Effective implementation of the Federal Character Principle in the Nigerian civil service is faced with several obstacles. This paper investigates the obstacles affecting the effectiveness of the Federal Character Principle in the employment distribution in the Nigerian civil service. The principles were meant to promote national integration and nation-building as well as ensuring equal opportunities which will invariably translate to peaceful co-existence among the citizenry. The paper adopted games theory, while secondary sources of data collection was used. However, the policy is faced with some obstacles which the paper found to be low prioritization of enforcement, inadequate monitoring of the implementation, and lack of legal sanction, an inadequate fund for implementation, poor implementation strategy as well as excessive lobbying. The paper concludes these obstacles are a critical hindrance to the effective implementation of the Federal Character Principles in the Nigerian Civil Service. Thus, the paper recommends a critical review of the implementation strategies of the Federal Character Commission.

Keywords: Civil Service, Federal Character Principle, Federal Character Commission, Nation-building, National Integration and Policy Implementation.
INTRODUCTION
At independence in October 1960, the Nigeria Civil Service was tasked with maintaining law and order, ensuring infrastructural development and facilitating social delivery (Gbervieve, 2010). They were also engaged in formulating and coordinating programmes and policies of the government with the overall objective of fostering unity among the geopolitical zones and especially the citizens of the country. This development resulted into a more direct goal given to the Federal Civil Service Commission (FCSC) as entrenched in Section 170 of the 1999 Constitution of the Federal Republic of Nigeria; to perform the function of employment, promotion, unity, equality, and harmonization, and to ensure discipline in the civil service (FCSC, 2016). These gestures were seen as noble steps towards the realization of its objectives and total freedom from the civil service system of operation (Okorie and Onwe, 2016). The Federal Civil Service Commission of Nigeria at various times made attempts to restructure the service to solve the crisis of disparity inherent the Nigerian civil service in its employment distribution amongst the states of the federation. The different measures adopted did not yield any substantial results (Anazodo et al, 2012).

The constitutional mandate of the Federal Civil Service Commission empowers it to carry out employment into the civil service of Nigeria based on equal distribution and to put the issue of disparity to rest. However, this mandate has not been adhered to as studies have shown that many employments carried out by the Commission over the years still have inherent disparity; While like Imo state has 12.92 percent of employment distribution in the senior civil servant from level 12 and above state like Zamfara had -7.37 percent which clearly shortchange, and this represent one of the numerous disparity inherent in the system of employment distribution (Ibor, Peterside, and Egolikuma, 2015; Majekodunmi, 2013; Mustapha, 2007; Onimisi, 2014). Hence, employment exercises into the civil service have been characterized by lopsidedness and overwhelming disparity which has favored some geopolitical zones while been detrimental to others. This situation has led to heightened tension and discontentment in the country (Ibor, Egolikuma, and Isa, 2015; Onimisi, et al 2019). The inherent disparity in the employment distribution in the Nigerian civil service further aggravated in 1999 when Nigeria returned to a democratic administration. According to Oyedeji (2016), in 1999 when Nigeria returned to democracy after a long military rule did not mitigate the problem but further worsened the disparity in the employment distribution in the civil service.

Disturbed by the lopsidedness and disparity in the employment distribution in the Nigerian civil service, the Federal Government came up with the Federal Character Principle to ensure equality in the distribution of employment into the civil service and put a stop to the disparity in employment distribution. The Federal Character Principle was established by Section 153 (1) of the constitution of the Federal Republic Nigeria with the mandate to ensure equality in employment distribution in the Nigerian civil service and to give a sense of belonging to all the citizens, regardless of the obvious diversities in the geopolitical zones and Federal Capital Territory of the country. Unfortunately, the implementation of the Federal Character Principle in employment distribution has not been effective. It is against this backdrop that this research seeks to investigate the obstacles affecting the effective implementation of the Federal Character Policy.
LITERATURE REVIEW

Federal Character Principle
Idike, et al (2019) in the study of Nigeria bureaucracy, inclusive representation, and Federal Character Principle found that the policy has negatively affected Nigeria’s bureaucracy because of the way the principles were applied. Thus, their study established that the unabated national disunity, inter-ethnic rivalries are as a result of governance issues associated with the bureaucratic representation. Idike, et al (2019) found that the policy is disconnected from the intent and practice is set to achieve thus reducing the quest for national integration as a result of the compromised bureaucracy and politicization of the policy. Federal Character Principle to some extent created sense of participation and belonging by the diverse geopolitical zones and ethnic groups in the country (Asogwa, 2018). The study established that the Federal Character Principle remains a nation-building tool deployed by the government to mitigate and resolve the challenges of aggressive and marginalization confronting the nation.

