**CHAPTER ONE**

**INTRODUCTION**

**1.1 BACKGROUND TO THE STUDY:**

Policy implementation is of critical importance to the success of government. Policy implementation is the process of fulfilling the intentions of the policy. Researches on policy implementation have been carried out and there has been a lot of discourse among social scientists. In local government areas, approaches are adopted, policies are formulated and all of these are aimed at improving the performance of the local government. As a general concept, policy implementation can be defined as the third stage of policy cycle. It means the stage of the policy process immediately after the passage of a law, or the action that will be taken to put the law into effect. According to Milakovich and Gordon (2007) “Policy implemention is a general political and governmental process of carrying out programs to fulfil specified policy objectives; also the activities directed towards putting a policy into effect. It also involves a wide variety of actions such as issuing and enforcing directives, disbursing of funds, making of laws, assigning and hiring personnel. Policy implementation refers to the activities that are carried out in the light of establishing policies.

Getting policy implementation right is very important and failure can cause financial waste, political frustration and disruption. However, research on policy implementation has vastly exploded since the publication of Pressman and Wildavsky’s influential case study implementation in 1973. The authors examined the factors underlying the failure of the federal economic development programmes in the city of Oakland and California. Despite the fact that the programme was backed by political agreement and adequate financial resources and was widely expected to succeed, most of the early American students of policy implementation, focused on the “implementation failure or implementation gap” and their authors took very pessimistic views about the ability of government to effectively implement its programmes. Woodrow Wilson (1988), had emphasised the need for sound implementation of policies, programmed and advocated for politics administration dichotomy. Lack of administrative capability in implementation also poses a threat to successful implementation. Public involvement in policy implementation is crucial and important for policy to be successful and the target group should be involved actively. This research work gives a critical look at the way of improving policy implementation. It will also find out the reasons for the failure of policies and possible ways of improving policy implementation in Enugu North Local Government Area.

**1.2 STATEMENT OF PROBLEM**:

Currently, Enugu North Local Government area is faced with a number of challenges which includes corruption, misutilisation of fund and lack of sound policy design. The implementation process necessarily gets tied up with the dynamics of relationship between different implementing agencies in the field. In the first instance, though the wilsonian dichotomy has been widely criticized, the soundness of his observation that ‘’ it is getting harder to run a constitution than to frame one’’ made in 1887 is widely acknowledged. Since the take off of local government administration, the media has been awash with instances of many policies formulated but not fully implemented due to one problem or the other. We all know that when corruption penetrates the implementation process the desired goals may not be achieved and corruption stands as a very strong barrier to effective implementation of policies. A policy is necessarily formulated in the field though it is made in the secretariat. Another contentious communication which destroys the objectives of policy. Also, misutilisation of funds and lack of sound policy design stand as a hindrance to the achievement of policy objective. The above problems are what necessitated an in-depth study on procedures for improving policy implementation in Enugu North Local Government area of Enugu State.

**1.3 OBJECTIVES OF THE STUDY**

This research has broad and specific objectives. It broadly seeks to investigate ways of improving policy implementation with special focus on Enugu North Local Government Area of Enugu State. It has the following specific objectives:

1.) To examine the effects of corruption on policy implementation.

2). To investigate if inadequate provision of funds affects policy implementation in Enugu North Local Government Area.

3.) To examine the impact of poor policy implementation programme in Enugu North Local Government Area.

4.)To identify challenges facing Local Government Executives in policy implementation at Enugu North Local Government.

**1.4 RESEARCH QUESTIONS**

With regards to the objectives of the study, these research work will provide answers to the following research questions.

1.) What are the impacts of corruption on policy implementation?

2.) How does inadequate provision of funds affect policy implementation in Enugu North Local Government Area?

3.) What are the impacts of poor policy implementation in Enugu North Local Government Area?

4.) What are the challenges facing local government executives in policy implementation in Enugu North Local Government Area?.

**1.5 SIGNIFICANCE OF THE STUDY**

Policy implementation forms the engine for effective governance and management of public issues. Local government growth depends heavily on effectiveness of policy implementation. This work is essential because it will prove itself as a landmark to policy makers, implementers, and help them perform their duties and responsibilities more effectively. Also, this research work will be of benefit to the researcher. The research will also provide platform for more research into the arts and science of policy implementation in Enugu North Local Government Area. This research will provide ways of improving policy implementation and also suggest procedures for improving policy implementation in Enugu North Local Government Area. It will be of immense help and serve as an academic literature for future researchers, students and society at large by arousing deeper and genuine interest on the subject matter.

**1.6 SCOPE OF THE STUDY**

This study focuses on examining ways of improving policy implementation using Enugu North Local Government Area as a reference point.

**1.7 LIMITATIONS OF THE**  **STUDY**

The study was limited or faced with series of constraints in the course of writing it. Prominent among the constraints were the time spent in gathering data for the project and the time spent in compilation as this were combined with other course works. Secondly, the finance in carrying out this activity was a big problem. Obtaining relevant information was another limiting factor although the required information was necessary. Most of the workers were reluctant in supplying information and answers needed for the research for fear of losing their job. All of these nearly wrecked the research work. However, the limitations were overcome and the study was well carried out and genuine results were achieved.

**CHAPTER TWO REVIEW OF RELATED LITERATURE**

The study shall review some related relevant literature on the subject matter of this research work for a clearer overview of the literature. A research of this nature will not be complete without an insight into the literature review of the subject matter. Such review is necessary for the understanding of the concept, theories, and problems there in. It will rather be difficult if not impossible to carry out the study if the fundamental issues and questions are not well grasped.

**2.1CONCEPTUAL FRAMEWORK**

**2.1.1 Concept of Public Policy**

The word “policy” is an equivocal term which various scholars have given different definition and interpretation based on the context it was being used. It is pertinent to explicate the concept of policy itself in order to understand public policy. Policy to a large context is seen as an instrument that translates ideas into reality. According to Cochran (2015), policy comprises political decisions for implementing programs to achieve societal goals. Public policy comprises of a plan of action or program and a statement of objective. The objectives tell us what we want to achieve with policy and who will be affected by policy. Public policy plans or programs outline the process or the necessary steps to achieve the policy objectives. Ozor (2004) defined the term policy as central to the operations and activities of both private organisation and public institutions. However, the term policy as it is used in this work refers to the ones made by government and which are as such regarded as public policies. Generally, scholars have viewed the term policy differently and from various perspectives. Some emphasised policy as an action, others see it as choice. Yet, some see it in terms of scope of action Ikelegbe (2006). In other words, the way a given scholar conceptualises a policy depends on the perspectives from which the scholar is viewing it, and this accounts for the varied definition. To Ezeani (2006), it is the proposed course of action which government tends to implement in respect of a given problem or situation confronting it. Ikelegbe (2006) in a more elaborate form defines policy thus, ‘it is the integrated course and programmes of action that government has set and the framework or guide it has designed to direct actions and practices in certain problem area.’ In essence, a policy is a course setting action that provides the direction, the guide and the way to the achievement of certain goals and objectives desired by government. Policy is an understanding by the members of the group that makes the actions of each members of given set of circumstances more predictable to others. Thus, Egonwan (1991) cited in Okoli and Onah (2002) sees public policy as a government programme of action. According to Milakovich and Gordon (2009) public policy is defined as the organising framework of purposes and rationales for government programmes that deals with specified societal problems. According to Clark (2002) ‘public policy is a series of steps taken by a government to solve problems, make decisions, allocate resources, implement policies and in general, do the things expected of them by their constituencies’. From all these definitions, one would clearly see that public policy is the process of making important organisational decisions. It has a vast scope and embraces such activities as the identification of different alternatives such as programmes or spending priorities and choosing among them on the basis of the impact they will have.

