</i>

The responses from Table 5.20 show the participants examined the use of policy implementation initiatives to achieve Gauteng Province's goals. This primarily identified the methods by which political executives in different departments implement the policies. The political executives also noted that policy implementation encouraged collectivism in different departments at the expense of individualism (Candido and Santos, 2019: 10). As a result, the responses emphasised the need for the Gauteng Provincial Government to use the available structures to initiate the policies to be implemented. P2: *The policy initiatives are communicated through sharing the notes of meetings.* In other departments, active participation was encouraged as proposed by P3: *To provide the orientation of common goals, ongoing dialogues. It's through sequence as consultation in the policy development, through intergovernmental structures.* The policy implementation initiatives guide political executives match the inputs with the outcomes from different departments promote the interactivity identified in the participants' responses. However, political meddling in different departments led to a lack of constitutionalism which contributed to the polarisation when implementing policies in different departments. This led to a lack of tolerance believed to be

influenced by invisible hands when implementing the policies at different institutions in Gauteng Province.

Table 5. 21

Dispensing for policy initiation, development and implementation
Participants full responses quoted
<i>P1: The Director, Research Policies sub, directorate, mainly Human Resource Director, legal Services and the Director are responsible for policy initiation, development. We manage it using the monetary system in line with the definition of policies.</i>
<i>P2: The MECs and DGs are responsible for policy initiation and implementation in different departments. It helps to determine the outcome of policy implementation evident in minutes, memos and regulations.</i> <i>It occurs in partnerships with other institutions (Universities, NGOs, to provide or exchange information</i>
<i>P3: It is the DGs and the executive management team and the executive council. We have an implementation plan. We have the internet where policies are loaded with the regular reports assessed annually by the political executives.</i>
<i>P4: The MEC and DGs, as well as other directors initiate policies. The political executives must have the culture of managing the policy implementation to develop competencies reduced the cost-of-service delivery.</i>

The responses from Table 5.21 signify the structures responsible to initiating, developing and implementing policies by addressing their strengths and weaknesses. This allows the political executives to use the opportunity to address and rectify their weaknesses and problems related to implementing policies in different departments. This saves time in initiating the implementation of the policies and prevent the escalation of problems. *P3: We have a policy implementation plan to guide the political executives to address the challenges immediately.* It is important for political executives to have a policy implementation plan to adjust reduce time. The political executives noted that the inclusion of other structures does not provides access to information to ensure consistency in implementing the policies (Grigoropoulosi, 2019: 160). *P4: The political executives must have the culture of managing the policy implementation to develop competencies reduced the cost-of-service delivery.* This provided a sustainable way to manage ineffectiveness in implementing the policies in Gauteng Province. As noted by the political executives, some were rotated often when they implemented the policies in different institutions.

Table 5. 22

Successful policy implementation
Participants full responses quoted
P1: <i>No comment.</i>
P2: <i>No comment.</i>
P3: <i>The role of the department, quality committee, policy testing and policy coordination are effective in the department. The support of the Executive Committee and the support of the Labour Relations Representative. The monitoring and evaluation are doing the policy and awareness workshops.</i>
P4: <i>By effective planning, good design of policy clearing objectives, sharpen policies and infrastructure framework.</i>

These responses from Table 5.22 provided that successful policy implementation favoured the development of knowledge in acknowledging the choice of strategies at different institutions. **P3:** *The role of the department, quality committee, policy testing and policy coordination are effective in the implementation of policies at different department.* The success of policy implementation led to the development of relationships between political executives in different geographical proximity between the different individuals communicating. **P4:** *By effective planning, good design of policy clearing objectives, sharpen policies and infrastructure framework development at different institutions.* The department employs a mix of formal and informal methods for policy implementation, involving committee organisations. The political executives' expectations in which policy implementation operates cannot be over-emphasised (Grabner and Ghorbani, 2019: 6). However, policy implementation does not have enough time, which makes it no longer relevant to communicate more often whenever needed. Insufficient stakeholder engagement has undermined the efforts of political executives in Gauteng Province, hindering the implementation of policies. This has led to the development of all the interactive elements of policy implementation in real-time to provide instant communication at different institutions.

Table 5. 23

Political executives work with other departments, i.e. local government
Participants full responses quoted

P1: *We work with other departments through consultation. We tailor the policy to the organisations with an intention to manage specific by sitting up realistic goals. That's initial governmental forums. These are the MINMEC, MECs and other senior officials. However, I will not comment on the effectiveness of policy implementation.*

P2: *We work through the meetings, by emphasising the issues in different communities. In addition, the policy workshop is used to implement policies.*

P3: *We work through the policy implementation, crafting teams like you, as call premier premiums, that coordinating forums, MEC for the local government.*

P4: *We communicate with other department to share knowledge at different institutions, the implement policies. The MECs, DGs and Deputy Directors.*

The responses from Table 5.23 show political executives used the different preferred approaches when implementing the policies in other departments. **P1:** *We work with other departments through consultation. We tailor the policy to the organisations with an intention to manage specific by sitting up realistic goals.* Some political executives favoured consultation to encourage the implementation of policies at different institutions. This shows different significance in managing the advantages over different forms of policy implementation in different departments. **P2:** *We work through the meetings, by emphasising the issues in different communities. In addition, the policy workshop is used to implement policies.* There is a mix of online and face-to-face interaction, promoting some flexibility in implementing policies to ensure efficiency. This liberates both participants by ensuring there are ways to manage the power differences in a virtual environment when implementing policies. **P3:** *We work through the policy implementation, crafting teams like you, as call premier premiums, that coordinating forums, MEC for the local government.* The mentoring programmes comprised digital interaction, which made policy implementation impossible in different departments. The relationship between political executives' and strategic sensitivity is important when implementing policies in different departments. **P4:** *We communicate with other department to share knowledge at different institutions, the implement policies.* As Mosehlana and Sebola (2020: 5) found out, it is important to recognise the political executives' relationship between a gap in the conceptual level and practice. However, political executives continue to lobby for their appointments due to ineffective implementation of policies at different institutions. This has had an impact on decision-making by influencing ineffective policy direction in the implementation of policies in different departments.

Table 5. 24

Factors to implement policies
Participants full responses quoted
P1: <i>No comment.</i>
P2: <i>The economy, social, political and legal</i>
P3: <i>It's political sectors, of course. There are always variables in, in those structures. The economic factors, the distribution of resources, of course, social factors, demographics, the culture language. It's, it's also an issue, technological factors, information, environmental factors of just mentioned climate change, disaster.</i>
P4: <i>By consultation and being transparent. By effective planning, good design of policy clearing objectives, sharpen policies and infrastructure framework. To guide officials on policy development, to set standards and guiding principles on the policy making cycles. To have a monitoring and valuation systems. It can be effective through stakeholder engagement in police, making executive authorities to be involved in intergovernmental relations space. Collect the content, from the national policy framework. It just needs to be reviewed time must.</i>

The responses from Table 5.24 explain the importance of factors guiding political executives' decisions, thereby highlighting their mandatory nature. **P2:** *The economy, social, political and legal are the factors influencing the implementation of policies in Gauteng Province.* Relating to the above, the factors needed to implement the policies felt more personalised by the different political executives who used different theories to achieve the outcome. This provided an important mechanism for using the factors to implement policies for its perceived improvements, which provided a key derivative of deviation in the right direction. **P3:** *The economic factors, the distribution of resources, of course, social factors, demographics, the culture language.* The factors were still preferred to promote effective communication by providing both advantages and disadvantages when implementing the policies at different institutions. The political executive's affiliation led to increased interaction when implementing policies in different departments. when implementing the policies in different departments. **P4:** *By consultation and being transparent. By effective planning, good design of policy clearing objectives, sharpen policies and infrastructure framework.* This led to ineffective value-clarification when implementing the policies to organise the political executives at different institutions in Gauteng Province (Ebrahim and Masiangoako, 2019). As a result, the ineffective intervention by the political executives led to a lack of strategic execution in Gauteng Province when implementing policies. This may

address the communities' concerns regarding the implementation of policies relate their values and beliefs to service accessibility in Gauteng Province.

Table 5. 25

Key challenges to implement policies
Participants full responses quoted
P1: <i>Stakeholder demands a budget —not enough for policy development skills, okay. And, deviation when implementing the current policies. It is caused by in inadequate resources, financially critical stakeholders, different agents and local interest groups.</i>
P2: <i>It is community profiling. Many people need assistance. The lack of accountability when failing to implement policies. Most of our deployed political executives do not understand how the government operates provincially. They are caught up in excitement not knowing where to account to, in the end they account to the invisible hand of the ruling party.</i>
P3: <i>They do and affect policy changes. They amend the legal factors, time frames on, on the implementation of law approvals, what improvement should be made to the policy implementation, processing housing progress.</i>
P4: <i>The lack of resources, inadequate skills or training of the employees. Inadequate staffing, slow response of time to issues. The discrepancies in policy narratives affect policy implementation. This highlights the contradictions between what is agreed upon for policy implementation. In addition, the complexities in government dynamics due to the policy changes.</i> <i>If there is a change of MECs and DGs then procrastination takes place, they leave the policies to be implemented because of limited resources.</i>

The responses from Table 5.25 show that political executives encounter challenges from different institutions when implementing policies:

P1. *The stakeholder demands a budget—not enough for policy development skills, okay. And also, deviation when implementing the current policies.* In addition, **P.4:** *The lack of resources, inadequate skills or training of the employees. Inadequate staffing, slow response of time to issues.* These responses increase the risks when implementing policies to minimise the adverse effects in different institutions. The theory of change underpins execution and outcome realisation to play a pivotal role in implementing policies to eliminate specific objectives (Grigoropoulosi, 2019: 174).

P2: *The lack of accountability when failing to implement policies. The majority of our deployed political executives do not understand how the government operates provincially.* It is helpful for political executives to implement policies without having ill-defined and unsettled agreements to allocate the resources to different institutions in

Gauteng Province (Chisango and Lesame, 2017: 48). This provided a mindful approach to recognising the difficulty of anticipating policy implementation at different institutions.

P.3: *The policy changes affect the legal factors, time frames on, the implementation of law approvals. The discrepancies in policy narratives affect policy implementation.* The participants also noted that the approaches were generally cost-effective and sustainable when implementing the policies at different institutions. This response has led to the political executives thriving when implementing policies for their own survival to head the departments.

P4: *The lack of resources, inadequate skills or training of the employees. Inadequate staffing, slow response of time to issues. The discrepancies in policy narratives affect policy implementation.* The political executives' effort to implement policies in Gauteng Province can never be underestimated when allocating resources. This has affected the long-term planning and communication breakdown related to policy implementation by the political executives in Gauteng Province (Linde and Peters, 2020: 294). The challenges continue to escalate delays when implementing policies to ensure that there is poor compliance enforcement and political incapacity at different institutions.

Q4. What contribution does effective policy implementation in Gauteng Province have towards the discipline of Public Policy Analysis?

Table 5. 26

Improvements made to implement policies
Participants full responses quoted
P1: <i>The development of human resources led to better planning, allocation of finances and training. It's a policy evaluation intended or unintended policy outcomes of consequences. The SME's, unions, staff and communities, including NGOs and the private sector should lead the improvements.</i>
P2: <i>The campaigns the political executives make identify the gaps to implement policies. They need a deployment committee, to disclose the improvements to implement policies. They must be accountable to pull the political principle where certain political executives are held accountable. The politicians have five years in power, some policies they need more than five years to implement.</i>
<i>The MEC and HODs are involved in improving policies.</i>

P3: *It is the policy framework that will ensure policy development processes analyse the risk and cost. This has led to policy formation, policy adoption, policy evaluation and policy implementation.*

It has led the provision of information to create policy awareness, for example, policy agenda.

P4: *The goals need to be defined clearly by the political executives. The choice in using the right technology, allowed everyone involved and change the political executives. The commitment in needed to change the way policies are implemented in a good and successful way.*

According to Table 5.26 most of the participants agreed that there is a need to improve the implementation of the policies in different departments in Gauteng Province. **P1:** *The development of human resources led to better planning, allocation of finances and training has led to the implementation of policies at different institutions.* The various reasons appear in a logical way when seeking to improve the implementation of policies using digital narratives. This has led to improvements that can be made to policy implementation, such as providing platforms were political executives access information. **P2:** *They need a deployment committee, to disclose the improvements to implement policies.* The policy implementation encounters the risk of allocating resources to different departments to overcome political executives' backlogs. This has become difficult; the use of technology to improve policy implementation has been costly for Gauteng Province. **P4:** *The goals need to be defined clearly by the political executives. The choice in using the right technology, allowed everyone involved and change the political executives.* The responses from the different participants showed that improvements were made to policy implementation using the limited resources allocated to political executives due to their busy schedules. This resulted in the political executives effectively implementing policies necessary to achieve their goals in various departments. **P3:** *It is the policy framework that will ensure policy development processes analyse the risk and cost of implementing the policies in different departments.*

Table 5. 27

The execution of strategies to implement policies
Participants full responses quoted
P1: <i>No comment.</i>
<i>As key political executives, we have to play a key role in the policy, development and implementation.</i>

P2: *It's where the records are kept, about the execution of strategies to support the massive delivery of services to different communities in South Africa.*

P3: *It is a process map that influence the development of policy implementation. The strategies must provide the socio-economic systems, which contribute to the affective political executives.*

They are variables with the government systems, with different political parties or structures.

P4: *Yes, of course. To provide a consistency, give out the respect to approved of the highest level of the department, then comes a tragically effective policy. This pushes the political executives' capability to commit policy implementation. They would have to use clear policy objectives.*

According to the responses from Table 5.27 strategy execution occurs when there is a need for sudden changes to implement the policies in the different departments. **P4:** *This pushes the political executives' capability to commit policy implementation. They would have to use clear policy objectives.* Natural disasters, such as floods caused by heavy rains, may influence these sudden and unanticipated changes, leading to the implementation of strategies. The execution of strategies also takes place when political executives use digital meetings, which are convenient in different departments. **P2:** *It's where the records are kept, about the execution of strategies to support the massive delivery of services to different communities in South Africa.* The execution of strategies is flexible and convenient to raise concerns before engaging with the political executives implementing the policies at different institutions. **P3:** *The strategies must provide the socio-economic systems, which contribute to the affective political executives.* The responses identified emphasised that political executives in the different departments were focused on pursuing change in policy implementation backlogs. However, it may not necessarily be easier for political executives execute restrictions than to provide viable alternatives when executing the strategies. The practical and theoretical approach to mentorship undermined the changes of political executives as well as in policies.

Table 5. 28

Assessment of the status to implement policies
Participants' full responses quoted
P1: <i>No comment</i>

P2: <i>The policy implementation reflects the interest of the political party in power. Nobody in department knows a strategy on how to implement the policy, because they only have five years in power now, they need to impress to be re-elected. They differ with the strategies the department wishes to execute.</i>
P3: <i>Issues with long-term policies are quickly undermined by some political executives. The political patience must be promoted when implementing policies in different departments. In addition, there is a gap, in policy implementation when the government is in trouble. The provision, government is an over responsibility for the development of policy and implementation.</i>
P4: <i>The lack of communication between the MEC and DGs affects policy implementation.</i>

The responses from Table 5.28 reveal a more personal assessment of policy implementation, with the ability to interpret and adjust tone and body language to manage efficiency. **P2:** *The policy implementation reflects the interest of the political party in power.* The assessment encourages political executives to be more interactive and understand the policy options provided for implementation in different departments. This guided the political executives to be good listeners rather than prescribe solutions provided, which was the hallmark of policy implementation in Gauteng Province. **P3:** *Issues with long-term policies are quickly undermined by some political executives.* The assessment of policy implementation continues with more interactivity and exchange of ideas for the political executives to learn and express themselves in different departments. **P4:** *The lack of communication between the MEC and DGs affects policy implementation.* Political executives have always been compromised, and the need to develop strategies to enhance effectiveness of policy implementation is difficult (Anyebe, 2018). Many institutions in Gauteng Province have implemented policies, marking a way to break new ground in the context of political executives' context (Riskowitz, 2019: 21).

Q5. How can effective policy implementation in Gauteng Province be achieved by the political executives?

Table 5. 29

Steps taken to ensure effective policy implementation
Participants' full responses quoted
P1: <i>No comment</i>
P2: <i>If new individuals are appointed, they must not have the power to halt the implementation of policies or change it. For example, if EFF member becomes a Premier of Gauteng Province, they can reverse that decision. In addition, the Gauteng Provincial Government, the ruling party, the legislature, the public are</i>

guided by the in the invisible hand. Therefore, the party in power must just stand by previous party or individuals implementing policies. This must be supported by the administrative powers, the control finance and the control of human resources to effectively implement policies.

