



## The public policy implementation quagmire in Namibia: Contemporary impediments and solutions

 **Ralph Marenga**

*Department of Public Management and Political Studies, School of Business Management, Governance and Economics, Faculty of Commerce, Management and Law, University of Namibia, Windhoek, Namibia.*  
Email: [rmarenga@unam.na](mailto:rmarenga@unam.na)



### ABSTRACT

#### Article History

Received: 12 March 2025

Revised: 29 April 2025

Accepted: 9 May 2025

Published: 23 May 2025

#### Keywords

Impediments  
Implementation  
Namibia  
Public policy  
Quagmire.

Namibia has long been praised for its excellent public policies. However, these public policies are diminished in value by implementation impediments that hinder achieving goals like service delivery and development. This presents a public policy implementation quagmire. However, it remains unclear which impediments currently thwart public policy implementation in Namibia. Research has yet to systematically investigate, consolidate, and produce a contemporary analysis of these impediments and solutions. This is important due to evolving challenges from globalization and population growth. Therefore, this study provides a contemporary analysis of key public policy implementation impediments and solutions in Namibia. The study follows a qualitative methodology, using secondary data and theoretical frameworks (Top-Down and Bottom-Up models, institutional and political economy theories, administrative capacity, and participatory governance), applied through deduction and interpretivism. Data analysis included data familiarization, coding, theme identification, and interpretation. The study found that implementation impediments stem from political, institutional, economic, and social factors. Issues such as inconsistent political will, limited institutional capacity, poor resource distribution, and lack of community involvement contribute to the implementation gap. The study proposes reinforcing institutions, improving intergovernmental collaboration, ensuring political dedication, and promoting public participation to strengthen policy implementation, advance sustainable developmental goals, and foster inclusive growth.

**Contribution/Originality:** The current study provides a contemporary and updated analysis of the impediments of public policy implementation in Namibia, as deduced from key theoretical underpinnings, as well as solutions.

## 1. INTRODUCTION

The divide between the formulation of public policies and their successful implementation has been a longstanding issue in public management and governance. Although many governments formulate well-structured policies, they frequently struggle to transform policy aims into measurable achievements. In essence, public policy contains the intentions of a government that similarly guides its relationship with its populace (Aiyede, 2023). However, the implementation of public policies is often confronted with impediments, particularly in developing countries, including Namibia. Conceptually, public policy implementation refers to the systematic processes, actions, and strategies that are adopted by a government to ensure the effective implementation of public policies after their

formulation (Novato, Toscano, Ferreira, & Patel, 2024). Novato et al. (2024) state that this stage is characterized by the conversion of public policy decisions into concrete actions that lead to measurable impacts on a target group. Notwithstanding the above, the impediments associated with public policy implementation have been a long-standing issue of great interest in a wide range of fields, especially public management. The resultant failure of public policy implementation can be attributed to a variety of factors, including insufficient resources, ineffective communication, a deficit of political commitment, and the presence of institutional obstacles. Indeed, for Namibia, the past 35 successive years of independence have seen its government confronted with a host of impediments in the implementation of public policies. These impediments have been constant and continuous to the extent that various public policies have failed to realize their objectives (Nshimiyimana & Rabie, 2024). This is the context in which scholarly interest in this subject has increased over the years, not only in the context of Namibia but globally and from various developing country contexts. Matsieli and Sooryamoorthy (2023) suggest that studying public policy implementation is important for advancing literature and practice, particularly in an era where developing countries face a multitude of impediments that prevent the realization of public policy objectives. However, there is a constant need to update and understand contemporary impediments to public policy implementation, as these constantly evolve in the face of population increases and globalization.