**2.1.2 CONCEPT OF POLICY IMPLEMENTATION**

Policy implementation has been defined in various ways by various scholars and authors. As a general concept, policy implementation can be defined as the third stage of policy cycle; it means the stage of the policy process immediately after the passage of a law or the action that will be taken to put the law into effect. Policy implementation broadly means administration of the law in which various actors, organisations procedures and techniques work together to put adopted policies into effect in an effort to attain policy or program goals. Policy implementation can be defined as the stage where government executes an adopted policy as specified by the legislation or policy action. At this stage various government agencies and department responsible for the respective area of policy formally made responsible for implementation Theoduolou and Kofinis (2004). The next and most crucial stage after policy formulation is its implementation. It is perhaps for its importance that some scholars refer to the policy implementation as the hub of policy process. Fundamentally, policy implementation is the process of translating a policy into action and presumptions into results through various projects and programmes Okoli and Onah (2003), Ikelegbe (2006). Kraft and Furlong (2007) and Ajaegbu and Eze (2010) state that policy implementation actually refers to the process and activities involved in the application, effectuation and administration of policy. A variety of activities are involved in policy implementation that may include issuing and enforcing directives, disbursing funds, signing contracts, collecting data and analyzing problems, hiring and assigning personnel, setting committees and commissions, assigning duties and responsibilities and also making interim decisions etc. Nweke (2006). The nature of policy implementation is the major explanation for the failure or success of any given policy. In this vein; Nwankwo and Apeh (2008) observe that the implementation of a policy is the most vital phase in the policy process as it is at this stage that the success or failure of a policy is determined. (Ikelegbe, 2006) and (Nweke, 2006). In this respect too, many policy failures result from ineffective implementation. In other words, the hallmark of any successful policy is effective implementation as it is only effectively implemented policy that solves societal problems. Dick (2003) argues that policy implementation is about the most crucial dimension in the policy process given the fact that the success or failure of any given policy is to a high degree, a function of implementation. It is perhaps in the context of the need for effective policy implementation and the likely factors that may constitute an obstacle to it. Policy implementation is a dynamic conversion process of policies and plans into specific programs and projects. It is the stage between decision and operation, stages in policy cycle, where formulated policies, intentions, plans and visions are executed and operationalized. Public policy implementation is an indispensable variable in the policy process. Indeed implementation stage determines whether policies become tangible or concrete. Despite numerous hypothesis of scholars in the field of implementation research, there is as yet no distinct and unifying theory of implementation (Wenzel, 2002). Policy implementation involves the creation of a policy delivery system in which specific mechanisms are designed and pursued in the hope of reaching particular ends” thus public policies in the form of a statement of goals and objectives are put into action program with an aim to realize the ends stated in the policy. Policy implementation has become of greater concern to its formulation particularly in developing nations like Nigeria where the government is increasingly looked upon by the citizens to effectively implement development projects and programme. O’Toole (2003) defines policy implementation as what develops between the establishment of an apparent intention on the part of government to do something or stop doing something and the ultimate impact on world of actions. More concisely, he remarks that policy implementation refers to the connection between the expression of governmental intention and actual result. As part of policy cycle, policy implementation concerns how governments put policies into effect (Howlett and Ramesh, 2003) Successful implementation according to Matland, requires compliance with statute, directives and goals, achievement of specific success indicators and improvement in the political climate around a program (Quoted in Hill and Hupe ,2002). Acknowledging policy implementation as a distinct field of study, conventional analysis of policy implementation utilises variants of an inflexible top down model, in which policy is taken to be property and therefore wholly influenced by policy makers, as the framework by which to evaluate public policy implementation developed by Pressman and Wildavsky 1973 in Wenzel (2002).

**2.1.2 HISTORY OF ENUGU NORTH LOCAL GOVERNMENT AREA OF ENUGU STATE**

Enugu North is a local Government area of Enugu State, Nigeria. Enugu North Local Government area is one of the oldest local governments during the time it was known as eastern region then but lately after the creation of Enugu state out of the old Anambra in 1991. Enugu north local government area is one of the old local governments in the East and in Enugu state in particular. According to Wikipedia (2018) Enugu north is a local government area of Enugu State, Nigeria. Its headquarters is in the city of Enugu. It has an area of 106km and a population of 244,852 at the 2006 census. According to Nigeria zip codes (2018) Enugu north is made up of two major communities known as Ngwo and Ogui Nike. Enugu north local government area is made up of towns and villages which includes Nguli districts: Amaigbo, Ihenwuzi, Onueto, Umunevo. Enugu north is predominantly occupied by non indigens because it is the centre of Enugu State and the capital. Its constitute units are Enugu Urban; (Asata, Ogui, Ogbete, GRA, Ogui New layout, New haven, Independence layout, Udi siding, Iva Valley, Hill top, and Ogui Nike Enugu North Local Government is headed by the executive chairman as at today known as Honourable Emma Onoh. It has about 948 staffs. Enugu north local government is been managed by three (3) key officers known as DPM (Director of personnel management), Financial adviser to the local government (treasurer)and town engineers. In the aspect of political office holders headed by the chairman and the members known as supervisors. There also exist 13 wards which are been headed by a councillor, ex supervisor ie: supervising councillors, works, education, finance, health, agriculture, youth and sports. There also exist 7 departments in the local government.

**2.1.3 POLICY CYCLE**

The concept of policy cycle was developed by Harold Lasswell in the USA in the 1950s. At that time, he provoked a new revolution by describing public policy as being multi disciplinary, problem-solving and explicitly normative Howlett and Ramesh (2003) On the basis of these characteristics, Lasswell developed the concept of public policy which he broke down into seven fundamental stages. Policy cycle is the tool used for analyzing the development of a policy item. It is thus a rule of thumb rather than the actual reality of how policy is created; but has been influential in how political scientist look at policy in general. The term ‘policy cycle’ refers to the recurrent pattern showed by procedures that ultimately lead to the creation of a public policy Savard and Banville (2012). The notion of policy cycle provides a means of thinking about the sectoral realities of public policy process. A policy cycle is a systematic process (structure) showing how sectoral issues or public problems are acknowledged. Followed by step-by-step sequence depicting how the identified problem issue should be solved. The policy cycle or sequence policy process proposed by Harold Lasswell was subsequently adopted by others. The policy cycle is intentionally iterative Freeman (2013) in the sense that policy activities are recurrent and instruments are often used repetitively to effectively solve the existing problem. Policies are formulated through a policy process that engages stakeholders in producing new or revised policies within a particular institutional context (Maetz and Balie’,(2008). Policy cycle is continuous and unending. It is a process which is rational, balanced and analytical Sutton (1999). Policy cycle is a framework that can help to understand better the policy implementation as a stage correlative to other stages. Political scientist with an interest in policy have grouped various activities according to their relationships with public policy resulting to a set of policy processes as a series of political activities Dye (2008).The policy cycle is divided into five major stages which include: Problem identification, agenda setting, policy formulation, policy implementation, policy evaluation.

**1) Policy identification:** The first stage of policy cycle is the identification of public problem that require intervention. This is the most important step in the public policy process. This involves not only recognizing that a problem exists, but also studying the problem and its causes in detail. It is important to have a clear idea about what you want to achieve. Problem identification occurs whenever individuals or group (mass media, public opinion, interest group) make demands upon government Dye (2008).

**2) Policy Formulation:** Policy options within government are formulated at this stage. It involves coming up with an approach to solving a problem. Policy planning agencies, the executive branch, the legislature, bureaucrats, political parties and interest groups may be involved at this stage of the policy process. In this stage, alternative solutions would be developed to resolve the identified problem. All the alternatives would be thoroughly evaluated during this stage before the best course of action from among the alternatives generated is chosen and adopted. Policy formulation involves developing policy proposals to resolve issues and ameliorate problems Dye (2008).

**3) Policy Implementation:** The next obvious step after choosing an option would be implementing the solution. Various government agencies would be involved in implementing the policies. This stage involves the execution of plans made in the earlier stages of the cycle. In other words, it is the translation of plans into practice, putting solutions into effect Howlett and Ramesh (2003). This is when a decision is carried out through the application of government directives and Its confronted with reality Megie, 2004, Savard and Barnville, (2012). Allocation of resources and assignment of responsibilities is significant at this stage, if efficiency and effectiveness of policies are to be achieved. This is one reason policy implementation often requires the development of formal rules and regulations by bureaucracies through regular monitoring of activities.