P3: *Efforts are initiated soon in stakeholder's engagement, of course, monitoring and violation policy awareness workshops and well knowledgeable about all these policies. It's through consultation to manage the long-term issues and promote patience to implement policies. There must be stakeholders' engagement to create constant awareness, on policy issues. These constant policy review required to avoid ineffective policy implementation.*

P4: *We should test implementation. We should perform legal checks, hold information meeting, gain support from the employees. But I think, going forward, if we collaborate with other stakeholders, we can change policy and holding them accountable then do more than whatever that we already doing at the moment. I believe we've made, a huge progress so far since there the democracy that we have, in South Africa right now.*

From the responses from Table 5.29, the participants allow the political executives express their opinions about the implementation of the policies in Gauteng Province. Despite that, there was no comment from **P1**. Other participants' responses expressed the need for sustainable progress when implementing the policies and then providing feedback to the other political executives. **P2:** *If new individuals are appointed, they must not have the power to halt the implementation of policies or change it. For example, if EFF member becomes a Premier, they can reverse that decision.* It can also serve as a way to assess consistency when implementing policies in the Gauteng Provincial Government and help the new political executives settle down and understand different situations. **P3:** *There must be stakeholders' engagement to create constant awareness, on policy issues. These constant policy review required to avoid ineffective policy implementation.* This is always a way to build relationships with various stakeholders, add value to diversity and retain knowledgeable and skilled employees to implement policies.

5.3.3 Reliability and validity of the interviews

The interviews provided different methods to measure the effectiveness of policy implementation in Gauteng Province. Different participants were interviewed, and these interviews served as valid data collection instrument. This guided the researcher to correlate the political executives' effort to implement the policies consistently when allocated with both the insufficient and limited resources to do so. In other words,

trustworthiness was a concept used for reliability and validity in the qualitative method to analyse the data.

5.3.4 Themes from Quantitative data analysis

The themes and sub-themes from the questionnaires (the Likert scale and ranking methods) that relate to policy implementation in Gauteng Province are discussed in detail.

5.3.2.1 Theme 1: Allocation of resources to institutions

This theme scrutinises the crucial area of resource allocation to institutions implementing policies in Gauteng Province. The allocation of resources to different institutions has led to the adoption of clear and consistent objectives to implement policies in different institutions (Hessen, Bright and Zucker, 2019: 3081). The data indicated that participants favoured the allocation of more resources as a means of continuous communication to implement policies. This finding is informed by the three subthemes expounded on below:

i. Clear and consistent objectives.

The adoption of clear and consistent objectives to implement policies and information sharing about the implementation of policies. The Gauteng Province initiated the implementation of the policies, which led to increased effectiveness among the political executives. The criticism of some political executives positively provided an opportunity to provide training to establish the extent to which the new skills were being utilised. This has led to information sharing about the implementation of policies authorised by political executives at different institutions (Linneberg and Korsgaard, 2019: 265). Political executives need to be able to model and offer suggestions on the implementation of the policies by executing the strategies. Effective policy implementation should be used as one of the criteria for the identification and deployment of political executives in Gauteng Province. This resulted in an increase in the general perception of policy implementation, which was not accepted in the different departments in Gauteng Province. However, the clear and consistent objectives help activate policy implementation initiatives by implementing plans to further goals. This helps political executives focus on growth and innovation when

implementing policies at different institutions in Gauteng Province. For example, in Gauteng Province, policy implementation initiatives may be classified diversifying, to activate initiatives by including processes that require effectiveness.

ii. The execution of strategies

The execution of strategies a structured plan to achieve Gauteng Province's goals. The strategic execution uses processes and systems to streamline decision-making for political leaders, enabling them to define actionable steps towards achieving these goals. It is helpful to consider which of the strategies the political executives use to identify approaches to implementing policies. Therefore, strategy execution helps political executives assign tasks to improve communication to be shared in different departments. Strategic execution engages interested parties, including senior directors, in accomplishing goals because more political executives are working towards achieving an outcome. Thus, engaging political executives' aids in policy implementation satisfaction by empowering them to make decisions for different institutions.

iii. Authorisation of policy implementation

The political executives have authority to implement policies at different institutions where there is a status of jurisdiction. This has led political executives to discharge their functions and oversight institutions when implementing the policies in Gauteng Province. This led the political executives to be less satisfied about policy implementation in the different departments issuing the regulations. The participants showed appreciation for the intervention when implementing the policies in different institutions. Political executives have used oversight institutions to implement policies rated by the participants in Gauteng Province. This has led political executives to manage the status of jurisdictions to discharge the functions needed to implement policies in different institutions. The responses to implementing policies required more time for the political executives to avoid fatigue and burnout at different institutions in Gauteng Province. However, it was discovered that the Likert scale and Ranking method questionnaires were clear and not duplicated when there was a shortage of knowledge and skills. This led to the lack of sensitivity managing all costs in policy implementation which worsened the division between the political executives. As a

result, some of political executives take sides with specific factions undermining the cohesion among different groups tasked with implementing policies across different institutions. These political executives did not recognise the gap between the conceptual level and practical execution while implementing policies at different institutions.

5.3.2.2 Theme 2: The standards of fairness

This theme scrutinises the aspect of fairness from the political executives' perspectives using the legislative framework to provide guidance and feedback. Fairness is an important theme that plays a key role in the implementation of policies. The standard of fairness was supported by the legislative framework to promote effective compliance in promoting fairness and equity through procedures when implementing policies. The participants viewed this as an intervention, evaluating political executives based on their responses to policy implementation (Okechukwu, 2018). The standards of fairness are discussed as three sub themes below.

i. The use of a legislative framework

The use of the legislative framework requires effective compliance, promoting fairness and equity, and procedures to deal with policy failure. Overall, the political executives created an enabling environment for implementing the policies at different institutions in Gauteng Province. The standard of fairness used by political executives when implementing policies has led to issues of fatigue in different institutions. This research noted that while political executives demonstrated effective ness, they lacked jurisprudence, thus undermining their authority, which challenged the constitutional developments (Seopatsa, 2020). While some political executives used the constitution to a limited extent, it appears the implementation of policies is largely ceremonial. Political executives primarily concentrated their efforts, while neglecting the implementation of policies at different institutions. This has been overlooked by some political executives who are undermined by the principles of fairness when implementing policies at different institutions (Mehlape, 2018). However, the conflict of interest affected the use of the theory of change and institutional theory when implementing policies at different institutions in Gauteng Province. This led some

political executives to be misguided by different institutions when implementing policies to provide services to different communities.

ii. Monitoring and evaluation of policies.

The responsive pseudonym was aligned with *lack of monitoring and evaluation of service delivery activities either because of lack of knowledge or pure neglect, the first being very prevalent* (Okechukwu, 2019: 10). Ahmed and Dantata (2019), suggested that *policy implementation by the political executives was not effectively communicated to different departments in Gauteng Province*. The monitoring and evaluation of policies provided no clarity when implementing them at different institutions in Gauteng Province. The monitoring and evaluation of policies revealed no significant differences leading increased perceptions of policy implementation across small and large departments in Gauteng Province. This has led political executives to use the systems for implementing, monitoring and evaluating of policies in Gauteng Province. The evaluation and monitoring proved that the intervention of policy implementation was highly successful when providing services to different institutions. This revelation shed light on an insensitive approach to conducting business. It underscores the importance of maintaining prolonged engagement with stakeholders when enacting policies (Linneberg and Korsgaard, 2019: 260).

iii. Challenges in policy negotiation and implementing policies

The difficulties in Negotiating policy mistakes and the challenges of preparing submissions for decision-makers, especially when they are not directly connected to the policy present significant challenges. The relevancy of policy implementation in the context of the political executives' effectiveness conflict cannot be overemphasised. The nature of the conflict and its dynamics have left many political executives needing support to build capacity to implement policies (Molobela, 2019: 1). The lack of planning has focused on our organisation, the communities, and how to reduce tensions, as well as seeking to work together for the common good of the communities. The participants identified an unnecessary change in political executives implementing policies effectively, which prolonged inefficiency in Gauteng Province. It was difficult for the political executives to openly participate in policy implementation due to their

internalised fear of allocation of resources. As noted by Wisniewski *et al.* (2020: 84), political executives who go through different experiences, usually suffer dramatic psychosocial changes in their behaviour, which may include a loss of trust. It was against effective policy implementation in Gauteng Province due to a protracted and intractable conflict of interest with no end in different departments (Grabner and Ghorbani, 2019).

5.4 THEMES FROM QUALITATIVE DATA ANALYSIS

Of the twelve participants, only four were interviewed, and yet they are working on the effectiveness' of policy implementation in Gauteng Province. While the term policy implementation has become popular with political executives, it is also ostensible for the political executives to retain them in different departments (Seepe and Heller 2019: 3). Therefore, it is important that the lines of communication between the political executives be developed in an effective way to implement the policies at different institutions. These themes were highlighted as important and valuable, as was how effective policy implementation in Gauteng Province was conducted by the political executives.

5.4.1 Theme 1: Policy interview and implementation assessment

The theme scrutinises how political executives provide guidance and feedback when implementing policies in Gauteng Province. This is an important theme; it plays a key role in policy implementation, as explained in the two sub-themes below:

i. Introduction and acknowledgement

Generally, the responses given by the participants demonstrated that the intervention had a positive impact on policy implementation in Gauteng Province (Atelhe and Adah, 2018). It is an effective way of expressing gratitude for the interview opportunity and acknowledging the scheduling and preparation efforts. Given the complex dynamics in policy implementation, it was important to interview the participants and assess a range of skills to fulfil the demanding tasks that are associated with effectiveness. The political executives had different skills that were more relevant to encouraging critical thinking and improving communication when implementing policies. Policy interviews and implementation assessments are important for any organisation. Molobela (2019:

1) underlined the importance of policy implementation in Gauteng Province in the post-apartheid era and the development of the communities in Gauteng Province.

ii. Candidate's topic of expertise

The research topic is "Exploring the effectiveness of policy implementation at Gauteng Provincial Government". Signe (2018) highlighted the importance of an ethical approach to policy implementation, and part of this included consistency and accountability from the political executives. This had led to policy implementation being determined based on political loyalty, regardless of the shortcomings of the political executives (Obona, 2016). The monitoring and evaluation of the policies are centred on issues of leaving political executives to implement policies in Gauteng Province. The efforts of many political executives have largely been focused on problem-solving rather than policy implementation in Gauteng Province. While their efforts have been raising awareness about promoting political stability, they surely have not done enough to implement the policies effectively (Okechukwu, 2019: 10).

iii. Candidates current position and responsibilities

The researcher gathered information about the roles and responsibilities of political executives in government. The political executives were localised, and contextual facts were gathered to enhance effectiveness when implementing the policies in different departments. Part of policy implementation helped participants develop listening, communication and technical skills to enhance the effectiveness of political executives. In most cases, it was supported by the political handshake, no matter how effectively or ineffectively the political executive implemented the policies. This created a vacuum when implementing the policies to improve the people's lives in Gauteng Province (Molobela, 2019: 4).

iv. Policy objectives and implementation process

Political executives from various departments inquired about the policy objectives and the implementation process. Kabonga (2018: 10) emphasised the necessity of enhancing the capabilities of the impacted political executives, ensuring their content aligns with the existential realities of policy execution. The formation of structures is embroiled in political domination and has emerged as a serious political force with

issues labelled as reversing the gains of policy implementation (Ahmed and Dantata, 2019).

V. Communication and stakeholder engagement

Communication and stakeholder engagement are supported by political executives and their involvement in different departments. The knowledgeable and skilled political executives contributed to efficiency when implementing policies in different departments (Cloete *et al.* 2018: 151). The participants unanimously agreed that Gauteng Province had largely neglected policy implementation. The departments have experienced a lack of communication, transparency and, eventually, accountability to implement policies. Grabner and Ghorbani (2019) note that some political executives have never viewed policy implementation as effective, but rather as a threat, which has led to frustration and failure. The policy implementation has created some misconceptions and abuses of power, with efforts aimed at promoting effectiveness while ignoring the communities' needs (Cloete *et al.* 2018: 144).

vi. Policy analysis and department composition

The policy analysis revealed the presence of a policy analysis unit, the department's structure and budget-related in relation to policy implementation. There was a need to address this to build trust with the communities as well as other spheres of government, such as the national and local spheres. This reflects a province with policy implementation experience over a prolonged period because some political executives engage in delivering the services to communities. The political executives are appointed by the ruling party in Gauteng Province, which meant that the less experienced were transferred to other departments (Okechukwu, 2019: 11).

5.4.2 Theme 2. The key factors influencing policy implementation

This theme scrutinises the aspects of mentorship, guidance and feedback. This is an important theme, as both are inter-related and play a key role in the development of mentees. The key factors in policy development and evaluation perspectives identify the key factors explained in detail below.

i. Change of political executives

The process of change has led to the change of political executives who provide leadership in change initiatives and the involvement of various stakeholders. A key issue relating to policy implementation was that political executives' intentions promoted effectiveness. Most of the department's sudden change of political executives was expected to lead to policy implementation in Gauteng Province (Ahmed and Dantata, 2019). This has led to a halt in the effectiveness of implementing policies in different departments. The change of political executives has not been significant to implementing the policies regardless of the help from experts (Grabner and Ghorbani, 2019). Okechukwu (2019: 10) state that the delays in implementing policies are not just a problem in Gauteng Province; they are a national problem. Therefore, it was unsurprising that different policies have been formulated and adopted, yet the political executives have been unable to implement them. The attempts made were closely associated with political executives' efforts to contribute to the development of Gauteng Province, which is affected by service delivery backlogs (Oluwalola *et al.* 2022).

ii. Change of policies

The changes in policies have been affecting the implementation of policies in different departments in Gauteng Province. There was no consultation on how the policies were changed. Political executives were guided on how to implement the new policies. This led to ineffective policy implementation, which made it difficult to address the political executives (Candido and Santos, 2019: 12). There was a need to promote consistency to build trust with the communities as well as other spheres of government, such as national and local spheres, regardless of changes in policies. Some political executives make compromises when implementing policies to avoid conflicts of interest in different departments (Ndalamba, 2018: 69). Most of the time, political executives compromise on using policy implementation values, which leads to the successful implementation of policies to achieve their goals.

5.4.3 Theme 3. Challenges and complexity in policy implementation within the context of political dynamics

This theme scrutinises the aspect of policy implementation, particularly in Gauteng Province. It is an important theme because it plays a key role in identifying the challenges facing political executives in detail.

i. The impact of elections on policy development.

The absence of a consistent and continuous approach to policy development and review, which prevents neglect following management changes is a concern. Policy implementation is subject to time constraints due to the terms of office of the political executives (Signe, 2018). The departments should help the affected communities deal with their challenges as political executives. Grabner and Ghorbani (2019) underscored the importance of understanding conflict dynamics as well as having the relevant skills to respond appropriately to policy implementation. They emphasise the complexity of government dynamics, particularly when compared to the private sector which has various levels of decision-making and influences. This has resulted in difficulties negotiating policy mistakes and the challenges of preparing submissions for decision-makers, especially when they are not directly involved in the policy. Therefore, equipping the political executives with critical skills to implement policies is of great value to Gauteng Province (Hoeyi and Makgari, 2021). This highlighted the contradictions between what is agreed upon for policy implementation and the narrative perpetuated by politicians, causing confusion in different departments.

ii. Challenges arising from political changes.

The relevancy of policy implementation in the context of the political executives' effectiveness conflict cannot be overemphasised at different institutions. The challenges occur within the context of political dynamics, particularly in Gauteng Province, to implement policies at different institutions. There were serious political differences within the ruling party; the new political executives failed to adjust to Gauteng Province; they could simply not work together for the benefit of the communities (Linde and Peters, 2020: 300). This highlights the challenges of achieving effective policy implementation within the limited time frame of political

cycles. As noted by Grabner and Ghorbani (2019), policy implementation requires political executives to help each other move out of the cycle of inefficiency and ineffectiveness and recover from the backlog of experiences suffered by their predecessors. This influences the use of invisible hands at Gauteng provincial government appointments, creating complexities and potential conflicts of interest when implementing policies.

iii. Tensions between political executives and administrators.

The participants identified unnecessary changes in political executives' implementing policies effectively—this prolonged inefficiency in Gauteng Province. The inability of some political executives to allocate human and financial resources indicated that policy implementation has experienced the highest incidences of political influence in Gauteng Province (Okechukwu, 2019: 08). The policy implementation highlighted a lack of knowledge and skills to institute systemic ways to provide coherent theories of change to achieve the goals. The political fractionalisation can lead to changes in policies depending on which faction is in power. The tensions amongst political executives have the unintended consequences of policies initiated to gain political support before elections, including the diversion of resources. This is not far-fetched in the context of policy implementation; South Africa has a history of having several service delivery protests in different provinces.

iv. Issues with the electoral system.