Indeed, Namibia as a country has always been lauded for having 'excellent' public policies, but their value is watered down by the implementation impediments that prevent the objective attainment of imperatives such as service delivery and development. This presents a public policy implementation quagmire. However, it is unclear which impediments 'currently' thwart public policy implementation in Namibia. Impediments to public policy implementation pose great drawbacks for the target beneficiaries of development and service delivery (Matsieli & Sooryamoorthy, 2023; Seopetsa, 2020). In this regard, scholars (e.g. (Abdullahi & Othman, 2020; Fu, Li, Qiu, & Tong, 2024; Papamichail, Rosiello, & Wield, 2023)) have recommended the need for governments to proactively anticipate and plan for mitigating the impediments of public policy implementation to achieve set policy goals. However, for Namibia, the above anticipation can only be strategically approached by practitioners by understanding the public policy implementation environment and the impediments therein. There are several published studies (e.g., Nshimiyimana & Rabie, 2024; Papamichail et al., 2023; Seopetsa, 2020) that describe the impediments of public policy implementation in Namibia and beyond. The impediments of public policy implementation have been subject to intense debate in the scholarly community. What is evident from these debates is that the impediments of public policy implementation are constantly evolving and are not cast in stone, nor are they applicable to all countries. For Namibia, its developing country status means that it is akin to the impediments of public policy implementation found in many African states. As mentioned above, Namibia is known for having good public policies, but often, these do not translate into tangible results and positive change owing to implementation gaps.

Although studies (e.g. (Abdullahi & Othman, 2020; Bullock & Lavis, 2019; Burger, 2018)) recognize that the impediments to public policy implementation are constantly evolving, research on Namibia has yet to systematically investigate, consolidate, and produce a more recent and contemporary analysis of these impediments, as well as solutions. This is relevant because of the ever-evolving impediments brought forth by globalization and population increases. In addition, these studies (e.g., Abdullahi & Othman, 2020; Bullock & Lavis, 2019; Burger, 2018; Nshimiyimana & Rabie, 2024) have looked at the impediments to public policy implementation, but in isolation. Hence, there is a need for a recent, contemporary, and consolidated analysis of the public policy implementation impediments and solutions, using the specific case of Namibia. As such, the current study undertook to make its contribution to the debate and scholarship by analyzing the public policy implementation quagmire in Namibia. This is achieved by providing a contemporary analysis of the impediments confronting public policy implementation in Namibia, as well as the solutions. The current study is also framed in response to the call by Murdock and Stephenson (2024), who call for the constant updating of literature to ensure that it is translational and responsive to contemporary scholarly and praxis demands, as well as the understanding of phenomena in a real-world context. To aid in the identification and

analysis of the contemporary impediments preventing public policy implementation and solutions in Namibia, the following research objectives are relevant, namely to: 1) *Analyze the contemporary impediments of Namibia's public policy implementation quagmire; and 2) Recommend solutions on how the contemporary impediments of public policy implementation in Namibia can be remedied.* The remaining part of the paper proceeds as follows: Theoretical perspectives of the public policy implementation quagmire; research methodology; findings and discussions; and conclusion.

## **2. THEORETICAL PERSPECTIVES OF THE PUBLIC POLICY IMPLEMENTATION QUAGMIRE**

This section is designed to explore the theoretical perspectives of the various impediments to public policy implementation quagmire in a country like Namibia. Using various theories provides the opportunity for a broader comprehension of the impediments to public policy implementation. These include organizational, socio-economic, institutional, and political impediments. One such theoretical viewpoint is the Top-Down and Bottom-Up approach. According to [Shahi \(2024\)](#), the Top-Down approach emphasizes that effective public policy implementation is based on direct guidance from central government institutions, supplemented by sufficient resources and effective administration. Under this approach, hierarchical authority and political resolve are important to advance policy implementation, considering formulated objectives. Notwithstanding the above, the Top-Down approach has attracted criticism for its shortcomings in the real world. The model fails to acknowledge the complex realities of practically implementing public policies ([Ibrahim, Halim, Adnan, & Jawan, 2023](#); [Shahi, 2024](#)). Contrastingly, the Bottom-Up approach has drawn greater focus on the pivotal role of service-providing personnel, communities, and local actors. In this regard, the Bottom-Up approach emphasizes the need to modify policies in ways that respond to local contexts. This requires that stakeholders such as citizens, local governments, and bureaucrats be proactive in executing public policy modifications. This approach contrasts with the notion that top-down directives provide for effective public policy implementation. Instead, it advances the need for adaptability, effective feedback mechanisms, and grassroots citizen participation ([Ibrahim et al., 2023](#)).