**4) Policy Evaluation:** This is the final stage in public policy process. Evaluation is an ongoing or continuous process. It involves a study or review of 4ow effective the new policy has been in resolving the original problem. in other words, evaluation is conducted for checking the effects of the policy and for assessing the impact of the policy in terms of efficiency, effectiveness, validity and its continued relevance based on the feedback or identified weaknesses, corrective action is taken.

**2.1.5 WHY PUBLIC POLICIES FAIL IN NIGERIA**

Understanding why policy fails, itself is an arduous task as a result of the complexity process involved and the multi actors involved in the decision making process. There exist many reasons why a policy may fail.

A policy may be poorly designed and fails to tackle the problem it was intended to solve or largely be symbolic Newig (2007). Alternatively a well designed policy may unexpectedly fail due to unforeseen circumstances or simply not have the effect intended. Failure can be measured in different ways and is often subject to interpretation, Disagreement over whether a policy actually should be considered to have failed may arise depending on who is asked Bovens and Hart (2011). A policy fails if it does not achieve the goals that proponents set out to achieve, and opposition is great and support is virtually nonexistent Allan (2010). Once a public policy fails to meet its short or long term goals and function in the line with its objective it is said to have failed Allan (2010). Noted that public policy can fail in these perspective process programme and policies. A lot of government gets it right at the process stage which is also the policy formulation stage and fails at the implementation stage. Nigeria is the most populated black country in the world, the country’s population, which increases at a very frightening rate. In addition to inefficient governance solution has been a major problems for socio-economic policy implementation over the years. The rapidly growing population of Nigeria which calls for greater concern is one of the key problems that is like a cankerworm to public policy in Nigeria. According to McConnell “a policy fails, even if it is successful in some minimal respects, if it does not fundamentally achieve the goals that proponents setbacks to achieve, and opposition is great and support is virtually non-existent. Peters (2015) argues that specific failures may only be a symptom of a broader failure in governing”. And that, to be able to identify these forms of failure, it is important to look beyond just the proximate causes of observed policy failure, instead aiming to identify the more deeply seated roots of failure. In Nigeria, only a small percentage of the country’s population enjoys more from the country’s natural wealth it is on record that such a nation will perform very poorly in terms of good governance and control of corruption, as reported by the corruption perceptions index on the world bank governance indicators Marshal, 2009.McConnell, (2014). Policy implementation or success is seen differently, those in government who are the ruling party see it as successful while the opposition party sees most policies as a failure. The only neutral and objective eyes are that of the public who can sometimes be brought over by the protagonist of such policy to discredit the government, this then leads the public to being subjective. In Nigeria, good policies are initiated and formulated by the government but the real problem lies at the implementation phase where the policy starts to takes a turn totally different from what has been stated at the initial planning and formulation stage. This ultimately leads to the failure of public policies to achieve their target goals. Markinde (2006) contributed to these when he wrote that there are usually wide gaps between formulated policy and the achievement of these goals as a result of ineffective implementation in almost all focus of public administration in Nigeria. Martino (2013) pointed out that policies fail not only when they show spending inefficiencies but when they do not meet the planned objectives and unable to use the rules and the governance structure which was set up during the programming phase. Policy fails in three specific conditions. They include: Inefficient governance solutions, Poor design of policy measures, Dominance of extractive conditions at local level. Several policies that have failed to achieve its objectives have been formulated in the past by the different government administration in Nigeria. Including; National Accelerated Food Production Programme (NAFPP) 1972-1973.Operation feed the nation (OFN) 1976-1980, Green revolution programme (GRP) 1981-1983. Olaoye, (2010), subsidy re-investment and empowerment programme (sure-p) 2012-2015 and the national health insurance scheme (NHIS) 1999 till date. Nigeria is besieged by many problems, these problems could be in the area of politics, commerce, education, agriculture communication, housing , transportation, health etc. Achebe (1983) believes that the problem with Nigeria is the problem of leadership. It is clear that the kind of leaders that is needed in Nigeria is the type that will have the will to implement her numerous policies because political will should be the key factor to government policy formulation strategies. According to Cochran (2015), policy comprises political decision for implementing programs to achieve societal goals. The implementation problem’s in most developing countries is the problem of a widening gap between policy intention and outcomes. It is very clear from records that Nigeria over the years has initiated well articulated developmental, economic, and social policies intended to lunch the nation on the part of meaningful development. Presently, the crisis of development is the most serious problem facing Nigeria. This is because the continent has remained a victim of underdevelopment despite the presence of huge mineral and human resources. Nigeria’s underdevelopment is more of poor implementation than lack of development visions and programmes .To this extent, the role of government in development is to a very large extent achieved through the effective implementation of government policies, projects and programs Abah (2010). Reasons why public policies fail in Nigeria are: inadequate resources, Lack of political discipline, corruption, lack of continuity, need for analysis and too many points of agenda among others. Public policy failures are hindrances to the progress of the country. policies need to be properly formulated also properly monitored so as to avoid failure .This is because the failure of public policies to a large extent is a failure of government and governance The peoples welfare ought to be anchored on public policies in other to improve their wellbeing. The failure of public policies speaks volumes of government, especially on the negative aspects. Proper care should be taken to avoid policy failure; else the government will never gain the trust of the people, because government exist for the people. Policy implementation is always the problem of the government of the country.

**2.1.6 CHALLENGES OF POLICY IMPLEMENTATION IN NIGERIA LOCAL GOVERNMENT**S.

No local government in Nigeria is insulated from challenges, but it can be minimized as its total elimination might be quite difficult. It can be said that no group, local government organization is entirely harmonious, for it will be devoid of process, structure or form. Challenges therefore, rather than being dysfunctional are essential ingredients of local government structure as well as its continued existence. Thus, it can be submitted without any air of contradiction that challenges are phenomenon that occurs in all institutions, and of course in all nations including Nigeria with her three levels of government; local, federal and state. Problems of policy implementation varies from country to country or from organization to organization. This implies that the level of institution policy implementation potentials determines somehow the levels or rate of growth seen in the institution. Many policies have been formulated in most Nigeria local government, but has failed on implementation stage as a result of different problems. The local government is besieged by many problems; therefore a good administrator must necessarily expect challenges in the work place and his ability to tackle them at infancy before they degenerate into a consuming fire. Most government policies in Nigeria local government have failed to achieve the desired objectives because of either lopsided implementation or total failure to give effect to the motive of the policy. A policy implementation problem occurs when the desired result on the target beneficiaries is not achieved. Wherever and whenever the basic critical factors that are very crucial to implementing public policy are missing, there is bound to be implementation problem. These critical factors are communication, resource disposition or attitude and bureaucratic structure (Edward III 1980). The four factors operate simultaneously and they interact with each other to aid or hinder policy implementation. By implication therefore, the implementation of every policy is a dynamic process which involves the interaction of many variables. Also directives that are too precise may hinder implementation by stifling creativity and adaptability Edward III (1980). Implementation problems in local government could also arise from policy itself, policy makers or the environment in which the policy has been made. The problem’s of policy is traceable to the planning stage which comes immediately after policy formulation Okeke, (1985) and Ukeje, (1986) have stated clearly that good planning will ensure effective implementation. Challenges of policy implementation in Nigeria local government include: Lack of resources, bad leadership, Lack of political will, Paucity of funds, Poor planning, Poor mobilization of funds, inability of policy makers to take into consideration the social political, economic and administrative variables when analyzing for policy formulation, corruption, over ambitious and unrealizable policy goals, policy instability, unskilled workers, compromise and conflict during implementation, administrative inefficiency.