In recent years, a few authors like Ikeanyibe, Eze Ori & Okoye, (2017) established that the nation’s question to represent the diverse interest which cut across ethnic, state and geo-political zones and the need accommodating of all sundry and groups makes the Federal Character Principle continuously relevant to Nigeria. Further, their study found that policy is yet to solve the cry of marginalization over the dominance of some sections over the others. Recent evidence in the study conducted by Babatunde & La-Kadri (2017) which focus Federal Character Principle and power-sharing and managing inter-group relation in Nigeria found that the policy specifically has an element of conflict resolution through its provision of equal representation measures in its enactment. Babatunde & La-Kadri (2017) further established that the Federal Character Principle could guarantee sense of belonging among the various geopolitical zones regardless of the background tribe differences thus ensuring national integration through its employment distribution. The found that the Federal Character Principle can guarantee a sense of national integration, inclusiveness, and subsequent management of inter-group relations in Nigeria.

Cornelius & Greg (2013) in their study of Federal Character Principle and peaceful co-existence in the country found that policy has nationalistic goals aimed at building a united nation through equal employment distribution. The study further found that national integration and nation-building remains the greater palliative measure the policy thus provides. Thus the scholarly established that the Federal Character Principle serves as a nation-building policy aimed at uniting existing autonomous regions and ensuring equal opportunities that will invariably translate to peaceful co-existence among the citizenry. Data from Ugoh & Ukperere’s (2012) study of Federal Character Principle and Nigerian federalism opined and confirmed integrative explanation of the Federal Character Policy. The scholars found that the Federal Character Principle remains an integrative mechanism of the government aimed at bringing together different groups in Nigeria irrespective of their ethnicity, language, geographic, and religious diversity. Their study also found that the Federal Character Principle integrative perspectives like other scholars tend towards fostering unity, equality, peace, accessibility, and the promotion of integration of the disadvantaged states for greater improvement and better living conditions in the states, geopolitical zones and the country in general.
The Federal Character Principle was established to serve as that policy action of the Nigerian government aimed at ensuring equal representation of the citizen in the employment distribution of the country. However, what scholars failed to established is that the Federal Character Principle does not just stand to ensure the equal representation of the citizen in the distribution of employment but the enactment of the policy was greatly to guarantee equality and strict adherence in all cadres of employment distribution in Nigeria’s public service which must reflect the number of states (federating units in the country).

Policy Implementation

Hudson, Hunter, & Peckham, (2019) in their study of policy implementation and failure opined that inadequate collaborative policymaking, implementation of policy in dispersed governance, and overly optimistic expectation remain the big challenges of policy implementation. Their research established for better understanding of the implementation of policy, their need to understand reasons why policy fails which in turn serve as guide potential solution and subsequent implementation. Mwendera, de Jager, Longwe, Kumwenda, Hongoro, Phiri, & Mutero (2019) opined that policy implementation often suffers structural issue (which includes lack of trained staff, poor supervision, inadequate resources), lack of engagement with the targeted population and unilateral implementation of policies. Lindqvist (2019) in the study of regional cultural policy implementation established that policy implementation in practice encompasses coordination, inter-action amongst key shareholders or actors within the government and outside the government.

Ajulor (2018) in the study of challenges of policy implementation established that policy implementation is bringing to reality formulated ideals through the provision of operational mechanism of with the combination material and human resource for prompt execution of such public policy. The study established that policy implementation, especially in the continent, suffers a setback due to political instability, bureaucratic bottleneck, lack of planning and policy imposition. Pressman & Widavsky, (1984) sees policy implementation as an interactive process between the goal setting and actions carried out towards achieving those agenda. Policy implementation is action-oriented because it involves deliberate response or attempt aimed at achieving set goals. Emphasizing the action-oriented aspect of policy implementation, Imurana et al (2014) see it as intentionally carrying out some action plans targeted at materializing the goals and objectives of a policy for the benefit of the community in general.