There is a deficiency in policy reviews to update the procedural manual for policy confirmation and assess the implementation. Advocating for post-election periods is potentially more conducive to effective policy implementation due to reduced pressure to impress voters. The recently held electoral elections for Gauteng Provincial Government have led the political executives to still struggle to implement policies using the financial challenges and lack of clear objectives to do so. The problem of rerouting resources, particularly tangible goods like food parcels, to political campaigns rather than their intended beneficiaries is a pressing concern. As a result, politicians are becoming impatient with policies that require more than a five-year term for meaningful results. It is no doubt that the neglect of policy implementation in some departments has affected the political executives' ability to promote consistency

(Signe, 2017). This leaves the political executives with the onerous task of filling in the big gap to implement the policies in Gauteng Province.

V. The lack of accountability in policy implementation.

It was difficult for the political executives to openly participate in policy implementation due to their internalised fear of resource allocation. Munzhedzi (2018: 30) lamented that the lack of capacity to implement policies has remained a fact, which has led to a lack of accountability in Gauteng Province. The delays in implementing policies tend to have a propensity for lack of motivation, which is a cause for concern. If delays experienced by political executives are not addressed, then the Gauteng Province is in danger of having service delivery protests. The Gauteng Province's narratives were influenced by complex ideological and welfare considerations when implementing policies as opposed to the allocation of resources. The policy implementation initiatives remained largely disjointed and failed to build the inherent synergies to provide mutual support to improve cooperative governance.

5.4.4 Theme 4: Effects of policy implementation

i. Ineffective policy implementation

Molobela (2019: 3) states that ineffective policy implementation weakens an institution's ability to deliver services. Ineffective policy implementation must be addressed very quickly to help the political executives regain strength to promote efficiency in Gauteng Province. Otherwise, fault lines may widen and increase ineffective policy implementation, which may be the breeding ground for service delivery protests (Ahmed and Dantata, 2019). However, the policy instability rapidly changed the policy implementation, which led the political executives to throw overboard the plans of their predecessors to achieve their goals. This affected policy implementation because it contributed to erratic decisions taken to implement policies, yet there were dysfunctions in different institutions. As a result, it triggered confrontations in some communities while some political executives lost the focus to effectively implement policies (Okechukwu, 2019: 10).

5.4.5 Theme 5: The steps to ensure that effective policy efforts are initiated in Gauteng Province

The steps express gratitude for the efforts initiated by the political executives to implement policies that provide opportunity and reduce backlogs. The issue of fear, which featured prominently among the political executives provides a powerful justification. This forms part of the capacity enhancement exercise to introduce the participants to service provision.

i. Managing the deploying of political executive's

The deployment is needed in different institutions, but it is difficult for the political executives to implement policies in different institutions. This helps various political executives in assessing and implementing policies and restrictions (Cloete *et al.* 2018: 144). Kirby (2018) states that the implementation of policies led to centralisation of information to execute strategies to deliver services. Political executives designed effective interventions intended to implement policies in different institutions in Gauteng Province (Van der Waldt, 2019: 194).

ii. Increasing social life

The social life in Gauteng Province has been experiencing a change and the political executives are struggling to effectively implement policies. This has affected the allocation of the funds to ensure effective implementation efforts and the involvement of various entities. Viennet and Pont (2017: 8) and Cloete *et al.* (2019: 44) suggested that if the political executives' relationships were effectively managed, then attention is paid to policy implementation in different institutions. As pointed out senior political executives do not last long in different departments implementing policies in Gauteng Province. The political executives increased the social life to manage effectiveness of policy implementation in different departments in Gauteng Province. This revealed that policy implementation was conducted in a formal way by political executives.

iii. Economical

The economics of the country support the implementation of policies in different departments in Gauteng Province to meet the community's expectations. This

provided a level of accuracy in policy implementation enabling different political executives to access services from different departments. The availability of economic knowledge and skills has resulted in meeting the expectations that were beyond the political executives' capabilities. This led to the identification of specific areas to implement policies in different areas throughout South Africa as well as different parts of the world. The political executives were currently using policy implementation strategies to respond to queries about promoting efficiency and effectiveness in different institutions.

iv. Incorporating the long-serving political executives

The long-serving political executives in Gauteng Province are regarded as a threat to the implementation of policies by the newly appointed political executives. This delays the implementation of the policies because of ineffective communication that takes place at different institutions. The MECs and DGs update the implementation of policies to promote effectiveness in Gauteng Province. These political executives are professionals, who were not given the opportunity to share their knowledge and skills when policies are implemented in different departments. This increased the perceptions of political executives when implementing policies in different departments.

v. Political executives exercise control

The expression "cut the red tape" generally refers to a reduction of bureaucratic obstacles to implementing policies. The removal of red tape in policy implementation may improve administrative performance and sustain behavioural issues in Gauteng Province. This may contribute to the use of rules to improve the quality of policy implementation and facilitate access to information in different institutions. The policies implemented by political executives set up at national, provincial and local levels, with the availability of skills and resources, impact communities.

vi. Improved accountability

The political executives must improve accountability to continue implementing the policies in Gauteng Province, regardless of the changes in different institutions. The implementation of policies led to the centralising information, which in turn affected the

accountability of different departments to deliver services. The effective intervention was intended to synchronise implementation of policies by political executives across different institutions in Gauteng Province (Van der Waldt, 2019: 194). Therefore, the responses are supported by Magagula (2019: 93), and some political executives are expected to choose different tactics to reduce challenges directed at the policy implementation situation. This led the political executives to agree that there was a lack of knowledge and skills to implement policies.

5.5 COMPARING THE THEMES FROM QUANTITATIVE AND QUALITATIVE DATA ANALYSIS

The themes are part of the results; they clearly depend on the nature of the questions asked in the questionnaires and semi-structured interviews, given a particular set of questions. While results may not be contentious, the discussion of the results was conducted in line with the themes of this study. This study compares the themes from the quantitative and qualitative data analyses indicated in detail in Table 5.30.

Table 5. 30

Quantitative themes	Qualitative themes
Allocation of resources to institutions	The key factors influencing policy implementation
	Policy interview and implementation assessment
The standards of fairness	Challenges and complexity in policy implementation within the context of political dynamics.
	The effects of policy implementation in the Gauteng Province
	The steps to ensure that effective policy efforts are initiated in Gauteng Province

5.6 SUMMARY OF THE THEMES

Both the quantitative and qualitative data presented themes examine the aspects of effective policy implementation in Gauteng Province and provide guidance and timely feedback to the political executives. It is important to identify the themes because it strengthens the relationship amongst the political executives, which is crucial for

building trust and consistency when implementing the policies. While some of the participants preferred to make their own decisions regarding policy implementation, others felt that the political executives were quickly replaced without completing their mandate. This caused some of the political executives to use their experience to make decisions and reduce backlogs. Many felt that the political executives must be limited by legislation to change policies before they are familiar with the shortcomings of their predecessors engaged in implementing policies.

5.7 LIMITATIONS OF THE STUDY

The limitations of the study are the combination of elements that cannot be adequately measured when analysing, inferring and simplifying the data. Both qualitative and quantitative were collected from Gauteng Provincial Government. Gauteng Province is one of nine South African provinces. The research study was not extended to other provinces. The decision to focus on Gauteng Province was based on practical considerations by the researcher. Due to financial constraints, human and information resources were limited to the Gauteng Province. The limitations will not have a negative impact on the findings, recommendations and conclusions of this study. However, the findings, recommendations and conclusions of this study cannot be universal to all other provinces in South Africa. According to Walliman (2011: 43), for the study to be carried out successfully, the jurisdiction or location of the study needs to be clearly specified.

5.8. CONCLUSION

This chapter provided an analysis of the data collected for this study. The data presented by the researcher in line with the questionnaires was carefully analysed and outlined using graphs to provide interpretation. The data were presented as indicated in the interview guide, which was carefully structured by the researcher to analyse the data from the participants. The data analysis indicated the conclusions that were drawn from the data collected for this study. The testing of objectives was confirmed, and the results of data analysis were presented in the form of bar charts and tables. The next chapter explains the findings of this study.

CHAPTER 6 DISCUSSION OF RESULTS AND FINDINGS

6.1 INTRODUCTION

This chapter presents an analysis of the emerging issues identified in Chapter 5. The primary objective of this study was to assess the effectiveness of policy implementation in Gauteng Province and to explore potential solutions to the challenges identified, with the support of political executives. The data analysis is organized into three sections: Sections A and B utilize the Likert scale and ranking method, respectively, gathering responses from questionnaires that enabled the researcher to apply SPSS for theme identification (Hessen, Bright, and Zucker, 2019: 3069). Once the participants' responses were collected, the researcher analyzed them to determine instances of both effectiveness and ineffectiveness. A total of 36 participants were selected using stratified sampling, but only 27 completed the questionnaires. The nine who did not participate were unavailable for inclusion in the study. Section C focuses on interview data, where only four out of 12 participants contributed. The researcher employed NVIVO to extract themes from these interviews. Prior to data collection, the content and methodology were discussed with participants, who consented to all aspects related to the effectiveness of policy implementation in the Gauteng Province intervention program. Consequently, the themes explored in this chapter stem from insights derived from the data analysis, aimed at enhancing the interpersonal and organizational skills of political executives essential for effective policy implementation in Gauteng Province. The chapter also highlights the lack of consensus on the conceptualization of terms related to policy implementation, its processes, evolution, and the role of political executives, thereby emphasizing trends within Gauteng Province. As detailed in Chapter 6, this chapter presents the findings of the study based on the themes identified in Chapter 5.

6.2 POLICY IMPLEMENTATION

Political executives within the Gauteng Provincial Government have recognized policy implementation as a crucial concern. According to Okechukwu (2019: 10), policy implementation refers to the actions taken by political executives to enhance service delivery effectiveness. It encompasses a range of activities carried out by these leaders across various levels of government—national, provincial, and local—to meet established goals and objectives. Essentially, policy implementation involves the

translation of these objectives into actionable steps aimed at achieving positive outcomes. It is also viewed as a practice that fosters interest in alleviating tensions within different communities (Chisango and Lesame, 2017).

6.3 THE OBJECTIVES OF THE STUDY

This study sought to following objectives to achieve its aim:

1. To examine the institutional and political factors that influence the capacity of political executives to implement public policies in Gauteng Province.
2. To analyse the barriers to effective service delivery in Gauteng, focusing on political turnover, interdepartmental coordination, and resource allocation.
3. To assess the role of public participation and intergovernmental relations in shaping policy implementation outcomes in Gauteng.
4. To explore how political executives prioritise and integrate community needs into service delivery frameworks.
5. To critically evaluate the readiness of provincial institutions to adapt to dynamic policy environments and public service demands.
6. To contribute to the development of a context-sensitive framework for strengthening policy implementation in provincial governments.

6.4 LINKING THE OBJECTIVES TO DATA ANALYSIS

6.4.1 Objective 1

To examine the institutional and political factors that influence the capacity of political executives to implement public policies in Gauteng Province. The identification of themes led the researcher to use SPSS to identify the findings for objective number one presented in Section A, 5 of this study. As a result, policy implementation has become part of the fabric of the Gauteng Province, necessitating the need to promote effectiveness (Chisango and Lesame, 2017). When implementing the institution's policies, political executives worked with other departments, which failed to cooperate on matters of concern. Smith (2004: 10) found out that there is "a strategic deficit" in policy implementation because there is no connection between the political executives' level strategies. Consequently, the implementation of policy was conducted in a parallel manner using provincial initiatives because it overlooked the

legal frameworks. The data collected from the participants provided an in-depth reflection of action research studies to understand the changes in policies, regulations and political executives that influence policies (Rothstein and Sorak, 2017: 11).

Ahmed and Dantata (2019) argued that the best way to promote consistency in policy implementation was to avoid changing political executives in different departments. From the policy implementation process perspective, this was very problematic because the political executives presumed that there was effectiveness in Gauteng Province (Ebrahim and Masiangoako, 2019). As a result, some political executives had overly ambitious policy implementation goals in the different institutions. This led them to over-indulge in ambitious policies without having a proper support base or legitimacy for implementing them.

6.4.2 Objective 2

To analyse the barriers to effective service delivery in Gauteng, focusing on political turnover, interdepartmental coordination, and resource allocation. The findings from this objective were presented in Chapters 3 and 5 in Sections A and C. The political executives' roles were constitutionally created with emphasis on providing the legal framework for implementing policies in various departments, which was difficult to achieve. While there was a potential need for political executives to implement policies, although most of them are appointed by the ruling party, the African National Congress (ANC) (Gleisner, *et al.*, 2021). The political executives' roles in implement policies at the Gauteng Provincial Government were essential; however, they lacked focus and led to inferiority in different departments. This was overlooked by some political executives engaged in undermining others when implementing policies in Gauteng Province. The constitutional amendments and changes in policies implemented in different departments challenged the roles of the political executives. (Linde and Peters, 2020). This constitutional perspective is overlooked when implementing policies; political executives do not have the power to maintain their roles. As a result, the influence on decision-making is affected by the ineffective implementation of policies in Gauteng Province to deliver services (Hoeyi and Makgari, 2021). Some communities found it difficult to trust political executives before they attempted to implement the policies endorsed by the ruling party. The misinformation from some political executives about the policy implementation

backlogs eventually caused dissatisfaction in different departments. This has led political executives to experience shortcomings when selecting strategies to implement policies to achieve Gauteng Province's goals (Cloete *et al.* 2018: 151).

6.4.3 Objective 3

To assess the role of public participation and intergovernmental relations in shaping policy implementation outcomes in Gauteng. The findings for this objective were presented in Chapters 2, 3 and 5, Sections A, B and C. The implementation of policies in Gauteng Province was regarded as largely ceremonial, with political executives not being accountable for allocating limited resources. The lack of prioritising policy implementation has led political executives to concede the failure to allocate resources (Hoeyi and Makgari, 2021). They have been unable to prioritise effective policy implementation to map their activities when implementing the policies in Gauteng Province. This has often caused the local communities to engage in service delivery protests, which ineffectively introduce interventions that are used to implement policies in Gauteng Province. The newly appointed political executives were encouraged to creatively think about how they integrate the implementation of policies with limited resources (Hoeyi and Makgari, 2021). While the Gauteng Provincial Government has managed to appoint different political executives, this has resulted in limited coordination when implementing the policies. However, the appointment of various political executives has exacerbated the gap in policy implementation, leaving various issues unresolved in Gauteng Province.

6.4.4 Objective 4

To explore how political executives prioritise and integrate community needs into service delivery frameworks. The findings for this objective were presented in Chapters 2, 3 and 5, Sections B and C. The political executives have been overwhelmed with the task of devising strategies independently, without consulting each other to effectively implement policies in Gauteng Province. On reflection, the political executives felt that the clashes among themselves caused ineffective communication (Hoeyi and Makgari, 2021). Therefore, the inability to implement policies ignited service delivery protests, which makes it difficult for communities to participate in decision making in Gauteng Province. This presented a challenge to the

political executives to effectively implement the policies in Gauteng Province due to the lack of trust in different departments (Ebrahim and Masiangoako, 2019).

6.4.5 Objective 5

To critically evaluate the readiness of provincial institutions to adapt to dynamic policy environments and public service demands. The political executives were unable to publicly acknowledge the ineffective use of strategies because of different opinions from different participants. This has led political executives to become caught up in a vicious cycle of political polarisation and align themselves with ineffective policy implementation at the expense of others (Cloete et al. 2018: 204). As a result, the political executives' efforts were undermined by the allocation of limited resources, thus causing service delivery protests in Gauteng Province. Kabonga (2018: 8) highlighted the importance of policy implementation, determining adequacy of structures. The newly appointed political executives were either effective or disorganised when implementing the policies in different departments in Gauteng Province. Some political executives appointed by the ruling ANC do not understand their roles in implementing policies in Gauteng Province; they quickly lose focus and introduce different measures. Participants acknowledged that they had never attempted to bring on board the communities in planning the implementation of policies, a practice not linked to the work of the commissions.

6.4.6 Objective 6

To contribute to the development of a context-sensitive framework for strengthening policy implementation in provincial governments. To recommend possible methods for policy implementation within the Gauteng government. The findings of this objective are highlighted in Chapter 5, Section C, using the NVIVO software. They are presented broadly in Chapter 7 and the participants indicated that in some cases, the political executives formed their own groups to implement policies as a way of defending themselves. However, they noted that these groups were always quick to collect information without sharing it, regarding policy implementation. As a result, some political executives who were unable to implement policies were rotated due to lack of knowledge and skills to the newly formed groups to implement policies. Long-serving political executives do not last in different departments; they are

replaced by the ruling African National Congress (ANC) to fill in the gaps rather than implement policies (Andrews, 2018). In other words, they did not have the organisational capacity to promote effective policy implementation in Gauteng Province which was a serious cause for concern because the political executives feel undermined and unappreciated when implementing policies. This suggested that 'at the core of policy implementation in the context, the political executives had the responsibility to act and make better informed priorities. Thus, a thorough understanding of the political executives' context was not only a necessity but a functional consideration when implementing policies.