**2.1.7 THE ROLE OF LOCAL GOVRERNMENT IN POLICY IMPLEMENTATION**

Local governments vary greatly in size and character. The power of local government is controlled by Acts of state parliament. Local government are multipurpose bodies responsible for delivering a broad range of services. The elected council is the policy making forum of the local authority. The existence of local government has always been defended on the basis that it is a crucial aspect of the process of democratization and intensification of mass participation in decision making process. The administrative structure of local government forms the basic framework where local public policy is determined and implemented. Robsco (1937) defines local government from a legal point of view as one which is said to involve the conception of a territorial, non-sovereign community possessing the legal right and the necessary organisation to regulate its own affairs. The local government plays a very vital role in the implementation of policy. Before the local authority commences the activity (either to determine the details of the local authority’s policy decisions or to ensure adequate resources) the local authorises demands full and final details of what is required of them but will need reasonable indicative information much earlier. The local government authorities are required to prepare Long Term Council Community Plans (LTCCPs) which sets out their activities, expenditures and funding needs.

Local government authorises are required to determine how best to achieve government intended objectives or outcomes in the particular circumstances that pertain to that particular region. They do not have open ended policy discretion in terms of varying the objectives or outcomes, but they have management discretion concerning how they are to be attained. Also, outcomes and objectives to be attained must be clearly identified. It is also important that any policy funding that is not derived directly from fees or charges for service, inspections, licenses etc. It will also be necessary to allow sufficient time for the implementation of the decisions, which may require the appointment of staff, staff training, purchase of accommodation or equipment etc. Sufficient time needs to be allowed for the employment and training of staff and acquisition of other resources before the activities commences. The role of local government calls for interaction between government, technocrats and village leaders. Local government not only has to develop and implement local policies and strategies, but is also obliged to implement the policies adopted by other sphere of government. Local government authorities ensure that policies responds to needs and priorities, create an integrated platform, ensures the commitment of officials at appropriate levels, consider the need for a vision and strategies, communicate with active openness, also results are monitored by local government authorities.

**2.1.8 POLICY IMPLEMENTATION AS A MEANS OF LOCAL GOVERNMENT DEVELOPMENT**

Policy implementation is a vital activity for local government development. Policy implementation provides guidelines on how to close the gap between policy making and implementation in Local government. Policy implementation helps re-orient local government from being mere service delivery unit to wealth creating entities that will facilitate socio-economic transformation. Dailymonitor (2014) says Policy implementation serves as a means of local government development by providing a simple but integrated framework for development of local government plan, by providing systematic approach on how to integrate crosscutting issues into local government development, planning process and framework, by ensuring that poverty is minimised at local level, creating awareness by disseminating the policy to all stakeholders, by supporting building capacity at local government level, and by playing a great role in the provision of basic services to local levels.

**2.1.9 SUGGESTED WAYS OF IMPROVING POLICY IMPLEMENTATION IN ENUGU NORTH LOCAL GOVERNMENT AREA**

The policy implementers in Enugu North local government area should improve their understanding of the implementation process and implementation outcome by using the result of the several researches to redesign policies so that they can do their work better. Policy goals can be achieved in Enugu North local government area only when there is an effective system of implementation and monitoring. Effective monitoring can ensure the proper execution of policy. Sabatier and Mazmanian (1983) says for a policy to be properly implemented, the policy must be conceptually clear and simple, theoretically sound, and stated in terms of desired changes achieved among target groups. Public policy web (2002) the operational goal must be clear and feasible, easily understood by all concerned. Attention should be paid to both the manpower and resource which will be needed to implement the policy, there must be effective communication between the target beneficiaries and the implementers of policy programmes. Fspbusiness (2015) Policy implementation can be improved in Enugu North Local Government area by keeping an eye on the implementers, choosing top managers to focus on the progress, monitor the development of the policy implementation and offer important feedback on any aspect as time passes, by avoiding disruptive policy implementation.

**2.1.10 EMPIRICAL REVIEW**

Obodo (2016), carried out a review on the challenges of policy implementation in Nigeria. The paper adopted theoretical model that hinged on input-output models and analysis of observed case as its methodology. The objective’s of the study was to reach the full realisation of the policy. The finding inter-alia was that the aim of the policy had not been realised as it has not succeeded in reducing the cost of governance. Also, effective implementation of the policy was hampered by the paucity of funds, poor planning, corruption and poor mobilization of funds added to lack of political will. The study concluded that caution should be exercised in the threatened retrenchment of staff as it could exacerbate the level of unemployment and poverty in the country, and once the identified setbacks are tackled there will be success in implementation of policy.

Ihemeje (2014) carried out a study on “why public policies fail at local government level”. The major objectives of this study were to know the main reason behind the failure of public policy at local level and know the steps to put a stop to it. This work evaluated various policies adopted by previous regimes with respect to infrastructure. From the findings of the study, it was apparent that Nigerian policies are not consistently useful to succeeding government. The study challenges the inconsistency in policy actions in Nigeria. The study recommended the need for sovereign national conference, constitutional review and that, the government be more sensitive and responsive in formulation and implementation of public policy decisions that have direct impacts on the local populace.

Ansell (2017) carried out a study on “Improving policy implementation through collaborative policy making”. The objective of the study was to provide fresh prospective of implementation problems by suggesting that collaborative policy design and adaptive policy implementation will help public policy makers to improve policy execution. The findings of the study revealed that attempts to improve policy implementation must begin by looking at policy design which can be improved through collaboration and deliberation between upstream and downstream actors. The review concluded that to provide a broad overview of collaborative policy making and adaptive policy implementation, its best it work in theory and practice, and tackle identified setback to achieve a successful policy implementation.

Alao, Osakede and David Oladimeji (2015) Carried out a study on challenges of local government administration in Nigeria. It was a descriptive study that relied on secondary data source. The paper revealed the challenges inhibiting efficient service delivery ranging from undue intervention by the state governments, the structure etc. The study concluded that the challenges are institutional and attitudinal in nature which could be addressed given that there is the political will by the federal and state governments. It recommended a democratized multi-layers local government system, legal framework to checkmate excessive intervention by state government, enhancement of human resource capacity and accountability leadership.

**2.1.10 THEORETICAL FRAMEWORK**

This research work is basically concerned with improving policy implementation in Enugu North local government area of Enugu state. For the purpose of this research, the system theory will be adopted as the theoretical framework of analysis on which this work will be based. David Easton was the main proponent of system theory in the year 1953. A system theory is described as a system which comprises of subsystem, structure, action and interaction that enable it to perform certain functions.

System theory takes a holistic approach and is one concerned with feedback. It takes into account and studies all element of an organisation. System theory is multidimensional and complex in its assumptions about organisational casual relationships. In the system theory, Inputs are given by the society to the policy makers as to what is needed to be done. David Easton says policy making and decision making are closely related and adopt the system theory to analyze public policy making and decision process in a dynamic political system and the cycle that is involved in it. These theory might not lead to the solution of all administrative problem but it also tends to generate awareness of the limitation and witnesses of formal administration in tackling programmes of social and behavioural change. System theory views an organisation as a complex set of dynamically intertwined and interconnected elements. System theory and its uses in administration can encourage a concern with normative issues that involves individual rights and administrative discretion. His main model was driven by an organic view of politics. Administration can also use system theory to promote change and democratic control as well as enhance the administrator capability to make ethical decisions during policy implementation. An administrator’s task is to ensure integration of many variables in meeting the organisational objective’s, this means that a modern administrator has to be a system analyst. System approach helps us to conceptualise the linkages between the environment and public policy. (researchpaper,2018) A system theory is any set of variables regardless of the degree or interrelationship among them which is generally regarded as being supportive in its nature.

The researcher found the system theory relevant because it will serve as a guide and principles for the implementation process, it will serve as a means to attain changes leading to inputs and outputs. When policy administrators effectively apply system theory, they can obtain information that will help them successfully carryout a public policy. With this theory, policy decisions are been made and are fully implemented. With system theory, implementation of policy in Enugu North local government is been improved by closing the gap between policy making and policy implementation. With the system theory, change can be brought upon in the Enugu North local government area.

**CHAPTER THREE**

**RESEARCH METHODOLOGY**

The present chapter primarily presented a description of the research methodology of the study. It began by presenting and explaining particularly the research design, the area of study, the sources of data, the population of study, the method of data collection, the sample and sampling techniques, the sample size determination, instrument for data collection, validity of data instrument, reliability of data instrument, and method for data analysis.