O'Toole, (2000) sees the need to separate policy implementation from policy outcomes even when both concepts are interwoven or interactive in practice. Arguing further on the importance of inter-relationship between the entire policy process and policy implementation, Theodoulou, (2004) sees the implementation stage in the policy cycle as an operational stage where the decision of the government on certain issues is translated into concrete action with the prospect of solving those public issues. Similarly, Birkland (2014) sees policy implementation as a key feature in any policy process or agenda, and for a better understanding and effect of a policy, there is the need to take implementation seriously as it involves carrying out the desire of the government. In a more general term policy implementation has been perceived as the mechanism, relationship, and resource geared towards a planned course of action to accomplish a given task (Bhuyan, Jorgensen, & Sharma, 2010). In the same vein Hayes (2001) policy implementation is seen as involving the organization of activities of government-directed toward achieving set goals and objectives as clearly stated in the policy statement or enactment. To Brynard,
(2005) policy implementation is the process of accomplishing policy objectives through concrete planning and programming of operations to guarantee an agreed outcome and achieve the desired impact.

In the same way, Bhuyan et al (2012) highlighted three (3) important reasons for accessing policy implementation which includes, promotion of accountability on the part of the policymakers and those responsible for the implementation of the policy, secondly it enhances effectiveness through promptly addressing the barriers to policy delivery and thirdly fostering of equality and quality. Policy implementation is the set of programmes and operations undertaken by key stakeholders to ensure the achievement of the objectives and goals upon which policy is formulated (Bhuyan, et al. 2010). Mthethwa (2014) sees policy implementation as the direct translation of public policy plans into actionable and workable strategies aimed at meeting the prepared public policy objectives, through the gathering of financial and physical resources. Policy implementation as involving a clear purpose and compelling desire for change, with an inspiring vision of the change so desired, with strong ownership, broad capacity and tangible support to achieve the set policy objectives (Mthethwa, 2014). This argument was supported by Mokhaba (2005) with five (5) critical policy implementation variables which are content, which is the ability to frame policy implementation strategy and context, which is the ability to identify the specific socio-economic, legal and political context of the policy implementation. Furthermore, commitment remains an important catalyst for effective policy implementation, while capacity, is the functional and structural ability to carry out policy objectives through the available resources. Clients/coalitions are needed with different interest groups for transparent and effective public policy implementation. Policy implementation is an indispensable component of the public policy cycle as it is through public policy implementation that the efficiency, effectiveness, and success or otherwise of other key components of the public policy cycles are established; the interconnectedness of public policy components could help to establish the challenges face in the implementation of public policies (Mthethwa, 2014). Policy implementation is the act of carrying out policy objectives to solve the targeted problem inherent in society and to address what aftermath of non-adherence to the policy decision.

THEORETICAL FRAMEWORK
Games theory is characterized by zero-sum games in which the gains of one person results in losses for another person or other persons (Leonard, 2010). It is a particularly useful theory in the current study because it focuses on how coalitions built (personal interests) affect the implementation of a policy by the government (Cerna, 2013). Bardach (1977), viewed policy implementation as an extension of the political game. Thus, this accurately captures the very reason for the enactment of the Federal Character Principle. Policy implementation is a critical stage of the policy process and involves other critical actors. Winter (2013) pointed out that it is the games played by these actors that ironically distort the implementation of a policy. Today, the game theory applies to a wide range of behavioral issues and is an important reflection of the rational decision making of humans. The theory explores an existing problem and finds the maximum control in a conflict situation. About public policy, every actor seeks to influence the policy decision of the government for their interest. The assumptions of the game theory show that several players in a game can theoretically be infinite, however, most games will put into context just two players (McLean & McMillan, 2009). The theory shows that personal interest or gain of the players tends to feature prominently at the detriment of the policy. Among the limitations of the Game theory is its level of uncertainty and lack of institutionalization of the policy implementation process (Cerna, 2013). These
limitations can be resolved through the influence of actors, by encouraging cooperative outcome, and by developing trust in the cooperative structure (O’Toole, 1995). Game theory is suitable for this paper because it sees policy implementation as a continuation of the political game which began from agenda-setting, policy formulation, policy adoption, policy implementation up to policy evaluation in the public policy process (Bardach, 1977; Cerna, 2013; O’Toole, 1995). Furthermore, an analysis of the type of games the policy actors play in the policy implementation process to pursue and achieve their interests can invariably distort the implementation of core policy objectives as enacted by the policymakers (Bardach, 1977). The game theory accurately captures the very essence of the implementation challenges faced by the Federal Character Principle in the Nigerian civil service employment distribution. The games help to explain how the pursuit of personal interest affects the implementation of the Federal Character Principle in the Nigerian civil service employment distribution.