The Institutional Framework and Governance Capacity, as covered by Institutional theory, advances the importance of institutions and settings in which public policies are implemented ([Mahmud, 2017](#); [Silva, Macedo, & Thompson, 2024](#)). Here, institutional capacity refers to the ability of government offices/institutions to effectively undertake public policy implementation. [Mahmud \(2017\)](#) and [Silva et al. \(2024\)](#) state that numerous elements contribute to institutional capacity. These include mechanisms for accountability and oversight, inter-agency coordination, collaboration, and bureaucratic organization. Additionally, the Political Economy angle is important for the public policy implementation quagmire debate. In this context, Political Economy theory examines the interplay of political impediments, economic motivations, and power in the policy implementation process ([Sha, 2022](#)). It asserts that the public policy implementation process is often influenced by politicians and pressure groups, thereby shaping resource distribution and policy priorities ([Sha, 2022](#)). Through Political Economy theory, various aspects such as the dynamics of public-private partnerships, resource distribution, power relations, and politics can be analyzed, particularly as they relate to the efficacy of public policy implementation. In addition, the theory of administrative capacity highlights the significant role civil servants play in the public policy implementation process ([Andrade & Ribeiro, 2022](#); [El-Taliawi & Van Der Wal, 2019](#)). Such civil servants must be well-resourced, motivated, and trained to effectively implement public policies. However, impediments related to decision-making processes, resource availability, and bureaucratic discretion have impacted the efficacy of public policy implementation.

Stakeholder engagement and public participation are important facets of the public policy implementation process. Theories on participatory and collaborative governance postulate that the effective implementation of public policies relies on the active engagement and participation of various stakeholders (such as citizens, civil society organizations, and local authorities) ([Quick & Bryson, 2016](#); [Rodriguez & Komendantova, 2022](#)). These theoretical frameworks advance the importance of public support and collaboration among stakeholders as essential for successful

public policy implementation. The challenges of public policy implementation are complex, with multiple layers that emerge from socio-economic, administrative, institutional, and political factors. These theoretical approaches integrate various viewpoints, including Top-Down and Bottom-Up models, institutional theory, political economy, administrative capacity, and participatory governance, to advance the causes leading to the failure of public policy implementation. A holistic understanding of these challenges is crucial for improving the implementation efficacy of public policies. The section below provides the research methodology that was utilized in the current study to address the research problem, gap, and objectives identified in the introduction section.

### 3. RESEARCH METHODOLOGY

Using the qualitative research method, this study offers a contemporary analysis of some of the key impediments to public policy implementation in Namibia. Through this method, the objective of the current study is to provide a holistic understanding of the complexities and obstacles associated with the implementation of public policies, as well as the possible solutions thereto. A qualitative approach is deemed appropriate to facilitate an in-depth analysis of the factors that affect public policy implementation, encompassing political, social, and economic dimensions that are often challenging to measure quantitatively, as well as possible solutions. The study utilized secondary data gathered from various sources, including government reports, policy documents, scholarly articles, and media articles. The selection of data is guided by relevance to the subject matter, incorporating both historical and contemporary viewpoints on the landscape of public policy implementation in Namibia.

The research engaged theory deduction, beginning with established public policy implementation theories (specifically the Top-Down and Bottom-Up models, Institutional theory, Political Economy theory, theory of administrative capacity, and theories on participatory and collaborative governance) and applied these frameworks to the Namibian context, deducing from them to understand the impediments to public policy implementation. Data was subjected to thematic analysis, enabling the identification and interpretation of patterns, themes, and insights pertinent to the impediments of public policy implementation in Namibia. The following steps were taken in analyzing data:

1. Data Familiarization: The researcher immerses themselves in the data by reading and reviewing collected sources to obtain a preliminary understanding of the content.
2. Initial Coding: Codes were created from the data on the emergence of key concepts related to public policy implementation.
3. Theme Identification: The generated codes were grouped into themes related to the two identified research objectives of the study.
4. Interpretation: Data within the themes were analyzed and interpreted in light of the two identified research objectives of the study.

The above approach ensured that the data analysis in this study was structured in light of the research objectives. The analysis aimed to uncover not only the overt impediments associated with public policy implementation but also the underlying issues, including institutional obstacles, political motivations, and socio-economic factors that affect policy outcomes, as well as possible solutions. Interpretation was similarly used by correlating the themes derived from secondary data with the theoretical frameworks established earlier in the study.

### 4. FINDINGS AND DISCUSSIONS

The impediments of public policy implementation in Namibia pose a serious threat to the overall effectiveness of the country's governance and developmental efforts. Despite the establishment of multiple policies designed to confront critical socio-economic challenges, a notable divide exists between policy formulation and its implementation, as well as the need to provide a contemporary analysis of the contributing factors and possible solutions. The current study provides a contemporary analysis of some of the key challenges of public policy

implementation in Namibia. This is realized through the following two research objectives, namely to: 1) *Analyze the contemporary impediments of Namibia's public policy implementation quagmire; and 2) Recommend solutions on how the contemporary impediments of public policy implementation in Namibia can be remedied.* These objectives further shape this section, as seen below.