**3.1 RESEARCH DESIGN**

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Kothari and Gary (2014). They also maintained that “it is a conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data. For this study, the researcher adopted the descriptive survey research design. In using the descriptive survey research, the researcher selected a sample of respondents from a population and administered a standardized questionnaire to them. The questionnaire was completed by the persons being surveyed. The research design enabled the researcher to obtain responses and draw conclusion on the research problem.

**3.2 AREA OF STUDY**

The area covered in this study is Enugu North local Government Area of Enugu State. The research was restricted to the staff of Enugu North Local Government.

**3.3 SOURCES OF DATA**

This has to do with the method of data collection used for this study. Data was derived from both primary and secondary sources for the purpose of this study.

**3.3.1 Primary Sources**

The researcher obtained data through the administration of questionnaire on the selected respondents. The closed ended questions were utilized in eliciting responses from the respondent. The questionnaire was targeted at the employees of Enugu North Local Government Area of Enugu State.

**3.3.2 Secondary Sources**

These were information gotten from already published material. Some of the secondary data used by the researcher were textbooks, journals, projects of previous studies, magazines, articles and online materials from which immeasurable information for the research study was obtained.

**3.4 POPULATION OF STUDY**

The target population of this study is 948 (nine hundred and forty eight) employees of Enugu North Local Government Area. It comprised of 449 staffs in Administrative Department, 160 staffs in Finance and supply Department, 93 staffs in Health Department, 87 staffs in Education and Social Welfare Department,6 staffs in Planning and research Department, and 124 staffs in Works and transport Department, 29 staffs in Agriculture departments as at March, 2018.

**Table 3.1: POPULATION DISTRIBUTION TABLE**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Department** | **Male** | **Female** | **Total** | **%** |
| Administrative | 228 | 221 | 449 | 47 |
| Agriculture | 17 | 12 | 29 | 3 |
| Finance | 78 | 82 | 160 | 17 |
| Health | 51 | 42 | 93 | 10 |
| Works | 64 | 60 | 124 | 13 |
| Planning/research | 4 | 2 | 6 | 1 |
| Social welfare | 35 | 52 | 87 | 9 |
| Total | 449 | 471 | 948 | 100 |

**Source: field study 2018**

**3.5 SAMPLE AND SAMPLING TECHNIQUE**

The stratified random sampling technique was used in this study, in selecting the respondents

**3.5.1 SAMPLE SIZE DETERMINATION**

The sample size of the study was selected employees from all the departments of Enugu North Local Government. Thus the sample size determination was arrived at using the Taro Yamane’s simplified formula

**n = N**

**1+N\*(e)2**

Where:

* n - the sample size
* N- total population
* e - the acceptable sampling error/ margin of error
* 1= unity(a constant)

In determining the sample size

N = 948

e = 0.05

n = 948   
 1+948\*(0.05)2  
= 948   
 1+948\*(0.0025)

= 948   
 1+2.37

= 948   
 3.37

**n =** 281

For this study, a sample size of 281(two hundred and eighty one) was selected.

**Table 3.2: SAMPLE SIZE DISTRIBUTION TABLE**

|  |  |  |
| --- | --- | --- |
| **Department** | **Sample size** | **Percentage (%)** |
| Administrative | 130 | 46 |
| Agriculture | 13 | 5 |
| Finance | 42 | 15 |
| Health | 29 | 10 |
| Works | 39 | 14 |
| Planning/research | 4 | 1 |
| Social welfare | 24 | 9 |
| Total | 281 | 100 |

**Source: field study 2018**

**3.6 INSTRUMENT FOR DATA COLLECTION**

The major instrument used by the researcher in gathering data for this study was structured questionnaire.In a bid to ensure high quality of the questionnaire, the researcher divided the questionnaire into two parts namely: part A and part B. Specifically all questions in section ‘A’ were drawn to provide some general and demographic information of the respondents, while the remaining questions in section ‘B’ were formed and directed to address the research questions. The instrument was designed in a 5-point likert scale of strongly Agree (SA), Agree (A), Neutral (N), Disagree (D) and strongly Disagree (SD).

**3.7 VALIDITY OF DATA INSTRUMENT**

This deals with the accuracy of an assessment, whether or not it measures what it is supposed to measure. In other words, validity is the quality of being acceptable, proper or correct. The instrument of the study was subjected to face validity by an expert in Measurement and Evaluation and also by my supervisor for proper scrutiny. For face validity of the instrument, copies were given to the project supervisor who; read, corrected and removed unimportant items in the questionnaire and also made useful contributions for the improvement of the quality of the instrument. Upon the corrections made, the final copy was produced.

**3.8 RELIABILITY OF DATA INSTRUMENT**

This refers to the extent to which the assessments are consistent. To ascertain the internal consistency of the instrument, the researcher adopted a test-re-test reliability technique. The researcher administered two hundred and eighty one (281) copies of questionnaire to selected staff in Enugu North local government in two occasions within three weeks and their responses were consistent. Data became reliable when they were consistent, accurate, and precise.

**3.9 METHOD OF DATA ANALYSIS**

The responses gathered from the questionnaire were analyzed using the simple percentage method. All analysis was also done using a table to present relevant data.

**CHAPTER FOUR**

**DATA PRESENTATION AND ANALYSIS**

This chapter involves the presentation and analysis of data collected. The data was analysed by the use of tables and percentage. Following the sample size of 281 which was gotten from the total population of 948 employees of Enugu North Local Government area, a total of 281 questionnaire were administered. The presentation and analysis were based on 196 questionnaire which were retrieved from the staff of Enugu North Local Government Area. Out of the 281 questionnaire administered, 49 were not returned and 36 were not properly filled.

**4.1 Questionnaire distribution and return rate.**

Number of questionnaire returned **x100**

Number of questionnaire administered

196 x 100 =0.697 x 100 = 70 percent

--------

281

**Table 4.1 The instrument return rate.**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Department | No of questionnaire | Properly filled | Wrongly filled | Not Returned | % of properly filled |
| Administration | 75 | 48 | 10 | 17 | 27% |
| Agriculture | 29 | 19 | 3 | 7 | 10% |
| Finance | 56 | 42 | 8 | 6 | 20% |
| Health | 28 | 18 | 2 | 8 | 10% |
| Works | 48 | 36 | 5 | 7 | 17% |
| Planning/research | 6 | 2 | 3 | 1 | 2% |
| Social welfare | 39 | 31 | 5 | 3 | 14% |
| Total | 281 | 196 | 36 | 49 | 100 |

**Source: Field study, 2018.**

Table 4.1 shows that out of 281 questionnaires administered, 196 were properly filled and returned thereby indicating a high return rate of 70 percent.

**Table 4.2: Sex distribution of the respondents.**

|  |  |  |
| --- | --- | --- |
| Sex | Total | Percentage |
| Male | 107 | 55% |
| Female | 89 | 45% |
| Total | 196 | 100% |

**Source: Field study, 2018**

Table 4.2 shows that out of 281 questionnaire administered, 107 persons were males indicating 55 percent of the respondents, while 89 persons were females representing 45 percent of the respondents. This simply means that there were more males than the female respondents. However, the difference were unimportant and cant affect the quality of data collected for the research.

**Table 4.3: Age Distribution of the respondents**

|  |  |  |
| --- | --- | --- |
| Age | Total | Percentage |
| 21-30 years | 54 | 28% |
| 31-40 years | 68 | 35% |
| 41-50 years | 42 | 21% |
| 51 and above | 32 | 16% |
| Total | 196 | 100 |

**Source: Field Study, 2018.**

Table 4.3 The table above shows that the respondents who were between twenty one to thirty years were fifty four in number representing 28 percent of the respondents. Those who were between the ages of thirty one to forty years were sixty eight in number which represents 35 percents. Respondents whose ages ranged between forty one to fifty years were 42 in number, which represents 21 percents, Respondents whose ages ranged from 51 years and above were only 32 persons, which forms 16 percent of the sample size. This implies that the younger respondents were more than the older ones, well informed about the current situation in the system and therefore experienced to respond to the questionnaire items.