METHODOLOGY
The paper adopted the secondary sources of data collection. The study location is Federal Capital Territory Abuja, Nigeria which is the administrative headquarter of Federal Character Commission and Nigerian Civil Service Commission the study under investigation rest there. The paper also analyzed relevant documents such as the annual reports of the agencies of government concern, while manuals, scholarly journal articles, and books.

Obstacles to the Effective Implementation of Federal Character Principle in Nigeria

Low Prioritization of Enforcement
Low prioritization of the enforcement of the Federal Character Principle in the Nigerian civil service remains one the reason for its ineffectiveness at the implementation of the policy. This work shows that the government has not taken the issue of enforcement of the policy seriously. Although the country often formulates good policies such as the Federal Character Principle enacted to ensure equal employment distribution in the Nigerian civil service and to free the service of disparity, the major setback remains weak enforcement. The implementation of Federal Character Principle is obviously ineffective. The Federal Character Principle of Nigeria which was established to ensure equality in employment distribution in the country’s civil service, low prioritization of enforcement challenges of the said policy can affect its implementation. This remains one of the core reasons hindering effective policy implementation. Satterlund, et al (2009) in their study of the challenges facing the implementation of the Smoke-free Workplace Act discovered that low prioritization of enforcement of government policy decisions affects the implementation of policy objectives of any administration. The paper agrees with the research carried out by Ugoh & Ukpere (2012) in their study of the Federal Character Principle and the conflict of managing the Nigerian federalism shows that enforcement of the policy guideline seems to be at its lowest level and has gravelly hindered the implementation in the Nigerian civil service.

Krutwaysho (2003) who also found that low prioritization enforcement of policy decisions and implementation of the government action has undoubtedly impacted negatively on a quest for policy implementation and the leading cause of policy ineffectiveness. Krutwaysho, (2003) opines that the weak readiness to enforce policy and regulations adequately causes the failure in policy implementation in most cases. Low prioritization in the implementation of the Federal Character Principles greatly responsible for the ineffectiveness of the Nigerian civil service employment distribution. While Ahmed & Dantata (2016)
in their research which centered on the challenges of policy implementation for national development using Nigeria as a case study equally support these current research findings that low prioritization of enforcement tends to implement government policies an ineffectiveness and the leading cause of the abandonment of many policies in Nigeria.

**Inadequate Monitoring of the Implementation**

Another notable reason for the ineffective for the implementation of the Federal Character Principle in the Nigerian civil service which the data revealed was inadequate monitoring of the implementation of the policy. Following the current finding which shows that the ineffective implementation of the Federal Character Principle in the Nigerian civil service can also be attributable to the lack of proper monitoring of the impact of this body responsible for the enforcement of the policy decision of the government. Previous studies have demonstrated that poor policy monitoring on the part of those responsible for implementation of policies remains the biggest cause of policy implementation ineffectiveness (Ahmed & Dantata, 2016). The study carried out by Damoah, et al. (2015) which concentrated on the causes of the governmental project of developing countries with Ghana as a case study, equally found that the lack of commitment to monitoring and enforcement of policies of the government led to implementation ineffectiveness recorded in the country’s public policy. Abas & Wee (2014) opined that ineffective policy enforcement and monitoring are the biggest causes of policy implementation failure in most developing countries of the world.

**Lack of Application of Sanction**

The lack of application of sanction to defaulters of the policy especially those saddled with the implementation of the Federal Character Principle could be identified as one of the reasons for the ineffective implementation of the policy in the Nigerian civil service. It is worthy of note that the application of legal sanctions to the findings of the current research shows not to be in ineffective as identified by this paper. Furthermore, according to Weaver (2009), enforcement factor arising from lack of appropriate and available sanctions necessitated policy implementation ineffectiveness which this current paper has found same to be true when compared to policy implementation ineffectiveness of the Federal Character Policy. The high rate of policy implementation is unlikely where appropriate sanctions are not carried out to ensure compliance, this invariably caused the ineffectiveness in the implementation of the Federal Character Policy. In other words, ineffective policy implementation can be attributed to the absence of prescription of sanctions for non-compliance of policy decisions and specifically those responsible for ensuring the implementation of the policy. This paper further supports the idea of Copeland & Wexler (1995) in their study of policy implementation as it relates to social welfare where they concluded that enabling legislation which is structured or enacted to achieve a specific purpose where not backed with legal sanctions for non-implementation of such public policy, such policy is sure to be ineffective.