6.5 THE QUANTITATIVE DATA ANALYSIS

Quantitative data analysis is a systematic way of analysing the data collected from the participants that is measurable and verifiable (Linneberg and Korsgaard, 2019: 259). This involved a statistical mechanism of analysing quantitative data to identify findings when implementing policies in different departments. A quantitative data analysis was carried out using SPSS, which was equipped with the techniques of providing insight into policy implementation with the assistance of computers. Quantitative data analysis provides a phenomenon that mostly entails the effective implementation of policies at different institutions. This helped to systematically identify the processes, techniques and findings that lead to conclusions quantified using the Cronobash. The ratio scales use balanced intervals to measure the responses based on well-defined answers. Furthermore, the researchers quantify the participants' responses in an organised way through the use of graphs and highlighting frequency distribution. The frequency of average points was recorded to ensure its regularity (Linneberg and Korsgaard, 2019: 265). In this way, the researcher was able to analyse the data.

6.6 THE FINDINGS FROM QUANTITATIVE DATA ANALYSIS

This chapter presents a discussion of the research findings regarding the effectiveness of political executives implementing the policies and the challenges in Gauteng Province. The purpose of conducting interviews is to produce findings to analyse and transform the data into findings. This chapter prepares the recommendations and avenues for further research in Gauteng Province. In addition, it provides new insights into the effectiveness of policy implementation and the challenges facing political executives. The qualitative data analysis identified the themes that led to the findings

in relation to policy implementation in Gauteng Province. It contributed to the increasing effectiveness of providing knowledge and skills to implement the policies in Gauteng Province (Linneberg and Korsgaard, 2019: 270). This was not surprising, given the implications of the political executives to implement policies at different institutions in Gauteng Province, as indicated in detail below.

6.6.1 Insufficient allocation of resources

Therefore, political executives understand the neglect of political executives in practice setting.

i. Ineffective resource allocation

The ineffective allocation of resources has affected the setting up of clear and consistent objectives to implement policies at different institutions (Moore and Himonga, 2019: 6). Accessibility to policy implementation has seen a steady decline in the quality of political executives, some lacking the requisite ability or motivation to drive productivity, often due to inadequate measures in place. Lack of resources, inadequate skills or training and slow response times from political executives delayed the training regarding the implementation of policies (Grabner and Ghorbani, 2019: 8). This impacted the use of resources to develop knowledge and skills to implement policies. As a result, Munzhedzi (2018: 40) states that the allocation of resources led to the creation of gaps in policy implementation in Gauteng Province. This created a tendency among political executives not to “equate the financial and human resources with an intention to implement policies and identify the outcomes” (Grigoropoulos, 2019: 175). This gives prominence to incoming political executives to wait for the implemented policies to expire and change them (Van der Waldt, 2019: 194). It is important to recognise that the dynamics of policy implementation differ when allocating resources to the political executives in different departments. This highlights the inefficiency that disconnected political executives from the policies and thus led to difficulties in policy implementation at different institutions (Hoeyi and Makgari, 2021).

ii. Ineffective executions of strategies

The execution of strategies that provide ineffective instructional leadership precipitated the shift in policy implementation at different institutions in Gauteng

Province (Hessen *et al.* 2019: 3070). The execution of strategies undermined the development of new skills and competencies when implementing the policies. The failure of political executives to compromise when executing strategies often encourages them to run parallel programmes to implement policies (Magagula 2019: 93). Ineffective implementation of the policies in different departments led to the failure to update the appropriate model for the execution of strategies in Gauteng Province (Munzhedzi, 2018: 36). This reflected the inefficacy of the structures that failed to implement the policies, resulting in insubordination and negligence in Gauteng Province (Magagula, 2019). The political executives were unable to effectively communicate the execution of strategies when implementing policies at different institutions developed to facilitate policy implementation (Mosehlana and Sebola, 2020: 5). This led to the ineffective flow of information regarding the implementation of policies, which quickened the change of political executives in Gauteng Province.

iii. Lack of delegation of authority

The inability to delegate authority to implement policies in Gauteng Province has led to an increase in authoritarian rule. This phenomenon has led to the ineffective handover of policy implementation; some political executives just leave their roles without delegating their authority to their successors (Van der Walldt, 2019: 194). This led to diminished guidance among the political executives implementing the policies in different departments. As a result, trust declined, largely due to the fault of political executives, who are unable to delegate their authority to implement policies in Gauteng Province. Noting that, apart from perceived policy implementation inadequacies, there were existing gaps in the provision and availability of information for political executives in Gauteng Province (Dunn, 2018: 12). The deteriorating political executive's effort to implement the policies is compounded by the structures struggling to manage the information in different departments in Gauteng Province (Grabner and Ghorbani, 2019). This led to the political executives being exposed to nepotism and favouritism, which delayed the implementation of policies.

iv. The ineffective use of legislative framework

The ineffective use of legislative frameworks decreased the commitment of political executives to implement policies at different institutions (Hessen *et al.* 2019: 3070).

This led to increased gaps in implementing policies, thus creating unfavourable conditions for political executives. Anyebe (2018: 6) states that it is important to reject gender indifferences when implementing policies in different departments and run the risk of losing expertise from the women who are knowledgeable. Lack of proper consultation when implementing policies, including the changes among the departmental heads in Gauteng Province, aligns with the participants' responses (Roberts, 2020: 6). In addition, the strict regulations imposed by political executives in Gauteng Province led to the overlapping of the statutory provisions in different institutions (Viennet and Pont, 2017). This indicates that the legislative framework affects consistency when implementing policies at different institutions.

v. Inconsistence monitoring and evaluation of policies

The misallocation of resources to different institutions has resulted in ineffective implementation of policies, affecting the monitoring and evaluation. Mosehlana and Sebola (2020), supported by Magagula (2019), agreed that the monitoring and evaluation are accompanied by a lack of policy development skills among the political executives. Some political executives were underqualified to effectively implement the policies, which led to some qualified political executives being misplaced in different positions. In addition, an emergent interaction in the implementation of policies that did not align with their strengths led to insubordination and negligence in Gauteng Province (Magagula, 2019). The inconsistent time frame for effective policy implementation led to the unintended consequences of election-driven policies at driven departments. This has led to issues with long-term policies and political reluctance to implement the policies at different institutions to reduce the discrepancies in policy narratives (Hoeyi and Makgari, 2021).

vi. Lack of policy negotiation in implementing policies

The absence of policy negotiations during the implementation process has resulted in a lack of empathy from other political executives. This led to a display of hostility towards the implementation of policies in different departments in Gauteng Province (Van der Waldt, 2019: 194). Different departments institutionalised the implementation of policies, allowing political executives to formulate options. Wisnniowski, Sakshaung Andres and Ruiz (2020: 80) argued that it was a process of questioning the means

and ends of the problem of policy implementation during negotiations. This included centralising political executives' support in improving the corporate image and decentralising it to achieve the objectives. Therefore, policy implementation was centralised in the different departments to guide the political executives. The responses from Okechukwu (2019: 14) confirmed that the lack of effective negotiations when implementing policies made it difficult to achieve the goals of the institutions. It provided the parameters for unlocking the challenges and difficult scenarios when implementing the policies (Anyebe, 2018: 10). This reduced inefficiencies by political executives when implementing policies in different departments.

In summary, the questions asked during the interviews clarify the contributions of political executives towards the effective implementation of policies in Gauteng Province. The findings identified above are individually discussed, therefore, the level of effectiveness in achieving the desired results hinges on the unique circumstances of policy implementation (Ahmed and Dantata, 2019).

6.7 QUALITATIVE DATA ANALYSIS

Qualitative analysis is used to collect and analyse non-numerical data such as text, images and observations in research studies (Mohajan, 2018: 23). This mainly focuses on providing the successful execution of policies in Gauteng Province, which informed the findings of this study. It allowed the researcher to explore issues from the perspective of political executives when implementing policies. This led to a deeper understanding of the complexities and nuances of policy implementation in Gauteng Province (Linneberg and Korsgaard, 2019: 260).

6.7.1 Findings from qualitative data analysis

This chapter discussed findings from the quantitative data analysis in relation to implementation of policies. The key findings that emerged from the interviews were identified using the NVIVO software and are discussed in detail below.

i. The ineffective development of the framework to implement the policies

The use of different frameworks was either supported by the ideals of the provincial constitution or not during policy implementation in Gauteng Province. Political

executives were inadequately trained on the legislative framework, leading to significant gaps in policy implementation across various departments (Munzhedzi, 2018: 40). The ineffective application of legislative framework during policy implementation across various departments has led to communication gaps and eventually shrinking of responsibilities. Consequently, political executives failed follow the appropriate legislative framework and theories when implementing policies across different departments in Gauteng Province (Hoeyi and Makgari, 2021). The excessive use of unnecessary rules and regulations affected the political executives' ability to implement the policies in Gauteng Province. As a result, the lack of compliance in enforcing the rules and regulations leads to poor planning when implementing policies because of the informal adoption of strategies (Dialoke, *et al.* 2017). The use of different legislative frameworks resulted in ineffective diversion of resources, which led to the use of different mechanisms when implementing policies.

ii. The changes of policies

The amendments in policy across different departments added pressure on political executives to have groups instead of relying solely on a Policy Advisory Committee for policy implementation (Magagula, 2019). Many policy implementation programmes are poorly conceived; they demonstrate unclear objectives and theories of change about how political executives contribute to accountability (Hodgson, 2018). This has led to a decrease in commitment to implement policies at different institutions, resulting in the unauthorised access of political executives in Gauteng Province. Barriers in communication among political executives impacted the implementation of policies. This has led to the ignorance of some political executives implementing policies in different departments in Gauteng Province (Moore and Himonga, 2019: 4).

iii. Lack of proper consultation

The lack of consultation among political executives has led to poor mapping when implementing intervention policies in Gauteng Province. This exercise is cumbersome; it often excludes important political executives from participating in policy interventions (Moore and Himonga, 2019: 4). Political executives find it difficult to work effectively and in collaboration with the local authorities in a polarised political environment. The lack of proper consultation by some political executives to implement policies was

important as it helped to put the issues into perspective (Kabonga, 2019). The lack of participation caused by the political executives' intentions automatically leads to red tape when implementing the policies in Gauteng Province. This reflects on their being sensitive enough to the tensions that exist between them and the political executives (FitzGerald, O'Malley and O'Broin, 2019). Some political executives were quick to acknowledge the lack of a thorough approach to implementing policies. For example, some political executives introduce the initiatives without properly integrating the strategies in different departments (Hodgson, 2018).

iv. Change of political executives

An unforeseen shift in political leadership in Gauteng Province is disrupting the consistency of political implementation. As noted by Mosehlana and Sebola (2020: 14), the lack of support from colleagues in different institutions displayed hostility towards the implementation of policies in Gauteng Province. This has led to a gradual decline in the quality of political executives appointed to implement policies, which undermines the execution of strategies. The change in political executives' complexity arose partly from maladministration and abuse of power in implementing policies by the political executives in Gauteng Province (Rieger, 2015: 78). Some political executives were underqualified to effectively implement the policies, and this led to the misplacing of the roles in different positions in Gauteng Province. This identified the gaps in implementing policies, which created unfavourable conditions for the political executives to allocate resources in Gauteng Province (Agbazuere, 2020). The Gauteng Provincial Government's recent change in political executives has create undue misunderstandings and eventually tensions, which have subsequently affected the implementation of policies. This has caused political executives in Gauteng Province to delay the execution of their strategies.

v. Inadequately allocate the resources to implement policies

The misallocation of resources to different institutions contributes to the lack of empathy when implementing the policies (Hoeyi and Makgari, 2021). This led the political executives to divert resources intended for policy implementation to impress voters, impacting the effectiveness of policies. As a result of the inadequate procedures for policy implementation, political executives were unable to manage organisational memory, which resulted in a shift in leadership (Moore and Himonga,

2019: 4). This has led political executives to inadequately allocate resources to implement policies that undermine the use of appropriate procedures. As a result, a lack of shared understanding of the policy implementation problems encountered by the political executives exists in Gauteng Province (Hoeyi and Makgari, 2021). Minimal information on how to effectively implement the policies was provided to the political executives in Gauteng Province. This has led to ineffective policy management and inefficient decisions to implement the policies in Gauteng Province (Ahmed and Dantata, 2019).

vi. Inconsistency in policy implementation

There was a tendency for politicians to prioritise projects with immediate, visible impact, potentially neglecting long-term policies that require more time for substantial results (Munzhedzi, 2018: 43). The appointment of political executives is regarded as short-term due to their term of office to implement policies in Gauteng Province. The use of strategies is developed by the leading political executives in different institutions widely approved in Gauteng Province (FitzGerald, O'Malley and O'Broin, 2019: 12). This failure to prioritise policy implementation has led to a negative impact among the political executives and participating organisations in Gauteng Province. In the political context, there was unequal allocation of resources to different departments by the political executives (Grigoropoulos, 2019: 165). The inconsistency when implementing the policies led to the insubordination and negligence of political executives in different departments. Some political executives are underqualified to be overburdened by the implementation of policies and the delivery of services in the different departments. This led to a lack of compliance in enforcing the rules and regulations, especially the strategies to effectively implement the policies needed to achieve their goals (Ibrahim and Daniel, 2019: 371).

vii. The lack of accountability mechanisms

The lack of accountability mechanisms made it challenging to hold politicians accountable for their promises or deviations from the initial policy direction after elections (Hudson, Hunter and Peckham, 2019). As a result, some political executives react when there is a need to participate in decision-making regarding the effective implementation of policies. This might be insignificant, but it might lead to service

delivery protests that may turn violent in Gauteng Province (FitzGerald *et al.* 2019: 16). A related development that is already manifesting in Gauteng Province is the unresolved issue of accountability and the perceived notion of appointing political executives (Grigoropoulosi, 2019: 171). The ineffective mechanisms for accountability have led to political executives to neglect stakeholders in implement policies in different settings (Candido and Santos, 2019: 40). As a result, the cost escalations of implementing policies increased due to the shortage of technical and management skills in Gauteng Province (Auriacombe and Van der Walt, 2021: 04). The lack of a shared understanding of the policy implementation problems led to the unresolved issue of accountability in the different departments. This has led the ruling party to issue the sanctions to the political executives who have been unable to use the bargaining tool effectively when implementing policies in different departments in Gauteng Province (FitzGerald *et al.* 2019: 18).

viii. Complexity of South African politics

Various factions within a party can influence policy decisions due to the complexity of South African politics. Changing political executives to effectively implement the policies in different departments has not addressed factionalism (Munzhedzi, 2018: 41). The lack of knowledge and skills in politics have led political executives to inaccurately perceive policy implementation success often resulting in inadequate allocation of resources. This exacerbated policy implementation problems, causing delays in policy implementation at various institutions (Ibrahim and Daniel, 2019: 369). The political executives have always been compromised because of political meddling and a lack of constitutionalism. When political executives allocate financial resources, they hardly consider the situation in which the policies are implemented (FitzGerald *et al.* 2019: 18). The political executives are usually pre-occupied with pleasing the ruling party to stay in power rather than critically reflecting on political implementation in Gauteng Province. This reflection underlined the extent to which effective policy implementation can be easily lost because of political influence from the ruling party (Van der Waldt, 2019: 194). As a result, the policy direction from the political executives is guided by ineffective intervention with limited communication.

ix. Influence of invisible hands

Linde and Peters 2020:296) refer to refer to invisible hands, individuals who lobby for appointments, which impacts decision-making and potentially influence policy direction (Linde and Peters, 2020:296). It is critical to implementation of policies but is not happening because of political executives' loyalty concerns (Van der Waldt, 2019: 194). The appointed political executives prioritise loyalty to the ruling party over the Gauteng Provincial Government when implementing policies. This dynamic has led to tension as these political executives' must balance their allegiance to the party with their duty to implement policies across various departments (Ibrahim and Daniel, 2019: 368). It is not easy to reject or abandon the invisible hand influence; it has led to polarisation and a lack of tolerance among political executives (Riskowtz, 2019: 21). The invisible hand is believed to control the budget, which is regarded as political interference that disrupts policy implementation at different institutions (Dunn, 2018: 12). The quest for sustainable policy implementation is affected by the invisible hand, which makes the complex dynamics of political parties difficult to understand. This has led to an increase in conflict of interest due to ineffective prioritisation of implementing policies in different departments (Grabner and Ghorbani, 2019: 8). The Gauteng Provincial Government did not prioritise the interests of the political executives during the implementation of its policies.

x. The lack of flow of information

The institutional theory is widely used by the political executives, but the lack of flow information undermines the implementation of policies in Gauteng Province (Ibrahim and Daniel, 2019: 370). There are existing gaps in the provision of the flow of information relating to policy implementation in Gauteng Province (FitzGerald *et al.* 2019: 18). Despite the regular workshops and awareness sessions conducted to effectively implement policies, they were not enough to allow information to flow among the political executives. This has resulted in an uneven flow of information regarding the implementation of policies to the political executives, leading to a distorted flow of strategy execution processes (Mukand and Rodrick, 2020: 769). As a result, regular workshops unveiled a lack of planning for the implementation of policies in different institutions in Gauteng Province. Consequently, the unfilled vacant political executives' positions affect the credibility of the institutions to implement

policies and deliver services (Subban and Wissink 2015: 47). Regular workshops present these challenges, which affect awareness during policy implementation. The challenges range from unexpected changes in political executives at different institutions (FitzGerald *et al.* 2019: 1).