**Table 4.4 Academic qualification of the respondents**

|  |  |  |
| --- | --- | --- |
| Academic qualification | Total | Percentage |
| First School Leaving Certificate | 6 | 3% |
| WAEC/GCE | 24 | 12% |
| OND | 32 | 16% |
| NCE | 23 | 12% |
| B.Ed/B.Sc/HND | 72 | 37% |
| M.Sc/MA | 21 | 11% |
| Ph.D | 18 | 9% |
| Total | 196 | 100 |

**Source: Field study, 2018**

The table above shows that of the 196 respondents, 6 persons were employed with first school leaving certificate, representing 3 percent. 24 respondents were employed with WAEC/GCE, representing 12 percent, 32 persons have OND, which represents 16 percent, 23 respondents were employed with NCE, and they make 12 percent, 72 respondents have B.Ed/B.Sc/HND representing 37 percent, 21 respondents were employed with M.Sc representing 11 percent and only 18 persons were employed with doctorate degree(Ph.D), constituting 9 percent.

From the analysis, this means that majority of the respondents were educated enough and therefore well informed to give valid information.

**Table 4.5 Marital status of respondents**

|  |  |  |
| --- | --- | --- |
| Marital status | Total | Percentage |
| Single | 52 | 27% |
| Married | 83 | 42% |
| Widowed | 33 | 17% |
| Divorced | 28 | 14% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

The table above reflects response by marital status. It was noticed a total of 52 respondents were single, representing 27 percent, A total of 83 percent were married, representing 42 percent.33 persons were widowed, representing 17 percent, and 28 respondents were divorced representing 14 percent.

The implies that majority of people employed in Enugu North local government area of Enugu State are married and matured enough to respond to the questionnaire items. Thus, they therefore responded maturely to the questionnaire

**Table 4.6 Distribution of respondents according to numbers of years in the organisation**

|  |  |  |
| --- | --- | --- |
| Duration of workers(yrs) | Total | Percentage |
| 1-5 years | 63 | 32% |
| 6-10 years | 34 | 17% |
| 11-15 years | 45 | 23% |
| 16-20 years | 31 | 16% |
| 20 years and above | 23 | 12% |
| Total | 196 | 100 |

**Source: Field study, 2018**

The above table reveals that 63 of the respondents have worked for between one to five years, representing 32 percent, 34 respondents have worked for between six to ten years, representing 17 percent, 45 persons have worked for between eleven to fifteen years representing 23 percent, 31 respondents have worked for between sixteen to twenty years, representing 16 percent, and 23 respondents have worked from twenty years and above representing 12 percent.

This implied that those who were experienced were more than the less experienced ones and this manifested in the way and manner they answered

**Table 4.7 Religion of respondents**

|  |  |  |
| --- | --- | --- |
| Religion of respondents | Total | Percentage |
| Christianity | 142 | 72% |
| Muslim | 38 | 16% |
| Other religion(Jewish) | 16 | 8% |
| Total | 196 | 100 |

**Source: Field study,2018**

Table 4.7 shows that 142 of the respondents are christians representing 72 percent, 38 persons are muslims representing 16 percent and 16 respondents are Jewish representing 8 percent.

However, despite the dichotomy of religion, the respondents were neutral in their response to the questionnaire.

**Table 4.8 questionnaire item No 1: Corruption indeed has a great impact on policy implementation**

|  |  |  |
| --- | --- | --- |
| Scaling point | Frequency | Percentage |
| Strongly agree | 75 | 38% |
| Agree | 49 | 25% |
| Neutral | 26 | 13% |
| Disagree | 25 | 13% |
| Strongly Disagree | 21 | 11% |
| Total | 196 | 100 |

**Source: Field study, 2018**

The table above shows that out of 196 respondents, 75 of the respondents representing 38 percent strongly agree, 49 of the respondents representing 25 percent agree while 26 persons constituting of 13 percent are unsure if indeed corruption has a great impact on policy implementation. 25 of the respondents representing 13 percent disagree while 21 of the respondents representing 11 percent strongly disagree.

Therefore, this implies that corruption indeed has a great negative impact on policy implementation and is one of the reasons policy implementation is hardly achieved in Enugu North Local Government Area of Enugu State.

**Table 4.9: Questionnaire item No 2: Corruption has a great effect on an ongoing policy implementation in Enugu North Local Government Area of Enugu State**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 47 | 24% |
| Agree | 56 | 29% |
| Neutral | 44 | 22% |
| Disagree | 27 | 14% |
| Strongly Disagree | 22 | 11% |
| Total | 196 | 100 |

**Source: Field Study, 2018.**

Table 4.9 reveals that 47 respondents constituting 24 percent strongly agree and 56 respondents representing 29 percent agreed, 44 persons were neutral representing 22 percent. 27 respondents constituting 14 percent disagree and 22 respondents representing 11 percent strongly disagree that corruption has a great effect on an ongoing policy implementation in Enugu North Local Government area of Enugu State.

This implies that corruption has a great negative effect on an ongoing policy implementation and if proper care is not taken it can hinder policy implementation in Enugu North local Government Area of Enugu state.

**Table 4.10 Questionnaire item 3: Inadequate provision of funds affects policy implementation process.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 52 | 27% |
| Agree | 61 | 31% |
| Neutral | 34 | 17% |
| Disagree | 26 | 13% |
| Strongly Disagree | 23 | 12% |
| Total | 196 | 100 |

**Source: Field study, 2018.**

Table 4.10 shows that out of 52 respondents representing 27 percent strongly agree, 61 persons constituting 31 percent agree that inadequate provision of funds affect policy implementation process, 34 respondents representing 17 percent are neutral on whether inadequate provision of funds affect policy implementation process, 26 respondents, constituting 13 percent disagree, and 23 respondents representing 12 percent strongly disagree that inadequate provision of funds affect policy implementation process.

This indicates that inadequate provision of funds greatly hinders an ongoing policy implementation process and the targeted goals are met.

**Table 4.11 Questionnaire item No 4: Misutilisation of funds leads to ineffective implementation of policies.**

|  |  |  |
| --- | --- | --- |
| Scaling point | Frequency | Percentage |
| Strongly agree | 55 | 28% |
| Agree | 59 | 30% |
| Neutral | 29 | 15% |
| Disagree | 31 | 16% |
| Strongly Disagree | 22 | 11% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

The table above indicates that 55 respondents representing 28 percent strongly agree, 59 persons representing 30 percent agree, and 29 individuals constituting 15 percent are neutral that misutilisation of funds leads to ineffective implementation of policies, 31 respondents representing 16 percent disagree while 22 respondents constituting 11 percent strongly disagree that misutilisation of funds leads to ineffective implementation of policies

This implies that the council members do not appropriate fund the right way leading to an unrealised implementation of policies.

**Table 4.12 Questionnaire item No 5. Financial misappropriation hinders policy implementation in Enugu North Local Government area.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 62 | 32% |
| Agree | 48 | 24% |
| Neutral | 35 | 18% |
| Disagree | 28 | 14% |
| Strongly agree | 23 | 12% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

The above table shows that 62 respondents representing 32 percent strongly agree, 48 persons constituting 24 percent Agree, 35 individuals constituting 18 percent are Neutral, 28 respondents representing 14 percent disagree, and 23 respondents representing 12 percent strongly disagree that financial misappropriation hinders policy implementation in Enugu North Local Government Area of Enugu State.

This reveals that the council members strongly agree that financial misappropriation hinders and affect policy implementation.

**Table 4.13 Questionnaire item No 6: Effective policy implementation is hardly achieved in Enugu North Local Government area.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly agree | 59 | 30% |
| Agree | 41 | 21% |
| Neutral | 35 | 18% |
| Disagree | 37 | 19% |
| Strongly Disagree | 24 | 12% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

Table 4.13 reveals that 59 respondents representing 30 percent strongly agree, 41 persons representing 21 percent agree, 35 respondents representing 18 percent had no opinion, 37 respondents constituting 19 percent disagree and 24 respondents constituting 12 percent strongly disagree that effective policy implementation is hardly achieved in Enugu North Local government area.