Enforcement is a critical reason affecting the implementation of the Federal Character Principle as a result of absence of legal sanction. And in keeping with previous discoveries, which stated that lack of effective sanction on the available enactment of policies in Nigeria actively affects adequate enforcement of policy implementation in the country (Konne, 2014; Onimisi, 2014). The lack of imposition of sufficient legal sanctions and a show of absence of consequences for not implementing policies of the government
remains a fundamental reason for policy implementation ineffectiveness in Nigeria. According to Okeahalam (2004) in a study of corporate governance in the African continent especially Nigeria also found that policy implementation becomes ineffective in the country due to the challenges of weak enforcement and absence of sanctions in carrying out the policy decision of the government. Legal sanctions on the defaulters of the Federal Character Principle necessitated the ineffectiveness in the implementation of the policy. These match those observed in earlier study carried out by Ugoh & Ukpere (2012) in their study of the state, Federal Character Principle and the conflict of policy management in Nigerian federal system. The scholars found that ineffectiveness of the policy is unequivocally due to the inability of the Federal Character Commission - the body housing the Federal Character Principle to apply sanctions against the Nigerian civil service because of the reluctance on the part of the officials to approach the court despite the independence of the commission as recognized by the constitution.

**Inadequate Fund for Implementation**

Another cause of the ineffective implementation of the Federal Character Principle in the Nigerian civil service employment distribution was the inability of the policy body to access the needed financial resources for its implementation. The fundamental tool needed for effective implementation of the Federal Character Principle which is the fund is seriously lacking. The challenge emanating from Federal Character Principle constitutes the reason responsible for the ineffectiveness in the implementation of the policy in the Nigerian civil service, especially, the aspect of poor funding set aside for the implementation of the policy. To Ugoh & Ukpere (2012) who found that the implementation of the Federal Character Principle in the Nigerian civil service is ineffective because the pivotal aspect of the policy implementation which is funding fell short of the necessary financial backing to carry out its mandate effectively. Similarly, Makinde, (2015) is of the view that inadequate funding commitment could result to policy implementation ineffectiveness, this is often the case in developing countries and in Nigeria in particular as insufficient financial resources have hindered the effective implementation of policies in the country. To Nwogu, (2014) the implementation of public policy is central to the policy which unfortunately lacks adequate funding for its effective operations in Nigeria civil service which invariably prompts policy implementation failure being the witness today.

The implementation of the Federal Character Principle hindered the effective implementation of the policy in the Nigerian civil service hence the ineffectiveness in the application of it in the civil service of the country. In this same vein, Mugwagwa et al (2015) research on the assessment of the policy implementation pointed out that lack of adequate funding limits and weakens the implementation of government policy agenda in most African countries. The Federal Character Principle is ineffective in its implementation in the Nigerian public service because of the inadequate funding to carry out its fundamental objectives of ensuring equal employment distribution in the country’s civil service. Inadequate resources remain a challenge to successful policy implementation hence the reason for implementation ineffectiveness presently witnessed in the Nigerian civil service as it concerns the application of Federal Character Policy. Sabatier and Mazmanian (1983) particularly stressed the imperative of technical and financial resources to ensure proper policy implementation, and if these are not found at this important stage ineffectiveness await the implementation of the policy in question. Ugwuanyi and Chukwuemeka (2013) who opined that financial and manpower resources are the critical reasons responsible for the ineffective implementation of policies in Nigeria as most institutions and
agencies saddled with the task of implementing a given policy lack these basic needs for their day to day activities.

Inadequate financial and manpower resources on the part of the body responsible for the implementation of Federal Character Principle necessitated the ineffectiveness in the implementation in Nigerian civil service. This corroborated the idea of Ikelegbe (2006) who posited that government on its part contributes to implementation ineffectiveness by not providing the needed financial resource through her budget to enable the policy implementers to carry out their mandate, which to her, explains the ineffective implementation of policies in Nigeria. While Aluko and Adesopo (2002) were of the position that inadequate resources and manpower in terms of numerical strength and technicality to handle implementation of policies is a major reason for ineffective policy implementation in Nigeria. Just like Makinde (2005) who found that the absence of adequate resources (both material and human) will automatically result to implementation ineffectiveness no matter how beautifully drafted the policy may look. Furthermore, Makinde (2005) opined that without adequate resources which is necessary for successful implementation of public policy, such a policy stands the risk of not being carried out and the purpose for which it was enacted will be defeated.