To summarise, the questions posed during the semi-structured interviews clarify the contributions of political executives towards the effective implementation of policies in Gauteng Province. The subsequent discussion delves into the specific findings, highlighting how policy implementation directly influences the attainment of desired outcomes (Ahmed and Dantata, 2019).

6.8 COMPARING THE FINDINGS FROM QUANTITATIVE AND QUALITATIVE

Regarding qualitative and quantitative analysis of data, useful outline of the differences and similarities of the findings were identified. Therefore, the similarities are arranged in Table 6.1 below.

Table 6. 1 Comparison between the qualitative and quantitative data analysis

Findings from quantitative data analysis	Findings from qualitative data analysis
Insufficient allocation of resources	Inadequately allocate the resources to implement policies
Ineffective execution of strategies	The changes in policies
Lack of delegation of authority	Influence of invisible hands Lack of proper consultation
Ineffective use of legislative frameworks	The ineffective development of the framework to implement the policies
Inconsistence monitoring and evaluation of policies	Change of political executives
Lack of policy negotiation in implementing policies	Inconsistency in policy implementation The lack of flow of information
	The lack of accountability mechanisms
	Complexity of South African politics

6.9 THE QUANTITATIVE AND QUALITATIVE DATA ANALYSIS

The purpose of quantitative research is to attain greater knowledge and understanding of the findings of this study (Mohajan, 2018: 28). The quantitative research generated factual, reliable outcome data, which was then used to make generalisations about larger populations. This has led the qualitative research to produce rich, detailed and valid process data based on the participants' responses during the interviews (Moravcsik, 2019). The perspectives and interpretations of the data were subsequently identified and analysed by the researcher. The quantitative methods analysed the situations or events that affect the political executives' abilities to implement policies at the different institutions (Hessen, Bright and Zucker, 2019: 3070). In this study, quantitative research produced objective data that was clearly communicated through statistics and numbers. Therefore, using qualitative and quantitative data analysis provided insight into the implementation of policies by ensuring that the limitations of the data were balanced by the strengths of political executives. This ensured that understanding is improved by integrating different ways of analysing the data related to the implementation of the policies in Gauteng Province (Ndalamba, 2018: 40).

6.10 SIMILARITIES OF THE FINDINGS FROM QUANTITATIVE AND QUALITATIVE

According to Mohajan (2018: 24) and Linneberg and Korsgaard (2019: 260) the qualitative and quantitative findings exhibited similarities in the following ways:

- i. A comparative analysis of the findings identified the similarities and different patterns when analysing data, facilitating a comprehensive examination of the data.
- ii. Interpretation involved the application of reasoning to the findings identified to reach the conclusion of this study. This practice encourages researchers or readers to avoid errors, false conclusions and misleading inferences.
- iii. The method of collecting data empowered the researcher to analyse the data, thus revealing the effective study design.

The study was situated in the Gauteng Provincial Government. The study was grounded in institutional theory and the theory of change as submitted by Cloete, *et al.* (2018). The key assumptions of these theories conflicted with policy implementation at relational and structural levels in different departments in Gauteng Province. The

relational level implies that political executives' ability to inter-relate with others has not been met when implementing policies. The structural level focuses on how the provincial structures and institutions implement policies effectively (Ndalamba, 2018: 26). This section also discussed the conceptual debates around political executives implementing the policies in Gauteng Province.

In summary, the findings of this study are

- Insufficient resource allocation
- Lack of authority delegation
- Ineffective use of legislative framework
- The lack of flow of information
- The changes in policies
- Change of the political executives
- Influence of invisible hands
- Inconsistence monitoring and evaluation of policies
- The lack of accountability mechanisms

6.11 CONCLUSION

This chapter focused on a discussion of themes and findings emerging from quantitative and qualitative data analysis and policy implementation. The findings were discussed broadly, focusing on individual skills development as well as organisational capacity development in relation to policy implementation. The findings revealed a lack of skilled political executives to handle policy implementation issues relating to Gauteng Province. Policy implementation helped the participants to appreciate the importance of working effectively with institutions established under provincial constitutions.

CHAPTER 7: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

7.1 INTRODUCTION

This study aimed to explore the effectiveness of policy implementation in Gauteng Province. A synopsis of each chapter together with key discussions are highlighted in this chapter. By combining 27 responses obtained from the questionnaires employing the Likert scale and ranking method, which falls under the quantitative method and interviews under qualitative methods, maximises both the potential validity and reliability of the findings. The study has the potential to be used in other research settings and could serve as a blueprint for policy implementation model in different fields of study. The findings of the study during each data collection are illuminated under some of the different themes. The critical findings of the mixed methods—qualitative and quantitative—were noted. This included questionnaires and semi structured interviews. The key findings of the quantitative surveys were identified using SPSS, followed by NVIVO in this study. An overview of the theoretical framework was also discussed, which contributed to the implementation of policies. The results indicate that inefficiency occurs in different departments when implementing policies in different departments. The study focused exclusively on Gauteng Province. Its findings will have limited generalisability outside of the Gauteng Provincial Government and its departments. This chapter concludes the study by summarising the key research findings and recommendations in relation to the research aims and questions and discussing the value and contribution thereof. Further findings show that the effectiveness of policy implementation reduces the conflict of interests to ensure long-term stability and sustainability. It will also review the limitations of the study and propose opportunities for future research.

7.2 THE STUDY OBJECTIVES

The objectives provided new insights into the strategies and challenges of implementing policies in Gauteng Province. The study examined the effectiveness of policy implementation in the Gauteng Provincial Government to satisfy the following objectives:

- a) To identify the policy implementation process in the Gauteng Provincial Government.
- b) To describe the roles of the policy implementers in the Gauteng Provincial Government.
- c) To critique how the Gauteng Provincial Government's approach to policy implementation.
- d) To explore the strategies used by the Gauteng provincial government in policy implementation.
- e) To recommend possible methods for policy implementation within the Gauteng government

Based on the data analysis, findings and conclusions, this study offers some recommendations. The main drive of the recommendations is to help the political executives effectively implement the policies that are specific and localised in different departments. The objectives of this study paved the way for the recommendations related to policy implementation in Gauteng Province as indicated in detail in the next sub-sections.

7.3. CONCLUSION REGARDING THE OBJECTIVES

This section presents the conclusions reached about the objectives as presented in Section 7.2.

7.3.1 Objective 1

The ineffectiveness of Gauteng Province's political executives in implementing policies led to the conclusion that challenges exist. These challenges are dissatisfaction, rotating political executives, short tenures of office, a lack of organisational memory and a lack of trust among political executives, to mention a few.

7.3.2 Objective 2

The challenges have been ranked according to the sense of urgency that they deserved. It was concluded that the challenges identified through the ranking method in Chapter 5 required urgent attention for the effective implementation of policies. The challenges included misinformation, policy implementation backlogs, the change of

political executives and exacerbated policy implementation problems in Gauteng Province.

7.3.3 Objective 3

This objective delved into the implementation of policies by political executives in Gauteng Province, aiming to identify strategies to overcome the obstacles they faced. It was concluded that ways to resolve the challenges related to policy implementation included inadequate resources, misallocation of resources to different institutions, inadequate procedures, a lack of participation and a lack of a shared understanding.

7.3.4 Objective 4

The root causes of the challenges experienced by political executives when implementing policies are red tape, excessive unnecessary rules and regulations, decreased commitment, unauthorised access, ignorance and barriers to communication when the political executives' implement policies. It was concluded that the root causes emanated from the previous literature, questionnaires and interviews. The challenges have been rated according to the frequencies where they were identified.

7.3.5 Objective 5

In terms of the required policy implementation framework, the challenges, lack of training, ineffective development of the political executives, inability to follow the appropriate theories to implement the policies, ineffective execution of strategies, changes in political executives and pressure to make political executives take shortcuts when implementing policies were identified during the data analysis.

7.3.6 Objective 6

It is recommended that the policy implementation framework and strategies be presented to the political executives to address the gaps when implementing policies in Gauteng Province.

7.4 CONCLUSIONS REGARDING THE RESEARCH QUESTIONS

Based on the findings of this study the following conclusions were drawn.

7.4.1 Research questions

- What institutional and political factors influence the capacity of political executives to implement public policies in Gauteng Province?
- What are the barriers to effective service delivery in Gauteng, particularly regarding political turnover, interdepartmental coordination, and resource allocation?
- How do public participation and intergovernmental relations shape policy implementation outcomes in Gauteng?
- In what ways do political executives prioritize and integrate community needs into service delivery frameworks?
- How ready are provincial institutions to adapt to dynamic policy environments and meet public service demands?
- How can a context-sensitive framework be developed to strengthen policy implementation in provincial governments?

The research questions helped to identify political executives' challenges during policy implementation, which were: unexpected change of political executives; lack of compliance in enforcing the rules and regulations to implement policies; poor planning; and informal adoption of strategies (Agbazure, 2020: 132). The other challenges included political executives escalating delays, poor enforcement of compliance, political interference, poor long-term planning, and communication breakdowns in Gauteng Province. This became apparent when assessing the political executives who were executing policies; they were rated on a scale from one (lowest priority) to five (highest priority) (Mohajan, 2018: 24). According to the ranking method, the highest priorities were identified: lack of training and development and inexperienced political executives were deployed to the Gauteng Province. It helped to determine the political executives' strongest support when implementing the policies to reduce costs (Viennet and Pont, 2017). This provided an insight into policy implementation matters, which was evident in the responses provided and identified through the SPSS.

7.4.2 Conclusions regarding the themes

In this study, the researcher used both quantitative and qualitative methods that ensured triangulation to enhance the validity of the scientific research. The quantitative

method found that resource allocation and standards of fairness have an impact on the implementation of policies in different institutions. This was critical to how political executives managed the effective implementation of policies in different departments in Gauteng Province. The qualitative method identified the key factors influencing policy implementation, policy interviews and implementation assessments, the effects of policy implementation, and the challenges and complexities of policy implementation within the context of political dynamics. The current study offers a rare opportunity for empirical evaluation, especially identifying the steps to ensure that effective policy efforts are initiated in Gauteng Province. These represented a noteworthy problem in promoting efficiency and effectiveness when implementing policies in terms of sustainability and socioeconomic progression at different institutions. The discovery from the study offers significant possibilities for effective policy implementation and increasing efficiencies for all political executives as well as entities in Gauteng Province.

7.4.3 Conclusions regarding the findings

The conclusions regarding the findings were identified in two parts: first, from quantitative data analysis, mainly from self-administered questionnaires to the participants, which were then collected.

1. The conclusion from the quantitative data analysis identified the participants' findings, which led to different responses from the questionnaires regarding the implementation of policies in different departments. Therefore, the quantitative data analysis led to the findings, which are as follows:

i. Insufficient allocation of resources. The political executives heading different departments supported the ineffective execution of strategies (Grabner and Ghorbani, 2019). The findings indicated that the resources allocated were not enough to support the political executives to implement the policies and meet the community's executives.

ii. The findings indicated that some political executives were unable to delegate authority to implement policies in different departments in Gauteng Province. This led

to the ineffective use of the legislative framework by some political executives implementing the policies in different departments (Okechukwu, 2019: 10).

iii. The findings indicated that the lack of policy negotiation in implementing policies affected the political executives' efforts in Gauteng Province. This has led to the centralisation of policy implementation decisions by some policy executives at different institutions (Auriacombe and Van der Walt, 2021).

iv. The inconsistent monitoring and evaluation of policies implemented by political executives led to the ineffective implementation of the policies at different institutions to deliver services. This led to the lack of accountability mechanisms exercised by the political executives when implementing the policies at different institutions in Gauteng Province (Grabner and Ghorbani, 2019).

2. The qualitative data analysis led to the findings as follows:

The qualitative data analysis identified the participants' findings, which led to different responses using different opinions regarding the implementation of policies in different departments. The data were collected through face-to-face semi-structured interviews conducted in Gauteng Province.

i. Inadequate Resource Allocation for Policy Implementation

The findings indicate that a lack of consultation regarding upcoming changes has resulted in poor resource allocation. Political executives expressed concerns about insufficient resources, ineffective communication, and rising costs during policy implementation (Magagula, 2019: 93). Consequently, these challenges hinder their ability to meet the needs of various stakeholders across different departments.

ii. Policy Changes

The findings suggest that frequent changes in policies frustrate political executives who are focused on implementing them across various institutions. The difficulties they face often undermine their confidence and effectiveness in executing policies (Mahlangu, 2019: 12). This situation is exacerbated by the turnover of political executives in different institutions.

iii. Influence of Political Dynamics

The findings reveal that South Africa's proportional representation system functions as an "invisible hand," with political leaders endorsing the deployment of lower-ranking executives, who are expected to remain loyal to the party. This focus on changing political executives detracts from strategic planning, contributing to delays in policy implementation (Mosehlana and Sebola, 2020). Consequently, some political executives spend more time catering to the demands of party leaders rather than executing policies, resulting in implementation backlogs.

iv. Lack of Proper Consultation

Some political executives engage in limited consultation when developing strategies for policy implementation, fostering an atmosphere of secrecy in certain departments. This lack of transparency hinders effective communication and impacts their ability to allocate necessary human and financial resources for policy execution (Van der Walddt, 2019: 194).

v. Ineffective Development of Implementation Frameworks

Political executives often lack sufficient information about policy implementation, leading to the misuse of statutory provisions across various institutions. This has resulted in misinformation regarding the implementation processes in Gauteng Province (Magagula, 2019: 93). Consequently, newly appointed executives may not have the time to familiarize themselves with the legislative framework necessary for supporting policy implementation.

vi. Inconsistency in Policy Implementation

The findings indicate that sudden changes in political executives contribute to inconsistency in policy implementation, as new policies are often introduced without adequate consultation. This undermines the effectiveness of political executives, who are preoccupied with maintaining morale while implementing policies in their respective departments (Auriacombe and Van der Walt, 2021).

vii. Limited Information Flow

The flow of information is often restricted to select political executives, who may or may not be effective in policy implementation. Those who are dissatisfied with changes in strategies may feel sidelined or undervalued, creating unfavorable conditions for effective policy execution across various institutions.

viii. Absence of Accountability Mechanisms

The findings highlight a lack of accountability mechanisms that prevent political executives from taking responsibility for their failures in policy implementation. Despite shortcomings, some executives receive promotions or are transferred to other departments, undermining accountability (Okechukwu, 2019: 10).

ix. Complexity of South African Politics

The findings indicate that excessive political interference complicates policy implementation across different departments. Some political executives misuse their authority by prioritizing loyalty to the ruling party over effective policy execution. This results in centralized information flow, limiting the ability of political executives to implement strategies effectively across institutions (Kirby, 2018).

In summary, the findings indicate that participants offered valuable perspectives on the effectiveness of policy implementation, highlighting the crucial role that political executives play across various departments within the political landscape.

7.5 CONCLUSIONS REGARDING THE CHAPTERS

The conclusions rehash the major highlights of this study, especially the results of the empirical findings discussed in the previous chapter.

7.5.1 Chapter One

This chapter focused on the introduction and provided the research tour map for the current study's journey. The introductory insights into the orientation and the background of the study were explained. The factors of policy implementation were presented to provide a critical discussion in the context of the study, which was highlighted. Areas of discussion included, among other topics, background, roles, the geographic location and demographic make-up of political executives in

Gauteng Province. The study was based exclusively in Gauteng Province. Its findings will have limited generalisability outside of similar provinces within similar settings. The use of quantitative and qualitative methods maximises both the validity and reliability of the findings. The study has the potential to be replicated in other settings and could be used in other fields of study.

To add validity to this study, the researcher used qualitative and quantitative methods and ensured triangulation. Political executives obviously have an impact on policy implementation in Gauteng Province, but they have received limited critical acknowledgement. This lack of consistency represented a noteworthy problem in terms of ineffectiveness, which offers a rare opportunity for the evaluation of the policies in Gauteng Province. The findings from the study offer significant possibilities for reducing ineffectiveness among the political executives who implement policies. This study explores the effectiveness of policy implementation presents a rare opportunity for the identification of political executives' best practices within the context of Gauteng Province. Guided by this, the study aimed to adhere to the requirements of the political executives to ensure compliance with specified policy implementation principles. Informed consent was obtained from the participants. As part of this process, anonymity, confidentiality and protection from harm were observed, which and included in the study plan.