This reveals that effective policy implementation is hardly achieved in Enugu North local government area of Enugu State and have not improved their conditions of service in the local government area.

**Table 4.14 Questionnaire item 7: Lack of sound policy design hinders effective implementation of policies**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 53 | 27% |
| Agree | 66 | 33.6% |
| Neutral | 29 | 14.7% |
| Disagree | 27 | 13.7% |
| Strongly Disagree | 21 | 10.7% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

The above table shows that out of 196 respondents, 53 of the respondents strongly agree representing 27 percent, while 66 of the respondents representing 33.6 percent agree while 29 persons constituting of 14.7 percent are unsure if indeed lack of sound policy design hinders effective execution of policies.27 persons representing 13.7 percent disagree and 21 of the respondents representing 10.7 percent strongly disagree.

Therefore, this clearly indicates that lack of sound policy design is a hindrance to effective implementation of policies in Enugu North Local Government Area.

**Table 4.15 Questionnaire item 8: Poor policy implementation of programs is a result of poor policy design.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 64 | 33% |
| Agree | 30 | 15% |
| Neutral | 44 | 22% |
| Disagree | 35 | 18% |
| Strongly Disagree | 23 | 12% |
| Total | 196 | 100 |

**Source: Field study, 2018**

Table 4.15 reveals that 64 respondents representing 33 percent strongly agree,30 respondents constituting of 15 percent agree, while 44 persons representing 22 percent are neutral, 35 respondents constituting 18 percent disagree that poor policy implementation programs leads to lack of sound policy design while 23 respondents representing 12 percent strongly disagree.

This reveals that poor policy implementation of programs is a result of poor policy design. Therefore, it must be ensured that the state government does something about it.

**Table 4.16 Questionnaire item 9: Government executive should provide funds and materials for a sound implementation of policies.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 64 | 33% |
| Agree | 48 | 24% |
| Neutral | 33 | 17% |
| Disagree | 27 | 14% |
| Strongly Disagree | 24 | 12% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

The above table shows that 64 of the respondents constituting 33 percent strongly agree, while 48 persons representing 24 percent Agree, 33 respondent representing 17 percent are neutral, 27 persons representing 14 percent disagree and 24 respondents representing 12 percent strongly disagree that government executives should provide funds and materials for a sound implementation of policies.

This implies that policy implementation can be enhanced through provision of funds and materials for a sound implementation of policies.

**Table 4.17 Questionnaire item 10: Government executives should provide a sound policy implementation program in Enugu North Local Government area**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly Agree | 65 | 33% |
| Agree | 51 | 26% |
| Neutral | 31 | 16% |
| Disagree | 27 | 14% |
| Strongly Disagree | 22 | 11% |
| Total | 196 | 100 |

**Source: Field Study, 2018**

Table 4.17 shows that out of 196 respondents, 65 persons strongly agree representing 33 percent, 51 respondents constituting of 26 percent agree ,31 respondents representing 16 percent are neutral, while 27 persons constituting 14 percent disagree and 22 respondents constituting 11 strongly disagree that government executives should provide a sound policy implementation programs in Enugu North Local Government area.

This implies that the government executives should make available a sound policy implementation programs in Enugu North Local Government and also ensure the achievement of policies

**Table 4.18 Questionnaire item 11: Lack of communication affects the implementation of public policies.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequency | Percentage |
| Strongly agree | 45 | 22% |
| Agree | 61 | 31% |
| Neutral | 33 | 17% |
| Disagree | 31 | 16% |
| Strongly Disagree | 26 | 13% |
| Total | 196 | 100 |

**Source: Field study, 2018**

The table above indicates that 45 of the respondents constituting 22 percent strongly agree, 61 persons constituting 31 percent agree, while 33 respondents constituting 17 percent are unsure, 31 respondents representing 16 percent disagree and 26 respondents representing 13 percent strongly disagree that lack of communication affects the implementation of public policy.

This simply implies that the achievement of policy implementation is hindered by lack of communication.

**Table 4.19 Questionnaire item 12: Unskilled human and material resources affects the implementation of policies.**

|  |  |  |
| --- | --- | --- |
| Scaling Point | Frequencies | Percentage |
| Strongly Agree | 51 | 26% |
| Agree | 63 | 32.1% |
| Neutral | 32 | 16.3% |
| Disagree | 26 | 13.2% |
| Strongly disagree | 24 | 12.2% |
| Total | 196 | 100 |

**Source: Field study, 2018**

Table 4.19 clearly points out that out of the 196 respondents, 51 respondents representing 26 percent strongly agree, 63 persons constituting 32.1 percent agree, 32 respondents representing 16.3 percent are unsure, 26 respondents constituting of 13.2 percent disagree while 24 representing 12.2 percent strongly disagree.

This simply implies that the achievement of an effective implementation of policies is hindered by unskilled human and material resources.

**CHAPTER FIVE**

**SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS**

**5.1 Summary of Findings**

**From the study, the following findings were made:**

1. Corruption has a significant contribution on policy implementation in Enugu North Local government area of Enugu State.
2. Inadequate provision of funds hinders effective policy implementation, and has a great contribution to policy implemention process.
3. Poor policy implementation of programs has a significant impact on policy implementation programs in Enugu North Local Government area.
4. It was discovered that government executives are faced with lots of challenges in the implementation process, leading to poor policy implementation.

**5.2 CONCLUSION**

The research was on “Suggested framework for improving policy implementation with focus on Enugu North Local Government area. The findings of the study showed practically that corruption has significant negative contribution on policy implementation in Enugu North Local Government area. It was also observed that inadequate provision of funds hinders effective policy implementation. Also, Poor policy implementation of programs has a significant impact on policy implementation programmes in Enugu North Local Government area.

Finally, Government executives are faced with lots of challenges in the implementation process. Based on these findings and analysis, the study concluded that the implementation stage being the most crucial and difficult was also very important and needs to be looked into and improved upon. Hence, the importance of the policy implementation process cannot be overemphasised. Also policy implementation in Enugu North Local government area is affected negatively by corruption, paucity of funds and administrative inefficiency.

**5.3 RECOMMENDATION**

Based on the findings of this work, the following recommendations have been put forward.

1) Corruption in the policy implementation process can be stopped by strict monitoring of programs and projects.

2) The State government should always provide adequate funds for the smooth running of policy implementation, which is beneficial to all.

3) Poor policy implementation programs can be put to an end by supervising any program or project been carried out in Enugu North Local Government area and also ensure due process and necessary measures are been followed in preparing policy implementation programs.

4) The State government should grant autonomy to Local government executives.

**Area for further study**

There is need for more in-depth study onthe challenges and prospects of policy formulation and implementation in developing countries.

**REFERENCES**

Aminu,A.A Jella C.M. Mbaya PY; (2012) Public policy formulation and implementation in Nigeria in public policy administration research vol 2.

Anderson J.C (1975), Public policy –making. california: Nelson publishers.

Clark T.W (2006) The policy process: A practical guide for national resource professional.Yale university press.

Cochran C.I (2015) public policy; perspectives and choices, third edition, lynne Reinner publishers 1800 30th streetste. 314 boulder, C080301 USA

Dick.I. (2003). Contemporary public administration. The Nigerian prespective, Enugu: John Jacob classic publishers.

Egonwan J.A (1991) –Public policy analysis, concepts and application. Benin city Rosy in (Nig) company.

Egonwan J.A (1991), in Okoli F.C and F.O Onah (2002) public administration in Nigeria: nature, principles and application-Enugu John Jacob’s classic publishers ltd.

Ezeani E.O (2006) fundamentals of public administration-Enugu-snap press ltd.