#### *4.1. Namibia's Public Policy Implementation Quagmire – A Contemporary Analysis of the Impediments*

The findings of this study demonstrate that political factors (i.e., the lack of political will, leadership challenges, and political fragmentation) significantly hinder public policy implementation in Namibia. Despite the ambitious objectives of initiatives such as the National Development Plans (NDPs), implementation often falls short due to a lack of political commitment, especially during the implementation phase. Short-term electoral considerations frequently shape the political environment, shifting focus away from long-term strategies and weakening follow-through on policy objectives. In addition, internal divisions within the ruling party (South West Africa People's Organization), especially amid declining voter support, have exacerbated political fragmentation. This study finds that these internal conflicts disrupt policy coherence, delay decisions, and contribute to ineffective implementation. These political dynamics align with the political economy perspective, which highlights how competing political interests can override public policy priorities (Sha, 2022).

Another significant finding emerging from this study is that institutional factors, including limited institutional capacity and bureaucratic obstacles, have, in contemporary times, significantly influenced the implementation of public policy in Namibia. For effective public policy implementation, it is essential to have strong institutions that effectively convert public policy goals into actionable steps. In Namibia, institutional deficiencies (characterized by insufficient capacity, inadequate coordination, and bureaucratic inefficiencies) are critical factors contributing to the public policy implementation gap, as per the present study findings. For instance, the universal primary education launched in 2012 (as deduced from Article 20 [sections 1 & 2] of the Namibian Constitution) serves as a pertinent example. Although this policy decision successfully increased enrollment rates, this study found that its implementation encountered substantial hurdles. Notable impediments have, in contemporary times, included insufficient infrastructure, inadequately trained educators (particularly in remote rural areas), and inconsistent funding to schools (New Era, 2024). Furthermore, this study found that the coordination between central and local government entities is often disjointed, resulting in uneven resource and personnel distribution. Consequently, the quality of education and access in Namibia's remote areas has remained inconsistent. Another significant finding of this study is that bureaucratic inertia poses considerable impediments to public policy implementation Nautwima and Asa (2002) and Shikukutu (2023) agree with this finding and submit that the Namibian civil service frequently grapples with slow decision-making, a lack of accountability, and resistance to change. This study affirms that even when a public policy is developed with clear objectives, bureaucratic inertia can cause delays in implementation, as public servants often prioritize routine responsibilities over new policy initiatives, thereby undermining the effectiveness of public policy implementation. The above findings conform to the posture of Institutional theory in that the absence of adequate bureaucratic organization, intergovernmental and agency coordination, collaboration, and mechanisms for accountability and oversight can negatively impact the efficacy of public policy implementation.

This study reveals that economic constraints (i.e., limited resources and poor financial management) have significantly undermined public policy implementation in Namibia in recent years. This study found that resource scarcity (especially for policies requiring substantial financial investment) is a major obstacle to effective public policy implementation. For example, the Poverty Eradication Policy (Blueprint on Wealth Redistribution and Poverty Eradication) aims to reduce inequality and eliminate poverty. However, its impact has been restricted by inadequate funding, financial mismanagement, and corruption. As Endjala (2023) notes, government initiatives (including cash transfers and food assistance) have struggled due to insufficient support. This has limited the effectiveness of these initiatives. The study also found that budget allocations intended for poverty eradication are often diverted to other