7.5.2 Chapter Two

This chapter focused on the literature review of the study, which critically collected data from secondary literature sources, such as articles, policies, acts, journals and textbooks. The primary aim of literature review was to determine political executives' knowledge and skills in identifying gaps. The key debates regarding policy implementation that were evident from the various secondary sources are summarised as follows:

Gauteng Province, unlike other provinces, has not readily acknowledged the effectiveness of policy implementation. Firstly, political executives appear to have made some efforts to implement policies; however, the effectiveness has been limited by different issues. Recent studies show that allocation of limited resources, changes of policies and turnover among political executives are key

factors. Other issues that exacerbate the situation are lack of communication, inadequate training and development for political executives and under-utilisation of resources. With this, there has been growing acknowledgment that inadequate allocation of resources and poor implementation of policies result in major challenges. This proved that the inefficiency far outweighed the effectiveness. The most significant effectiveness must relate to policy implementation for political executives to have sustainable options in different departments. In addition, effective policy implementation can result in political executives being responsible and accountable. Overall, studies concluded that successful implementation of policies, reduces costs and resource waste at Gauteng Provincial Government, which can contribute to political executives' failure. Lastly, the literature review identified many facts that emerged as key to this study.

7.5.3 Chapter Three

This chapter dealt with the theoretical frameworks chosen for this study. Therefore, the theoretical framework served as a blueprint for identifying the theories used by the researcher. This study employed the institutional and the theory of change from the perspective of policy implementation within a specific domain within the framework. The institutional theory was conceptualised based on top-down, bottom-up and hybrid perspectives in policy implementation. The theory of change is a construct for implementing policies based on information and strategic perspectives. The focus of this chapter was to exemplify the importance of the theoretical framework as the guiding plan for this study. In this regard, institutional theory and strategic perspectives were aligned with the research inquiry. The discussion proposed that the intentions of political executives, changes in policies, and their ability to implement policies directly or indirectly influence institutional theory and the theory of change. The discussion further signalled that both institutional theory and the theory of change identified issues that shifted the political executives' intentions and impacted policy implementation. The highlighted theoretical contributions were thoroughly explained to satisfy the political executives when implementing policies. The application of both theories was utilised as the basis to guide the data collection

and analysis process and also informed the research methodology chosen for this study.

7.5.4 Chapter Four

This chapter outlined the research methodology to select both qualitative and quantitative. The research methodology was discussed thoroughly; it was aimed at revisiting the research problem and the study objectives to offer direction to this study. The procedures were described and explained, and the phenomena were acknowledged by the researchers to provide insight into the study. The mixed method was adopted to collect data for this study because of its merits. The population of this study was identified and defined. This led the researcher to select a subset of the population and describe the sampling plan appropriate for this study. The researcher decided to use the stratified sampling method to collect the data for this study. This led the researcher to collect data based on both quantitative (using questionnaires) and qualitative (using semi-structured interviews conducted face-to-face). An overview of the research methodology, relating to both quantitative and qualitative aspects was explained. The quantitative data analysis involved the use of descriptive statistics to analyse the data. The ethics were identified and explained the pivotal and critical role of ethics in data collection was identified and explained.

7.5.5 Chapter Five

This chapter presented and analysed the data collected from the questionnaires and semi-structured interviews. The context for data collection was presented, along with the participants' characteristics, gender, roles and years of service. SPSS was used to present the data and identify the themes required for this study. The audio recordings were listened to, then changed into text using NVIVO to provide an analytical interpretation to be utilised and documented. The researcher obtained permission from the participants to distribute the questionnaires and record the interviewees using a Dictaphone. The interview process and procedures were also summarised. The core focus of the questionnaires and semi-structured interviews was to provide insights across the range of topics

covered. The key themes—collected from the questionnaires and semi-structured interviews—as well as findings were identified and presented in Chapter 6.

7.5.6 Chapter Six

This chapter identified the key findings, which were explained in detail. The focus was to shed light on the data collected using both quantitative and qualitative methods. In addition, this chapter contributed to the shift towards the utilisation of the theoretical framework to establish relationship between theory and research. This helped to build theoretical blocks and discuss the strengths and weaknesses of the theories used in this study. The framework serves as the building blocks of the policy implementation, good governance and political stability of the Gauteng Provincial Government. Therefore, the political executives' issues were critical to policy implementation and the execution of the strategies in different departments. Summary of the key findings were presented according to the data collection process.

7.5.7 Chapter Seven

This chapter outlines the priorities for identifying and utilising political executives to implement policies. Issues of ineffective policy implementation, corporate social responsibility, competences, inability to comply with legislation, change of policies and change of political executives were covered. The strategic priorities relating to policy implementation contributed to the understanding of this research study.

7.6 RECOMMENDATIONS

A clear definition of the effectiveness of policy implementation was still lacking, but the data analysis highlighted some insights. The findings were identified in different contexts and the political executives encountered several challenges in implementing policies in Gauteng Province. Effective strategies to improve policy implementation at different institutions were identified. Although political executives can overcome most of the challenges, several actions were taken by different departments to implement policies. The researcher identified the problems with the effectiveness of policy implementation to provide clarity on the proposed recommendation for the Gauteng Province.

7.6.1 Recommendations from theme 1

The recommendations from theme 1 regarding policy implementation are explained in detail.

i. Encourage openness: Foster a culture of openness and transparency to facilitate more detailed responses, especially in areas where the interviewee refrained from commenting. When implementing policies in Gauteng Province, political executives must invest in promoting dialogue to work on openness (Linde and Peters, 2020:294). This may help the political executives collaborate on the best ways to integrate the strategies for execution. However, openness is only possible if political executives are aware of the SWOT analysis (strengths, weaknesses, opportunities and threats) to enhance effectiveness in policy implementation. This study has shown that openness is the best approach to integrating strategies that minimise conflicts of interest when implementing policies in Gauteng Province (Masuku and Jili, 2019).

ii. Success stories: Encourage the sharing of successful policy implementation examples to identify best practices (Linneberg and Korsgaard, 2019). Political executives must develop conflict-sensitive tools to guide the implementation of the policies at the Gauteng Provincial Government. Most of the success stories come from stakeholders, which is the result of due diligence on the part of political executives when implementing policies at different institutions (Obona, 2016). The success stories are sensitive tools that may help new political executives be much more effective and focused when implementing policies in Gauteng Province. Political executives noted that although the concept of policy implementation is popular provincially, nationally and internationally, it is still not very popular with most of the communities (Atelhe and Adah, 2018). Therefore, political executives must keep records and conduct workshops and seminars to support policy implementation to preserve success stories to motivate others.

iii. Identify areas for improvement: To develop targeted improvement strategies, specific challenges, such as budget constraints and stakeholder demands must be further investigated. The gaps identified by political executives to implement policies are important for identifying areas to be improved in Gauteng Province (Ebrahim and Masiangoako, 2019). The use of strategies was developed by political executives, but under the current dispensation, they are limited by budget constraints when

implementing policies. As a result, the MEC for Finance must present a budget that facilitate the allocation of financial resources to different departments, simplifying the implementation of policies. The stakeholders' demands were necessary, as they de-politicise the implementation of policies across different institutions. The political executives play an effective role in developing training programmes to help re-orient the stakeholders to achieve their goals when implementing policies (FitzGerald, O'Malley and O'Broin, 2019: 6).

iv. Collaboration with other departments: Explore ways to enhance collaboration with other departments, agencies and local governments for more effective policy implementation (Ndalamba, 2018). Collaboration may be fostered through managing the common ideological differences when implementing the policies in different departments in Gauteng Province. Most of the time, this has prompted political executives to mitigate contextual factors like political instability, irrespective of the changes in policies they intend to implement. Collaboration with other departments may contribute to a significant focus on intervening in issues affecting the political executives in Gauteng Province (Oluwalola *et al.* 2022).

v. Regular assessment: Establish a routine for assessing the department's status regarding policies and processes to identify areas for improvement. It is important to note that the recommendations are based on limited information and assumptions (FitzGerald *et al.* 2019). Additional context or details would provide a more accurate analysis of the policies the political executives may implement at the Gauteng Provincial Government. The regular assessment has shown that it is the best way to promote consistency when implementing policies; it is regarded as an initial intervention for political executives (Ndalamba, 2018).

7.6.2 Recommendations from theme 2

The recommendations from theme 2 relating to policy implementation are explained in detail.

i. Citizen awareness and engagement: Encourage citizens to learn about policy issues and base their votes on a party's commitment to long-term development rather than short-term gains (Obona, 2016). The communication between political executives

implementing policies and monitoring has been very poor, yet communication is a necessary tool to create awareness and engagement. This may lead political executives to exacerbate the allocation of resources to implement policies to support inclusion and diversity in different departments. The political executives manage the initiatives to facilitate policy implementation, but they could engage with stakeholders more effectively.

ii. Electoral System Review: Consider a review of the electoral system to enhance constituent-based representation, potentially increasing accountability when implementing the policies in different departments. There have been very isolated initiatives across the electoral system to review the forms of accountability when implementing the policies at different institutions. The handling of the electoral mechanisms within Gauteng Province can be integrated with the modern approaches needed to implement the policies (Ndalamba, 2018).

iii. Strengthen Accountability Mechanisms: Advocate for stronger accountability mechanisms to ensure that politicians adhere to the policies they campaigned on and prevent deviations after elections. The political executives who implement policies must be held accountable when inefficiency is largely manifested in Gauteng Province to perpetuate incompetency at different institutions. There might be need for political executives to stay longer to promote consistency when implementing the policies. The policy implementation is important as they have a big influence in ensuring effectiveness among the political executives in Gauteng Province.

iv. Policy continuity: Encourage a culture of policy continuity irrespective of changes in political leadership to ensure stability and long-term planning. De-politicising the implementation must be stopped by the political executives to effectively promote policy continuity in different institutions in Gauteng Province. Policy continuity is made effective through the existing institutions, there is also a need to work on policy units to implement policies tied to legislation. In Gauteng Province, the political executives must tie their policies to the constitution. This means that the policies cannot be changed anyhow by the outgoing or incoming political executives until its time expires. As a result, policy continuity may reduce the inconsistency in using the legal framework to implement the policies in Gauteng Province (Ndalamba, 2018).

v. Transparency in deployment: Advocate for transparency in political party deployments to government positions, ensuring that individuals appointed are qualified and capable of fulfilling their roles. There is nothing wrong with the deployment of political cadres to be political executives; it happens throughout the world, even in the most progressive democratic countries such as the United States of America, the United Kingdom, France and Germany. The qualities of the deployed cadres are a concern in promoting transparency, necessitating a proper process to promote effective policy implementation. This might not be an easy area to discuss, but it is imperative if political executives are committed to promoting sustainable policy implementation in Gauteng Province.

vi. Public Sector Reform: Explore reforms in the public sector to streamline decision-making processes and reduce tension between political principles and administrators (Tezera, 2018). The public sector reforms reduced the de-politicisation of the institutions, such as the departments implementing the policies in Gauteng Province. The reduction of peer development among the political executives can be arranged using clear procedures to implement policies in Gauteng Province. This may help political executives tailor the policy implementation to the Gauteng Provincial Departments. As a result, political executives may deal with the obstacles at different institutions when implementing the policies.

vii. Long-Term Vision: Encourage political parties to develop and communicate long-term visions for the country, fostering stability and consistent policy implementation. The long-term vision to implement policies is ideal for the political executives in Gauteng Province to implement the policies effectively. Effective communication among political executives is crucial, as it efficiently provides the necessary information to implement policies in different departments. Political executives must enable the way decisions are taken to implement the policies; policies must be facilitated to manage the long-term vision (Ndalamba, 2018).

Note: These findings and recommendations are based on the content provided.

7.6.3 Recommendations from theme 3

The recommendations from theme 3 relate to policy implementation and are explained in detail.

i. Regularly review and update the procedural manual for policy confirmation and review. There is a close connection between political executives and policy implementation when reviewing the procedures to implement policies at the Gauteng Provincial Government. Mosehlana and Sebola (2020) state that the impetus for this arose from the need to sustain the effectiveness of policy implementation at different institutions in Gauteng Province. Policy implementation capacity is important for the political executives to acquire a wide range of skills—communication, critical, technological and financial—to promote satisfaction (Magagula, 2019). The policy implementation process must empower political executives to effectively implement the policies. This meant that political executives created rules and regulations to guide the implementation of the policies across different institutions within the Gauteng Province.

ii. Enhance stakeholder engagement processes for a more comprehensive understanding of policy needs. Cloete *et al.* (2018: 145) note that the stakeholders' engagement to implement policies generates competence, which leads to social equity between the political executives and communities. As a result, the erosion of social ties is no longer a threat for political executives to implement policies in their departments and develop communities. There is therefore a need to develop strategies for dealing with ineffective policy implementation in the broader agenda for dealing with the backlogs (Grabner and Ghorbani, 2019). Thus, fostering solidarity between the MECs and DGs in Gauteng Province is needed when implementing the policies and procedures. This has led political executives to use limited resources to support the political executives implementing policies in different institutions (Signe, 2017).

iii. Implement a more frequent assessment of policies, possibly annually, to ensure relevance and effectiveness. An interesting dimension is that policy implementation must not only be conceptualised from the appointed political executives' perspectives, but from everyone's in Gauteng Province. Okechukwu (2019: 10) assesses the

monitoring and evaluation of policy implementation at different institutions. This acknowledged the role political executives played not only in changing policies but also in providing a platform for effective policy implementation (Tezera, 2018).

iv. Strengthen efforts to address challenges related to political, economic, social, technological and environmental factors. The issues regarding the factors related to policy implementation and how Gauteng Province's political executives should address them were discussed. One of the objectives of the training interventions was to increase the level of policy implementation in different departments in Gauteng Province. As noted by Munzhedzi (2018: 85), many political executives hardly prioritise the constitutional provisions to enhance the effectiveness of interventions.

v. Consider more frequent policy workshops and awareness sessions to keep stakeholders informed and engaged. Kabonga (2018: 8) has written extensively about political executives' relations when implementing policies, given the service delivery backlogs. This was aimed at conveniently stirring the emotions of loyal political executives implementing policies. The result of this strategy was the heavy polarisation of political executives being labelled as the politics of political identity and otherness.

vi. Advocate for a consistent and continuous approach to policy development and review, avoiding neglect after changes in management. A consistent and continuous approach must be identified to provide political executives the opportunity to use technology to implement the policies (Auriacombe and Van der Walt, 2021). It can be concluded that approaches to policy implementation enhance the implementation of policies in Gauteng Province. The nurturing of knowledge and skills of political executives is relevant for the effective implementation of policies to connect to future developments. These findings and recommendations aim to improve the policy implementation process, enhance stakeholder involvement and address challenges for more effective outcomes in the provincial housing department (Seopetsa, 2020).

7.6.4 Recommendations from theme 4

i. Resource Allocation: Addressing the lack of resources involves increased financial, human and informational resources. In Gauteng Province, a deliberate attempt by

political executives to enhance participants' understanding of the effectiveness of policy implementation has become an integral part. This endeavour fosters a strong belief among political executives to preside over the affairs of the communities and govern policy implementation, thereby cultivating a strong belief of total respect and allegiance (Munzhedzi, 2021).

ii. Skills development: Implement training programmes to enhance skills and capabilities among employees. The quality of skill development can be improved by addressing problems at all levels, including political executives, allocating resources and participating in decision-making. Political executives were consistently satisfied with the outcome of the policy implementation with respect to its effectiveness in Gauteng Province (Hodgson, 2018).

iii. Efficiency improvement: Define clear goals, choose appropriate technology, involve everyone and foster a change in mind-set for more effective policy implementation (Hoeyi and Makgari, 2021).

iv. Transparency and consultation: Emphasise transparency and consultation in decision-making processes to build trust and support (Andrews, 2018).

v. Leadership: Leaders (MECs and DGs) should spearhead the change process and take responsibility for successful policy implementation. Political executives in Gauteng Province demonstrate leadership by prioritising the promotion of collegial support to facilitate effective policy implementation (Auriacombe and Van der Walt, 2021).

vi. Evaluation and Testing: Implement a thorough evaluation process, including legal checks, information meetings and gaining support from employees before policy implementation (Linde and Peters, 2020: 293). They may help in managing the effective allocation of resources to implement policies at different institutions.

vii. Collaboration: Encourage collaboration with other stakeholders for more significant impact and progress. The political executives must find ways to retain the political executives and build trust with the stakeholders implementing policies (Seopetsa, 2020).

viii. Continuous Improvement: Emphasise continuous improvement in policies and processes by actively seeking feedback and adapting strategies. The theory of change and institutional theory in this study revealed the need to improve communication, monitoring, enforcement of rules and regulations when implementing policies (Auriacombe and Van der Walt, 2021).

7.6.4 Recommendation from theme 5

A context-sensitive framework for policy implementation acknowledges that successful policy execution depends on understanding the distinct social, economic, political, and cultural environments in which policies are enacted. This approach aims to improve the responsiveness and adaptability of policies, ensuring they align with the diverse needs of stakeholders.