Ezeani,O.E (2006) The Nigerian civil service and national development since independence. An appraisal, *’Africa journal of political and administrative studies(AJPAS),2, (1)*

Hill,M ,Hupe,P (2006) implementing public policy, sage publications, London Hofteds;G and hoftede G.J (2005) culture of organisation, software Jai press Inc 37-45pp

Howlett, M and Ramesh(2003) Governance modes, policy regimes and operational plans. A multi nested model of policy instrument choice and poicy design.policy science

Http//fspbusiness,co.za/articles/policies and procedures/five-tips-for-improving-policy-implementation-7229-html

Http//www.Enugulganews.com.ng/Enugunorth.lga.on-the-move-for-the-better/.

http/www.diagovtnz/diawebsite.nsf/wpg.url/resource-material-our-policy-advice-areas-policy-development-guidelines-for-regulatory-functions-involving-local-govt?

http/www.google.com/amp/www.monitor-co.ug/oped/commentary/involve-localgovernment-in-land-policy-implementation/689364-2587138-view-asamp-Iu37wx/index-html?espv=I

http/www.Ingentaconenect.com

[Http://Nigeriazipcodes.com/6238/listof towns-and-villages-in-Enugu-north-lga/](Http://Nigeriazipcodes.com/6238/listof%20towns-and-villages-in-Enugu-north-lga/)

<http://profwork.org/pp/implement/good-html>

<http://www.researchgate.net>

Http:/en.m.wikipedia.org/wiki/Enugu-north

Ihemeje, G.C (2014) Why public policies fail at the local government level: Any hope in the fourth republic. Singapore journal of business economic and management studies vol.3(4)

Ikelegbe. A. (2006) public policy analysis, concepts, issues and cases. Lagos; imprint services.

*International journal of development and economic sustainability, vol3.No4 pp61-29 August 2015*

Kothari, CR and Gauray Gary (2014).Research methodology: methods and techniques). New Delhi:Newage international(p) ltd publishers

Kraft,M and Furlong .S (2007) Public policy; politics and analysis. Washington: CQ press.

*Mazamanian D.A and Sabatier P.A (1983) Implementation and public policy. Glenview, III:scott, foresman.*

Michael E. Milakovich & George J. Gordon (2007) Public administration in America USA: Thomson Wadsworth Corporation.

Milakovich.M.E and Gordon. G.J (2009) Public Administration in America, Massachuset; wadsworth Cengage Learning

*Napalese journal of public policy and governance volxxx no2,dec 2009*

*Nepalese Journal of public policy and governance volxxx no2 Dec. 2009*

Nwankwo. B. and Apeh (2008), Development administration: principles and practice. Enugu: Zik chuks publishers.

Nweke. E.(2006). Public policy analysis: A strategic approach. Enugu: JohnJacobs publishers.

*O’Toole, L.J (2003) Interorganisational relations in implementation in B.G.Peters and J pierre(eds) handbook of public administration .London:sage*

*Obodo. N.(2016) Challenges of policy implementation in Nigeria: International journal of social sciences and management research vol2 no1 2016.*

*Okoli, F.C and Onah (2003) Public administration in Nigeria: Nature, principles and Application: Enugu: John Jacobs classic publishers.*

*Ozor. E. (2004) Public enterprise in Nigeria: A study in public policy making in changing political economy: University press Plc.*

Policy and politics, volume 45,number 3,july 2017,pp467-486(20) publisher-policy press.

Pressman and Wildavsky(1984), implementation: 3rd edition. Bekeley: University of California press.

Public administration, an action orientation 6th edition Robert. B. Denhardt, Janet v. Denhardt 2009 wadsworth, lengage learning

Sharkunsuky, (1978) ‘‘public administration; policy making in government agencies’’ in Okoli F.C and F.O Onah (2002) public administration in Nigeria: Nature, principles and application: Enugu John Jacob’s classic publishers ltd

Singapore *Journal of business economic and management studies vol3, No4, 2014.*

*Theodoulou and Kofinis (2004): Definition of public policy implementation retrived from: causes. world campus.psu.edu/welcome*

Ugoo.E.A et al . (2004) management and organisational behaviours: theories and application in Nigeria Onitsha abbot books ltd.

[www.emeraldinsight.com](http://www.emeraldinsight.com)

**APPENDIX I**

PUBLIC ADMINISTRATION PROGRAMME

DEPARTMENT OF BUSINESS MANAGEMENT

GODFREY OKOYE UNIVERSITY

THINKERS CORNER ENUGU

APRIL, 2018

**TO WHOM IT MAY CONCERN**

**Letter of Introduction**

I am an undergraduate student of public administration of the above mentioned institution. I am conducting a research on the topic “A Suggested Framework for Improving Policy Implementation. A study of Enugu North Local Government Area of Enugu State”. I humbly solicit for your cooperation in filling out the attached questionnaire which is aimed at data gathering.

I assure you that any information obtained will be strictly used for academic purpose only and will be treated with utmost confidence.

Thanks for your anticipated cooperation.

**Obi, Doris Eberechukwu**

**U14/MSS/PAD/049**

**Researcher**

**APPENDIX II**

**QUESTIONNAIRE**

Questionnaire for research study on “A Suggested Framework For Improving Policy implementation in Enugu North Local Government Area”.

**PLEASE NOTE**

1. Carefully read each question before responding
2. Tick [ ]

**PART A**

**RESPONDENT’S DATA**

1. Sex : Male ( ) Female ( )

2. Marital Status : (a)Single ( ) (b) Married ( ) (c)Widowed ( ) (d) Divorced ( )

3. Age: (a) 21-30 years ( ) (b) 31-40 years ( ) (c ) 41-50 years ( ) (d) 51 and above ( )

4. Religion: (a) Christianity ( ) (b) Muslim ( ) (c) Other religion----------

5. Highest academic qualification: (a) Ph.D ( ) (b) M.Sc/M.A (c) B.Ed/B.Sc./HND ( ) (d) N.C.E ( ) (e) O.N.D ( ) (f) WAEC/GCE ( ) (g) First School Leaving (h) None

6. How long have you been in this organization? (a) 1-5 years ( ) (b) 6-10 years ( ) (c) 11-15 years ( ) (d) 16-20 years ( ) (e) More than 20 years.

**PART B**

Tick [ ] the number that represents how you feel about the statements by using the following scoring systems, bearing in mind that no answer is right or wrong.

Strongly agree----5, Agree-----4, Neutral ----3, Disagree ----2, strongly disagree --1

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **SA** | **A** | **N** | **D** | **SD** |
|  | To examine the effect of corruption on policy implementation |  |  |  |  |  |
| 1 | Corruption indeed has a great impact on policy implementation. |  |  |  |  |  |
| 2 | Corruption has a great effect on an ongoing policy implementation in Enugu North Local government area. |  |  |  |  |  |
|  | To investigate if inadequate provision of funds affects policy implementation in Enugu North Local government area. |  |  |  |  |  |
| 3 | Inadequate provision of funds affects policy implementation process. |  |  |  |  |  |
| 4 | Misutilisation of funds leads to ineffective implementation of policies. |  |  |  |  |  |
| 5 | Financial misappropriation hinders policy implementation in Enugu North Local Government area. |  |  |  |  |  |
| 6 | Effective policy implementation is hardly achieved in Enugu North Local government area. |  |  |  |  |  |
|  | To examine the impact of poor policy implementation programme in Enugu North Local government area |  |  |  |  |  |
| 7 | Lack of sound policy design hinders effective execution of policies. |  |  |  |  |  |
| 8 | Poor policy implementation programme leads to lack of sound policy design. |  |  |  |  |  |
| 9 | Government executives should provide funds and materials for a sound policy implementation of policies. |  |  |  |  |  |
| 10 | Government executives should provide a sound policy implementation program in Enugu North Local government area. |  |  |  |  |  |
|  | To identify challenges facing local government executives in policy implementation at Enugu North local government area. |  |  |  |  |  |
| 11 | Lack of communication affects the implementation of public policy. |  |  |  |  |  |
| 12 | Unskilled human and material resources affects the implementation of policies. |  |  |  |  |  |