**Poor Implementation Strategy**
The reasons for the ineffective implementation of Federal Character Principle can be attributed to poor implementation strategy adopted by the Federal Character Commission. This finding is in accordance with that of Alexander (1991) who opined that the reasons for the ineffective implementation of public policy can be attributed to the unorganized strategically planned cause of action for a successful implementation of the said policy of the government. Similarly, the major setback for implementation of public policy is the poor strategic planning for execution of policy. The paper found that poor implementation strategy on the part of the Federal Character Principle implementers caused the ineffectiveness in the implementation of the policy. Poor implementation which bedeviled the implementation of the Federal Character Principle in the Nigerian civil service employment distribution arose as a result of a poor strategy adopted for implementation by the policy implementers. Similarly, Long and Franklin (2004) opined that implementation agencies tend to overlook the importance of adopting a concrete strategy for public policy implementation, which often causes the ineffectiveness in the implementation of policy.

**Excessive Lobbying**
Analysis of the collected data shows that the ineffective implementation of the Federal Character Principle in the Nigerian civil service could be attributed to excessive lobbying. The findings show that top political class and elites among those lobbying the staff of the commission which most often the staff cannot resist. It is important to note the ineffective implementation of the Federal Character Principle in the Nigerian civil service employment distribution is attributed to excessive lobbying which most often than not the staffs of the commission cannot resist because of the caliber of people involved in the lobbying process. Holman & Luneburg (2012) in their comparative analysis of transparent and lobbying shows that citizens are increasingly worried but whose interest in the public policy environment those the lobbyist represent because of the increasing sander associated with it. This research matches those observed earlier by Holman & Luneburg (2012) because of the activities of lobbyists in Nigeria have
invariably affected the effective implementation of the Federal Character Principle in the Nigerian civil service. The study found the policy witnessed ineffective implementation because in a bit to satisfy these lobbyists the main tenet of the policy is forgotten. One basic assumption of the game theory is that players will strive to maximize their payoffs, which apparently captures the findings of the current paper which policy implementers in a bit to maximally achieve their aims takes to lobby which apparently distort the policy target because of implementers cannot resist thus hindering the effective implement the Federal Character Principle as exemplified by the findings.

CONCLUSION AND RECOMMENDATIONS
The paper concludes that the major obstacles to the effective implementation of Federal Character in the Nigerian civil service can be sorely attributed to low prioritization of enforcement and inadequate monitoring of the implementation of the policy. It is imperative the note the implementation of the Federal Character Policy in the Nigerian civil service would ensure and enhance national integration which the country has long wanted. The poor implementation strategy and lack of application of sanction remain a hindrance to the effective implementation of the Federal Character Policy in the Nigerian civil service employment distribution. Thus, it is imperative to note that obstacles in this paper identified as hindering the effective implementation of the Federal Character Policy in the Nigerian civil service can be promptly resolved if the following recommendation is taken with almost important. Establishment of the Federal Character Tribunal. The need to establish a tribunal became necessary because of the continued abuse of the Act establishing the Federal Character Policy in the Nigerian civil service and other public offices in the county. A Federal Character Tribunal whose responsibility will try and apply the necessary sanction on those who fail to implement the Federal Character policy would help to ensure the implementation of the policy.

Re-strategizing of monitoring and implementation process. The monitoring and implementation strategy currently employed by the Federal Character Commission needs to be re-strategized. A monitoring strategy that allows the commission to access detailed documents of the Nigerian Civil Service Commission and a potential candidate for employment in public service in the country, before, during, and after employment, the process would help curb disparity in employment distribution in the service. The implementation of the Federal Character policy needs to be strengthened by injecting more funds and capacity building and training and re-training of the person in the implementation unit of the Commission to current tents of policy implementation.

REFERENCE


Cerna, L. (2013). The nature of policy change and implementation: a review of different theoretical approaches. *ILE*


Mthethwa, B.S.V. (2014) Chapter Two Theoretical Foundation of Public Policy Retrieved from dspace.nwu.ac.za/bitstream/handle/10394/12252/Mthethwa_BVS_Chapter_2.pdf?.