priorities, further weakening the policy's objectives. Moreover, Namibia's overreliance on mining revenues makes the economy vulnerable to fluctuations in global commodity prices. Declines in the value of key exports such as uranium and diamonds reduce government revenue, leading to underfunding of essential services like education, healthcare, infrastructure, and social welfare. These findings underscore the critical importance of sufficient and stable funding as part of the administrative capacity needed for effective public policy implementation (Andrade & Ribeiro, 2022; El-Taliawi & Van Der Wal, 2019). Beyond political and economic issues, social factors (i.e., public opposition and limited community involvement) have also contributed significantly to Namibia's public policy implementation gap. This study highlights that effective policy design and implementation must reflect the nation's diverse social and cultural context. In this regard, policies that overlook local needs or exclude communities from the policymaking process often face resistance (Petunia & Selepe, 2020). Namibia's National Land Policy provides a fitting example. This policy was intended to address historical land dispossession and initially gained support. However, the policy later met opposition from agricultural stakeholders. Criticisms about the slow pace of reform, lack of transparency, and perceived inequity have undermined its effectiveness. Recent challenges include reconciling the demands of landless citizens with those of powerful agricultural actors, resulting in fragmented efforts and limited progress in land redistribution. Furthermore, the study found that policies failing to acknowledge and respect cultural customs in rural areas often falter. This is often observed where efforts to modernize agriculture without incorporating indigenous knowledge or traditional practices frequently lead to resistance and poor implementation outcomes. These findings reinforce participatory governance theories, which stress that stakeholder engagement is vital for successful public policy implementation (Quick & Bryson, 2016; Rodriguez & Komendantova, 2022).

It must be noted that effective public policy begins with sound design and formulation. This study found that many implementation challenges and gaps in Namibia stem from unrealistic expectations and poor coordination during the policy formulation stage. Policies tend to be overly ambitious and misaligned with available institutional resources, making successful implementation difficult. For instance, the Namibian Transport Policy aimed to develop a comprehensive, sustainable transportation network to drive economic growth (Ministry of Works and Transport, 2018). This policy has faced several setbacks, particularly in rural infrastructure development, due to resource constraints and a lack of coordination between central and local governments. Prolonged decision-making further delays critical projects, preventing the policy's intended outcomes of improved access and economic integration. The study also found that coordination issues extend across ministries and departments. Initiatives like rural healthcare improvements require collaboration among the Ministry of Health and Social Services, local authorities, and community health workers. However, weak communication often leads to fragmented efforts, inefficiencies, and delays among these key stakeholders. These findings underscore the importance of applying structured policy implementation approaches, such as the Top-Down and Bottom-Up models (Ibrahim et al., 2023; Shahi, 2024). While this section has explored the key impediments to policy implementation in Namibia, the next section addresses potential solutions, as outlined in the study's second research objective.

#### *4.2. Beyond the Public Policy Implementation Quagmire in Namibia: Solutions*

Namibia's persistent challenges in public policy implementation continue to undermine progress in critical areas such as poverty reduction, education, healthcare, and land reform. Despite having a strong policy framework, the country struggles to translate objectives into measurable outcomes, limiting its goals for socioeconomic development and inclusive growth. Addressing this implementation gap requires a holistic strategy that tackles the root causes of failure. This section outlines key solutions to improve policy implementation, focusing on strengthening institutional capacity, securing sustained political commitment, promoting community involvement, optimizing resource allocation, and improving policy design.

This study suggests that the Namibian government prioritize strengthening institutional capacity at all levels (national, regional, and local). Key to this involves investing in the professional development of public servants

through training programs. These training programs must focus on public policy analysis, project management, as well as monitoring and evaluation. Ryklief and Tengeh (2022) argue that these training initiatives will equip public servants with the requisite skills needed for effectively managing and implementing public policies. This study also highlights the need to strengthen local government structures. In this regard, emphasis must be on local governments in rural and marginalized communities with the aim of improving local public policy implementation. Additionally, the findings of this study show that enhancing intra-governmental coordination is crucial for effective public policy implementation. Establishing stronger communication mechanisms and creating joint task forces would foster better collaboration across sectors and levels of government. This approach is particularly valuable for cross-cutting public policies in health, education, and poverty alleviation. This is because such public policies would require coordinated efforts from various government offices, ministries, and agencies.