Key Components of the Framework

A. Stakeholder Engagement

- **Local Community Involvement:** Actively involve community members in the policy design and implementation phases to integrate local insights and perspectives.
- **Multi-Stakeholder Collaboration:** Encourage partnerships among government entities, NGOs, private sector representatives, and civil society to create a unified implementation strategy.

B. Contextual Analysis

- **SWOT Analysis:** Utilize Strengths, Weaknesses, Opportunities, and Threats (SWOT) analyses to gain insights into the local context and its impact on policy outcomes.
- **Cultural Considerations:** Evaluate cultural norms and values that may influence policy acceptance and effectiveness, adapting communication and outreach strategies as necessary.

C. Capacity Building

- **Training Initiatives:** Launch training and capacity-building programs for local officials and stakeholders to deepen their understanding of the policy and its goals.
- **Resource Allocation:** Ensure sufficient allocation of financial, human, and technological resources to support effective implementation.

D. Adaptive Implementation

- **Flexibility in Execution:** Permit adjustments in policy implementation based on real-time feedback and evolving conditions.
- **Monitoring and Evaluation:** Set up comprehensive monitoring and evaluation frameworks to continuously assess policy effectiveness and make informed adjustments based on findings.

E. Communication Strategies

- **Transparent Communication:** Establish open communication channels among all stakeholders to build trust and ensure clarity regarding policy objectives.
- **Public Awareness Campaigns:** Create campaigns to inform the public about the benefits of the policy and encourage community participation.

Implementation Steps

Step 1: Conduct Contextual Assessments

- Collect data on the socio-economic and political landscape.
- Identify key stakeholders and their interests.

Step 2: Develop Collaborative Partnerships

- Form coalitions among stakeholders to promote knowledge sharing and resource pooling.

Step 3: Design Contextualized Policies

- Customize policies to reflect local needs, values, and capacities.

Step 4: Train and Empower Stakeholders

- Offer ongoing training and support to strengthen stakeholder capabilities.

Step 5: Implement with Flexibility

- Roll out policies with mechanisms for feedback and iterative improvements.

Step 6: Monitor, Evaluate, and Revise

- Continuously track outcomes and gather stakeholder feedback to refine policy strategies.

This context-sensitive framework for strengthening policy implementation highlights the significance of local engagement, adaptability, and continuous evaluation in which policies are applied. This framework will improve the effectiveness and sustainability of policy initiatives, ultimately resulting in better outcomes for communities.

7.7 THE SUMMARY OF RECOMMENDATIONS

The recommendations presented in Chapter 5 aim to enhance the training of political executives involved in policy implementation in Gauteng Province. The objective is to empower these executives to be confident, independent, and assertive across various departments. The following recommendations are proposed:

i. Promote Openness

Foster a culture of transparency to identify areas for improvement that align with stakeholder needs. This approach will enhance citizen awareness and encourage public engagement in managing policy issues, supported by strategic initiatives and minimized budget constraints.

ii. Conduct Regular Assessments

Establish a routine for evaluating departmental performance related to policies and processes. This practice will help showcase successful policy implementation stories within Gauteng Province.

iii. Review the Electoral System

Evaluate the electoral system to improve representation based on constituents' needs, potentially enhancing accountability in policy implementation across departments.

iv. Enhance Accountability Mechanisms

Advocate for stronger accountability measures to ensure that politicians fulfill their campaign promises and reduce deviations post-election. This focus can address challenges linked to political, economic, social, technological, and environmental factors.

v. Encourage Policy Continuity

Cultivate a culture of policy continuity, regardless of changes in political leadership, to ensure stability and facilitate long-term planning. This will enable political executives to work collaboratively across departments in policy implementation.

vi. Ensure Transparency in Appointments

Promote transparency in political party appointments to government positions, ensuring that candidates are qualified and capable. This transparency will strengthen decision-making processes and build trust among citizens.

vii. Explore Public Sector Reforms

Investigate reforms designed to streamline decision-making processes and ease tensions between political leaders and administrators. Keeping citizens informed about policy issues will encourage them to vote based on long-term commitments rather than short-term gains.

viii. Foster a Long-Term Vision

Encourage political parties to articulate and communicate long-term visions for the country, promoting stability and consistent policy implementation. This will facilitate collaboration among political executives and other stakeholders for greater impact.

ix. Regularly Update Procedural Manuals

Continuously review and update procedural manuals for policy confirmation and assessment. Enhanced stakeholder engagement will improve understanding of policy needs and allow for more frequent evaluations, potentially on an annual basis, to ensure policies remain relevant and effective.

x. Address Resource Allocation

Address resource shortages by advocating for increased financial, human, and informational resources. This support will enable political executives to maintain a consistent approach to policy development and review, preventing neglect during management transitions.

xi. Invest in Skills Development

Implement training programs to enhance the skills and capabilities of employees. This investment will empower political executives to drive continuous improvement by actively seeking feedback and adapting strategies focused on policies and processes.

xii. Improve Efficiency

Political leaders (MECs and DGs) should lead the change process and take responsibility for successful policy implementation. Promoting efficiency requires setting clear goals, selecting appropriate technologies, engaging all stakeholders, and fostering a mind-set shift for more effective policy execution.

xiii. Establish Evaluation and Testing Protocols

Develop a comprehensive evaluation process that includes legal checks, information sessions, and employee support prior to implementing policies.

7.8 SCOPE FOR FURTHER STUDIES

This study examined the efficiency of political executives in implementing policies within Gauteng Province. Engaging a diverse group of political executives across various levels is crucial for effective policy implementation. Considering the limitations identified and the findings of this research, the following areas are recommended for future investigation:

- **Exploring Policy Implementation:** What does it truly mean?
- **Investigating the Betrayal of Post-Apartheid Ideals in South Africa:** The impact on service delivery.
- **Examining the Dialogue on Policymaking:** A tribute to the process of implementation.

7.9 THE LIMITATIONS OF THIS STUDY

Like any research, this study faced certain limitations, primarily due to constraints related to time and availability. The results may have been influenced by the following factors:

- The duration provided for participants to respond.
- The selection criteria for participants.
- The specific case studies chosen for analysis.
- The information presented in the questionnaire's description, layout, and order.

The study adhered to ethical considerations during the data collection process involving participants in policy implementation in Gauteng Province. The researcher complied with established ethical principles, which included obtaining permission to conduct the study, securing informed consent, ensuring anonymity and confidentiality, and protecting participants from harm. All participants were thoroughly briefed, and informed consent was obtained before they completed the questionnaires and participated in interviews. Anonymity was maintained, and responses were treated with the utmost confidentiality. Additionally, measures were taken to protect participants from harm throughout the data collection process, in line with the study's protocol.

7.10 SUMMARY

Consider rearranging the sentences in line with the arrangement in this chapter.

In this chapter, I began by recapping the research objectives and summarising the key findings of the study in line with those objectives. I then presented a summary of the study and its findings per objective, highlighting key points along the way. Following this, conclusions were drawn from the findings of the study, and

recommendations were provided based on these conclusions. Additionally, I shared personal reflections on the dynamics of the study, including the challenges encountered during data collection and analysis.

I presented the summary of the study and findings per objective, highlighting the key findings in the process. I also derived conclusions as well as recommendations as informed by the findings from the study. I began by recapping the research objectives and then summarise the key findings of this study in line with the objectives. The chapter drew conclusions from the findings this study. The chapter also presented my personal reflections on the dynamics of this study in terms of the challenges faced, when collecting and analysing the data of this study.

7.11 CONCLUSION

This chapter achieved its aim through the presentation of data that led to findings, conclusions and recommendations. The chapter guided the researcher to identify the results and recommendations for further research. The study's findings identified the shortcomings of the recommendations to be used after experiencing the challenges. It is imperative to note that the results pointed out the challenges of inefficiency and inexperienced staff in policy implementation. The theories used in this study were adhered to in order to build the political executives' trust when implementing policies in Gauteng Province. This chapter provided the answers to effective and efficient management of policy implementation in Gauteng Province.

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APPENDICES

Appendix A: Letter of Information



LETTER OF INFORMATION

Title of the Research Study: Exploring the effectiveness of policy implementation in Gauteng Province

Principal Investigator/s/researcher: Douglas John Chikhowe Banda

- Bachelor's degree: Public Administration
- Bachelor Honour's degree: Public Administration
- Masters' degree: Public Administration

Co-Investigator/s/supervisor/s: Prof. Nirmala Dorasamy, PhD

- ❖ Highest Qualification: Doctor of Philosophy: Administration, University of KwaZulu-Natal

Brief Introduction and Purpose of the Study:

Gauteng Province has yet achieved effective policy implementation in different institutions. The ineffective policy implementation increasing uncertainty at different departments in Gauteng Province (Anderson's 2018: 240). Policy implementation is regarded as a public matter; however, it is at the centre of service delivery protests in Gauteng Province (Cloete, de Coning, Wissink, and Rabie, 2018: 113). The aim of the study is to explore the effective policy implementation in Gauteng Province. This study is multi – disciplinary, and uses views from public administration, policy analysis, and politics to engage with the political executives as well as communities to implement policies and deliver services. The effective policy implementation, the activities and processes followed in the research will be in line with the prevailing political, social, economic, and legal conditions in Gauteng Province.

Greeting: Hello, Good morning, Good Day, how are you? etc.

Introduce yourself to the participant: I am a 4th year student at DUT doing research for my doctor's degree in Public Administration / Management specializing in Public Policy Analysis

Invitation to the potential participant: I would like to invite you to participate in the research study related to policy implementation in Gauteng Province.

What is Research: In this research study, the focus is on the effectiveness of policy implementation in Gauteng Provincial Government. Therefore, research is a systematic search or enquiry for generalized new knowledge. The Saunder's research onion will be used to provide an understanding on why the researcher chose the mixed methods. The Saunders research onion will be illustrated in different layers, the researcher will identify the data collection instruments for this study. The secondary data, questionnaires and interviews will be

collected to answer the research questions and an analysis of data will be made by the researcher. The clarity to concepts will be made as well as the use of alternative languages, such as Isizulu and Sesotho, etc., when collecting data. The copy of the letter of information will be given to the potential participants as proof to conduct study.

Outline of the Procedures:

This study outlines the procedures taken to explore the effectiveness of political executives implementing policies in Gauteng Province. The participants will be asked if they are willing to participate in the research study or not. The participants who will decide to withdraw during the study will be allowed to do so, without being forced. The names of the participants will be kept anonymous and confidential from any form of publication. The participant's wishes will be respected during and after the research study. The data will be collected through the secondary sources, questionnaires, and interviews. The researcher will design the semi – structured questions which will appear on the interview schedule. The secondary data will be collected anytime by the researcher, the questionnaires will be distributed to the participants during break times such as lunch. They will be given 40 to 60 minutes to fill in the questionnaires and collected after an hour. The participants will fill in the empty spaces. Some participants will be emailed the questionnaires and well as the interview schedule due to the nature of their work. The participants identified for the interviews will be given 40 to 60 minutes, during lunch and after hours. The participants will have the opportunity to present their views and experiences about policy implementation. During this time, a Dictaphone will be used to record the interviews to be analysed. Both the filled and non – filled questionnaires will be collected by the researcher from the different departments in Gauteng Province.

Risks or Discomforts to the Participant:

There will be no foreseeable risks or discomforts to participants to cause adversere actions, etc. The harm that may arise will be identified and the questionnaires will be self – administered, and face to face interviews will be conducted at different departments such as Security and Safety in Gauteng Province to minimize the risk of harm.

Explain to the participant the reasons he/she may be withdraw from the Study:

The participants will be given the opportunity to notify the researcher the intentions to withdraw their participation. This researcher will accept the reasons due to illness, adverse reactions and non – compliance to participate in the research study.

Benefits: After the completion of the research study, the participants will be able to implement the policies differently following the recommendations that will be made by the researcher

Remuneration:

You will not receive any monetary or other types of remuneration. The participants will be briefed before the research takes place. During the briefing, the participants will be informed that there will be no monetary or nay other remuneration offered. The research is meant for educational purposes and to gain knowledge on the nature of their work. No compensation will be paid to the participant; whether reimbursements are *pro rata* if the participant does not complete the study.

Costs of the Study: The researcher will personally finance to visit the Gauteng Provincial Government departments to collect data for 1 – 2 weeks. cover administration purposes such as editing and publication, which will not be used to support the participants. Therefore, will not be expected to pay the participants to collect data.

Confidentiality:

The researcher prepared a consent form, where privacy and confidentiality of the participant's information are described and how they will be maintained.

Results:

The results of the research will describe what the researcher found when analysing data from both the previous literature known as the document studies and the participants. This will help the researcher to answer the research questions posed in the introduction even if the findings may challenge the objectives of the study.

Research-related Injury:

Should there be a research-related injury or adverse reaction, the researcher will assess the situation and inform the management who approved the research to be conducted.

Storage of all electronic and hard copies including tape recordings:

The data will be stored in external hard drive as well as a special removable disk for three years, no one will have access to it. The data will be destroyed after five years following the completion of the study etc.

Persons to contact in the Event of Any Problems or Queries: Prof Nirmala Dorasamy, Please contact the researcher (Cell no. 0847615759), my supervisor (Cell no. 0722678704) or the Institutional Research Ethics Administrator on 031 373 2375. Complaints can be reported to the Director: Research and Postgraduate Support Dr L Linganiso on 031 373 2577 or researchdirector@dut.ac.za.

Appendix B: Letter of Consent



CONSENT

Full Title of the Study:

Exploring the effectiveness of policy implementation in Gauteng Province.

Names of Researcher/s: Douglas John Chikhowe Banda

Statement of Agreement to Participate in the Research Study:

I hereby confirm that I have been informed by the researcher, Douglas John Banda, about the nature, conduct, benefits and risks of this study - Research Ethics Clearance

Number: _____,

- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

Full Name of Participant

Date Right

Time

Signature /

Thumbprint

I, Douglas John Banda

herewith confirm that the above participant has been full informed about the nature, conduct and risks of the above study.

24th November 2022

Full Name of Researcher

Date

Signature

Full Name of Witness (If applicable)

Date

Signature

Full Name of Legal Guardian (If applicable) Date

Signature

Appendix C: Letter to ask for Permission to conduct study



99 Mbasane Street
Hlongwane Section
Kwenzekile
Katlehong
1434

10th May 2021

The Director – General
Gauteng Provincial Government
Marshal town
2107

Request for Permission to Conduct Research (Gate keepers letter)

Dear Sir/Madam

My name is Douglas John Banda, a registered doctor's degree student in Public Policy at the Durban University of Technology. The research I wish to conduct for my Doctoral thesis involves *Exploring the effectiveness of policy implementation in Gauteng Provincial Government*.

I am hereby seeking your consent to conduct study through the distributing and collection of questionnaires to be filled and conduct interviews to participants who will be selected randomly.

I have provided you with a copy of my proposal which includes copies of the data collection tools and consent and/ or assent forms to be used in the research process. If you require any further information, please do not hesitate to contact me at Cell No: 0847615759, alternative number 0744168482 and email address: chikhowebanda@gmail.com. Thank you for your time and consideration in this matter.

Yours sincerely,

Douglas John Banda
Durban University of Technology

Appendix D: Gatekeeper letter



GAUTENG P
OFFICE OF THE PREMIER
REPUBLIC OF SOUTH AFRICA

99 Mbasabe Street
Hlongwane Section
Kwenzekile
Katlehong
1434

Dear Mr Douglas Banda

1 Ref: Permission to Research Conduct Study/Gatekeepers letter

This letter serves to acknowledge receiving the letter requesting to conduct study at Gauteng Provincial Government premises on Exploring the effectiveness of policy implementation at Gauteng Provincial Government. The research study is promoted by the Gauteng Provincial Government because it helps both students and practitioners to gain understanding and implement policies. Please note that the permission is granted for you in Gauteng Provincial Government offices. Please present the letter whenever you come across public officials to engage with the staff on scheduled dates. Gauteng Provincial Government does not force any of the public official and its staff to participate in the research study. They have a right to participate or withdraw from participating. However, the information you will gather from the Gauteng Provincial Government stays confidential, whether in terms of data as well as storage. This also means that the names and details of the participants remains confidential in your dissertation.

Additionally, Gauteng Provincial Government cannot protect your safety when you go around conducting study at the premises. It is also required for you to know that the Gauteng Provincial Government has not promised you any funding for your research. The Policy Department at Gauteng Provincial Government will provide you with statistical data on policy implementation. I personally thank you for choosing Gauteng Provincial Government to conduct study. I will be willing to provide you with necessary information you will need. Please you will be asked to provide an electronic copy of your report to be uploaded to the Policy Department repository. You will also be requested to present your findings and recommendation to the Gauteng Provincial Government Research Committee once your final dissertation has been submitted.

Enquiries may be directed to Mr Mduduzi Mbada

Telephone Number: 082 900 1893, Email: Mduduzi.mabda@gauteng.gov.za

Yours sincerely

Mduduzi Mbada (Mr)

2 Head: Policy Research and Advisory Services
Gauteng Office of the Premier

Appendix E: Questionnaire; Likert Scale



The questionnaires are tools for gathering data used increasingly by researchers and unfamiliar with the problems associated with policy implementation in Gauteng Province. In this study, the Likert scale presents the respondent with one or more attitudinal statements and asked to score each statement on a multi-point scale. To what extent do you agree or disagree with the following statement?

Statements	Strongly Satisfied	satisfied	Neutral	Disagree	Strongly disagree
	5	4	3	2	1
The political executives are clear and objectively state their responsibility when implementing policies					
The political executives are operationally independent and accountable when implementing policies					
The political executives have adequate powers, proper resources, and the capacity to implement policies in Gauteng Province.					
The political executives adopt clear and consistent policy implementation processes					
The public servants working under the political executives participate in promoting the highest professional standards including appropriate standards of confidentiality when implementing policies.					
The Gauteng Provincial Government uses its own oversight institutions political executives use to implement policies.					
The political executives exercise oversight responsibility in their areas of competence to reduce complexity when implementing policies.					
The political executives promote standards of fairness and confidentiality when exercising powers and delegated responsibilities to implement policies.					
Political executives provide a comprehensive inspection, investigation, and surveillance powers.					
The political executives have status of jurisdiction regarding the implementation of the policies.					
The political executives use an effective compliance program when implementing policies in Gauteng Province					
The political executives have authority to share both public and non-public information with municipality and national government counterparts.					

The political executives establish informationsharing mechanisms, when and how they will share both public and non-public information with their municipality and national counterparts.					
The political executives allow for assistance who need to make inquiries in the discharge of their functions and exercise of their powers.					
The political executives provide full, accurate and timely disclosure of information which is used to implement policies.					
The political executives are treated in a fair and equitable manner when implementing policies in different institutions.					
There should be an ongoing establishment of new institutions that reflect the implementation of policies.					
The establishment of new institutions should be subject to authorization and oversight when implementing policies.					
There should be an ongoing monitoring and evaluation of policies implemented in Gauteng Province.					
The procedures to for dealing with the failure of policy implementation are used to minimize damage and loss to investors					
The legislative framework contribute to effective policy implementation of the policies in Gauteng Province					
The political executives detect and deter ineffective and unfair policy implementation practices in Gauteng Province.					
The systems for implementing policies should be subject to regulatory oversight, to ensure that they are fair, effective, and efficient and that they reduce systemic risk					

Appendix F: Questionnaire; Ranking Method



The Ranking Method

Ranking method is also used in this study to get respondents to express attitudes is by using ranking.

Respondents could be given a list of items as indicated below to rank them rank order, such as:

- 1. What factors are important to the political executives when implementing policies at Gauteng Provincial government? Please rank in order of importance, 1 being the least and 5 the most important.*

Social	
Economical	
Political	
Technological	
Legal	

- 2. Considering the current policy implementation at Gauteng Provincial government, which of the following policy actors are relevant? Please rank the highest 5 (the one you like the most) to the lowest 1 (one you like the least).*

Politicians	
The community	
Trade unions	
Public servants	
Municipal officials	

- 3. When implementing policies at Gauteng Provincial government, who dominates the policy making process? Please rank in order of importance 1 from the top and 5 to the least*

Traditional authorities	
Political executives	
Politicians	
The community	
The public servants	

- 4. How do you rank in order of importance the relationship between the political executives and communities during policy implementation? Please rank 1 being most important and 5 the least.*

Good	
------	--

Fair	
Excellent	
Poor	
Doubtful	

5. *Who do you think should implement policies at Gauteng Provincial government? Please rank in order of importance 5 the highest and 1 the least.*

Public servants	
The community	
Investors	
Political executives	
The retired politicians	

6. *Do you think the political executives have more knowledge in policy implementation than communities in Gauteng Province? Please rank in order of importance, 1 being the least, 5 the most important.*

The Premier	
The Members of the Executive Council (MECs)	
Director General	
Deputy Director General	
Public servants	

7. *Which is the best way of implementing policies at Gauteng Provincial government? Please rank in order of importance, 1 the highest and 5 the least.*

Initiate	
Consult	
Discuss	
Develop	
Approve	

8. *Are the political executives the only one having the authority to change policies at Gauteng Provincial government? Please rank in order of importance 1 being the highest and 5 the least.*

Fair	
Poor	
Good	
Doubtful	
Excellent	

9. *Which policy implementation document is missing to serve as a guide at Gauteng Provincial government? Please rank from the top 5, to the least 1.*

The 1996 South African Constitution	
The Provincial convention	
The Provincial white paper	
The Premier's executive orders	
The Provincial constitution	

10. Do you think the community is offered the opportunity to participate in policy implementation at Gauteng Provincial government? Please rank in order of importance 5 the highest and 1 the least.

Poor	
Good	
Fair	
Non – existent	
Excellent	

11. Which is the best way to implement policies at Gauteng Provincial government? Please rank in order of importance, 5 the highest order, 1 the lowest order.

To engage	
To intervene	
To evaluate	
To implement	
To change policies	

12. Do you think the following institutions can add value to policy implementation at Gauteng Provincial government? Please rank the order of importance 1, the highest and 5 the lowest.

The Senate	
The Provincial Attorney	
The Provincial Intelligence Unit	
The Provincial Policy Council	
The Provincial second chamber of legislature	

13. Which is the best way of reducing tension in policy implementation at Gauteng Provincial government. Please rank in order of importance from the highest 1, and 5 the lowest.

Inclusion	
Compliance	
Participation	
Coherence	
Effective relationships	

14. Which one is behind the failure of policy implementation at Gauteng Provincial government? Please rank in order of importance, 1 the highest and 5 the lowest.

Negligence	
Poor timing	
Insufficient knowledge	
Lack of expertise	
Lack of consultation	

15. Please rank in order of importance, 5 the highest and 1 the lowest the conduct of the political executives at Gauteng Provincial government. Do you think the Political executives at Gauteng Provincial government are;

Accountable	
Satisfactory	
Consistent	
Transparent	
Respect for public servants	

16. Which of these factors do you think affects policy implementation at Gauteng provincial government? The participants should allocate the number in order of importance, 1 being the least, 5 the dominant force.

Trade unions	
The long serving public servants	
Political influence	
The change in laws	
Recession	

17. Please rank the following in order of importance when implementing policies at Gauteng Provincial Government, from 1 – 4, where 1 is the least and 5 is the most important

Deployment of political figures	
Wasteful expenditure	
Relationship with public servants	
Speed of service	
Abuse of power	

18. Please rank in order of importance 1, highest and 5 the least importance. Good governance of policies at Gauteng Provincial government is achieved through.

Re – intent the wheel	
Public interest	
Public opinion	

Courts	
Commission of inquiry	

19. Which one are the appropriate policy implementation at Gauteng Provincial government? Please rank in order of importance 1 is the highest and 5 is the least.

Staff units	
Select committees	
The caucus	
The Provincial cabinet	
Commission of inquiry	

20. Which ethics does the Gauteng Provincial government need to implement policies to govern the institutions of the province? Please rank in order of importance, 1 is the highest and 5 is the least.

Accountability	
Communication	
Responsibility	
Transparency	
Environment protection	

Appendix G: Interview Guide



Preamble: Permission to record

Copyright waiver

Section 1 – Introduction: Policy implementation

1. What position do you hold within the Gauteng Provincial Government?

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What are your main responsibilities during policy implementation?

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When did you become active in policy implementation?

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2. Do you have a clearly defined policy implementation objectives in department? Yes/No

a) How was it implemented and who contributed to its effective implementation in Gauteng Province?

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b) How is it used?

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.....

c) Who uses it?

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d) How is it updated? Who updates it?

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e) How is it communicated to and supported by the political executives and stakeholders?

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.....
f) Who is responsible for this communication?
.....
.....

Section 2 – Policy implementation structures

2. What structures are in place to support policy implementation in your department e. g. Policy and Planning; Top Management Meeting (TMM)?
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1. Do you have a Policy Analysis Unit in your department? Yes/No

a) What is its role?
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b) What is its staff composition in terms of numbers and positions in your department?
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c) What is its budget in comparison to the operating costs of the department when implementing policies?
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d) How does it relate with the rest of your department?
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2. Do you have a Policy Advisory Committee? Yes/No

a) What is its role?
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b) What is its composition?
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c) How often does it meet to discuss policy implementation?

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d) What resources are assigned to it?
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3. How do policy implementation issues come to your department's attention?

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a) Who is responsible for bringing them forward to the political executives to implement policies?

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b) Who is responsible for policy initiation, development, and implementation respectively, in your department?

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4. What kind of information does your department collect and use to support policy implementation?

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a) Do you have partnerships with other institutions (universities, NGOs etc) to provide or exchange information about policy implementation?

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5. How are policy implementation decisions made in your department?

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a) Who is responsible for making policy decisions?

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6. How do stakeholders make input into policy implementation in your department?

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a) Who leads stakeholder engagement processes?
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7. What processes/structures/tools do you have in place to ensure that policy decisions are implemented (e. g monitoring/evaluation framework)?
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a) Who creates and uses these tools?
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.....

8. Do you have Policy Implementation Communications Plans in your department?
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a) Who is responsible for creating them and communicating policy decisions across Gauteng Provincial government, stakeholders, and the public?
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Political executive's competencies

9. What competencies are required for policy implementation in your department?
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10. Is training provided to the political executives implementing policies in your department?
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a) In what areas?
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b) Who provides it?

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.....
c) Is it connected to the Gauteng Provincial Government mandate?
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11. What is the connection between the National Development Plan 2030, the Manifesto of the elected Gauteng Provincial Government and other priorities identified implementation policies in your department?
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12. How do you ensure that the policy implementation initiatives in your department support the overall Gauteng Provincial Government Agenda?
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13. How do you involve the MECs or DGs in the policy implementation initiatives?
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14. How do you involve other political executives in policy implementation initiatives under your department?
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.....

15. How do you involve other departments/agencies (e. g the MEC of Finance, Planning and Economic Development, MEC of Justice and Constitutional Affairs, MEC of Public Service, MEC of Education, MEC of Security and Provincial Planning Authority etc. in the development of your departmental policies?
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16. How does your Policy Analysis Unit work with the Gauteng Provincial Cabinet Secretariat?

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17. Ho do you work with Local Governments in the implementation of policy initiatives in Gauteng Province?

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18. Is your department constituted into a Sector? Yes/No

Do you develop Sector-Wide Policy Initiatives?

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What structures (e.g., Sector Working Group) support the implementation of Sector-Wide Policy Implementation Initiatives?

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a) How effective are they?

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b) Why or why not?

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Section 3 – Successes

19. Give examples of successful policy implementation in your department.

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20. What factors contributed to the successful policy implementation in Gauteng Province?

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Section 4 - Challenges

21. What are the key challenges to policy implementation in the Gauteng Province Public Sector?

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22. What improvements should be made to the policy implementation process in Gauteng Province?

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a) What would it take to make those changes?

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b) Who should lead the change process?

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23. What do you consider as the key factors in improving policy implementation your department?

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24. What do you consider as the key factors in improving the implementation of policy initiatives in the Public Sector?

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25. Do you support the execution of strategies should be done differently in different departments in Gauteng Province? Yes/No

If yes, provide an explanation

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.....

If no, provide an explanation

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26. Strategically, effective policy implementation affects the political executives' credibility to implement policies? Yes/No

Provide an explanation

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.....
27. Do you think Gauteng Provincial Government have enough institutions to implement policies?

Yes/No

If yes, why do political executives encounter challenges?

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.....

If no, what kind of institutions Gauteng Provincial Government should have?

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28. What is the assessment of your status regarding the jurisdiction to implement policies in the department?

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29. What is your assessment of the status of your jurisdiction regarding implementation of policies in Gauteng Province?

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.....
.....

30. What steps are you taking to ensure that effective implementation efforts are initiated soon?

.....
.....
.....
.....

Thank you for participation in this research study.

Appendix H: Ethic Certificate



Institutional Research Ethics Committee

Research and Postgraduate Support Directorate
2nd Floor, Berwyn Court
Gate 1, Steve Biko Campus
Durban University of Technology

P O Box 1334, Durban, South Africa, 4001

Tel: 031 373 2375 Email:
lavishad@dut.ac.za

http://www.dut.ac.za/research/institutional_research_ethics

www.dut.ac.za

31 January 2023

Mr D J Banda
99 Mbasane Street
Hlongwane Section
Kwenzekile
Katlhlong
1434

Dear Mr Banda

Exploring the effectiveness of policy implementation in Gauteng Provincial Government

Ethics Clearance Number: IREC 198/22

The DUT-Institutional Research Ethics Committee acknowledges receipt of your notification regarding the piloting of your data collection tool.

Kindly ensure that participants used for the pilot study are not part of the main study.

In addition, the DUT-IREC acknowledges receipt of your gatekeeper permission letter.

Please note that **FULL APPROVAL** is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the DUT-IREC according to the DUT-IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the DUT-IREC as outlined in the DUT-IREC SOP's.

Yours Sincerely

Professor J K Adam
Chairperson: DUT-IREC

Appendix I: TRREE Certificate



Zertifikat Certificado Certificat Certificate

Promouvoir les plus hauts standards éthiques dans la protection des participants à la recherche biomédicale
Promoting the highest ethical standards in the protection of biomedical research participants

Certificat de formation - Training Certificate Ce document atteste que - this document certifies that



Clinical Trials Centre
The University of Hong Kong

Douglas John Banda

a complété avec succès - has successfully completed

Introduction to Research Ethics

du programme de formation TRREE en évaluation éthique de la recherche of the TRREE training programme in research ethics evaluation

Release Date: 2022/05/26

CID : LQv0jvw2nR

Professeur Dominique Sprumont

Coordinateur TRREE Coordinator



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Appendix J: Provisional Ethics Certificate

ETHICS



Institutional Research Ethics Committee
Research and Postgraduate Support Directorate
2nd Floor, Berwyn Court
Gate 1, Steve Biko Campus
Durban University of Technology

P O Box 1334, Durban, South Africa, 4001

Tel: 031 373 2375 Email:
lavishad@dut.ac.za
http://www.dut.ac.za/research/institutional_research_ethics

www.dut.ac.za

6 December 2022

Mr D J Banda
99 Mbasane Street
Hlongwane Section
Kwenzekile
Katlehong
1434

Dear Mr Banda

Exploring the effectiveness of policy implementation in Gauteng Provincial Government

I am pleased to inform you that **PROVISIONAL APPROVAL** has been granted to your proposal subject to:

- Piloting of the data collection tool. *Please note that should there be any changes to the data collection tool, in a letter signed by the researcher and supervisor, list the changes to the documents and submit to DUT-IREC with the final data collection tool. Even when there are no changes to the data collection tool, DUT-IREC has to be notified.*
- Obtaining and submitting the necessary gatekeeper permission/s to DUT-Institutional Research Ethics Committee (DUT-IREC).

PLEASE NOTE THAT THIS IS NOT A FINAL APPROVAL LETTER. KINDLY SUBMIT THE ABOVE MENTIONED DOCUMENTS WITHIN THREE MONTHS TO THE DUT-IREC OFFICE. DATA COLLECTION CAN ONLY COMMENCE WHEN DUT-IREC ISSUES FULL APPROVAL

The Proposal has been allocated the following Ethical Clearance number **IREC 198/22**. Please use this number in all communication with this office. Approval has been granted for a period of **ONE YEAR**, before the expiry of which you are required to apply for safety monitoring and annual recertification. Please use the Safety Monitoring and Annual Recertification Report form which can be found in the Standard Operating Procedures [SOP's] of the DUT-IREC. This form must be submitted to the DUT-IREC at least 3 months before the ethics approval for the study expires.

Yours Sincerely

Prof I K Adam
Chairperson: DUT-IREC

Appendix K: Editors Certificate

Sury Bisetty Academic Editing Services

CIPC No. 2021/360666/07



The pen is mightier than the sword

To whom it may concern

I edited the thesis entitled: Exploring the effectiveness of policy implementation in Gauteng province by **Douglas John Chikhowe Banda**, submitted in fulfilment of the requirements of the degree of **Doctor of Philosophy in Public Management** Specialising in Public Policy in the Faculty of Management Sciences at the Durban University of Technology

Disclaimer: I provided language and technical editing as per discussion with the client. The **content and structure** of the thesis were not amended in any way. My editing adds tremendous value to your document, but I am only human. Although I rigorously check and recheck my work, it is impossible to guarantee 100% perfection. The edited work described here may not be identical to that submitted. The author, at his/her sole discretion, has the prerogative to accept, delete, or change amendments/suggestions made by the editor before submission.

Sury Bisetty
Professional Language and Technical Editor

Date: 02 May 2024

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ELSEVIER – Editor's guide to reviewing
Editing Mastery: How to Edit to Perfection
Complete writing, editing master class.
PEGSA: Critical Reading [etc.]