The findings of this study suggest that Namibia should focus on securing long-term political commitments to key development objectives. Public policy initiatives (such as those outlined in the NDPs and Vision 2030) should be shielded from the volatility of electoral cycles and political shifts in government. A non-partisan national policy framework would ensure continuity in implementation, regardless of ruling party changes. The study also reveals the need for stronger oversight mechanisms and greater political accountability. This ensures effective public policy implementation. As found in this study, it is important to note that successful implementation requires broad political and social support. Resultantly, politicians must prioritize national interests over partisan agendas to build consensus on critical public policies. For instance, Namibia's land reform policies would benefit from a more inclusive approach that engages diverse stakeholders (e.g., landowners, farmers, and rural communities) to generate political support and reduce resistance. In resolving economic and resource limitations, the Namibian government must improve its resource mobilization and financial management approaches. The overreliance of Namibia on mining revenues makes the country vulnerable to economic fluctuations (Intergovernmental Forum on Mining, Minerals, Metals and Sustainable Development, 2018). To avoid this risk, the country should diversify its economy. This can be done by expanding non-mining sectors such as agriculture, manufacturing, and tourism, thereby generating more stable revenue streams. Such generated funds can then be directed toward key public policy areas like education, healthcare, and infrastructure. In addition, this study finds that strengthening public financial management systems is also critical to ensure that funds allocated for policy implementation are used efficiently. Improving financial accountability would help reduce corruption and mismanagement, which often hinder effective policy implementation. Namibia should further explore public-private partnerships to address service delivery gaps that occur due to resource limitations. Following this approach has proven successful in several African countries. It eases the financial burden on the state while attracting private sector expertise and investment.

This study emphasizes the importance of adopting an inclusive approach to policy formulation in Namibia to improve the effectiveness of public policy implementation. In this regard, the public policy design process must involve engaging communities, civil society organizations, and other stakeholders. The government faces challenges in implementing health and education policies in rural and marginalized areas. To address this challenge, involving local leaders and community representatives in decision-making can ensure that policies are more contextually relevant and gain broader local and national support. Petunia and Selepe (2020) argue that informing the public about new policies and their benefits can foster greater understanding and support. Furthermore, educational campaigns should be launched to raise awareness about policy goals, strategies, and anticipated outcomes, thereby building trust between the government and the public. Ongoing feedback and evaluation from communities are essential for effective public policy implementation. It is important that the government establish accessible channels for citizens to voice their opinions on public policy implementation, particularly at the local level.

The current study recommends that public policies should be grounded in realism and aligned with the operational capacities of public institutions responsible for their implementation. Those tasked with policymaking should set realistic and achievable objectives, considering available resources and institutional strengths. Achieving

this includes establishing clear, quantifiable targets that can be monitored and adjusted as needed. Illustratively, Namibia's Universal Primary Education initiative could be strengthened by ensuring that educational infrastructure and personnel are adequately equipped to handle increasing enrollment. Furthermore, a comprehensive monitoring and evaluation framework is also crucial for tracking public policy progress. There must be regular evaluations to identify implementation challenges early and allow for timely corrective actions. It is important that the Namibian government consider creating an independent monitoring and evaluation agency to conduct routine audits and assessments of key public policies. To advance transparency and accountability, the results of these evaluations should be made publicly accessible.

## 5. CONCLUSION

Public policy implementation challenges in Namibia remain a major barrier to sustainable development, service delivery, and social equity. It is noted that while the government continues to formulate promising policies, a persistent gap exists between policy formulation and effective implementation. Grounded on this study's findings, the following conclusions are drawn in relation to the first research objective: 1) Namibia's implementation gap is driven by multiple factors, including a lack of political will, limited institutional capacity, economic constraints, societal resistance, and flawed policy design; 2) Political will is often undermined by short-term electoral considerations, while weak institutional structures and poor coordination across government hinder implementation; 3) Economic challenges (i.e., limited financial resources and dependence on volatile sectors like mining) exacerbate the policy implementation gap; and 4) A lack of community involvement and failure to adapt policies to local contexts often result in resistance or low public support, ultimately diminishing the impact of otherwise well-intentioned policies.

Corresponding to the second research objective of the study, the following conclusions have been reached: 1) Enhancing institutional capacity via training initiatives, coupled with sustained political commitment through impartial national frameworks, and improving financial management through diversified revenue sources and strengthened public-private partnerships, are essential measures to address existing public policy implementation barriers; 2) fostering community engagement, aligning policies with real-world conditions, and establishing comprehensive monitoring and evaluation systems can alleviate public policy implementation difficulties; 3) by tackling the structural, political, and social factors that impede effective public policy implementation, Namibia can realize the full potential of its public policies; and 4) a more coordinated, inclusive, and accountable strategy will enable the nation to progress towards its development objectives and enhance the well-being of its citizens. In this regard, all stakeholders (Government, civil society, and the private sector) must collaborate in closing public policy implementation gaps, thereby ensuring that public policy objectives lead to significant and enduring results. The novelty of the current study lies in how it provides a contemporary and updated analysis of the impediments and solutions of public policy implementation in Namibia, as deduced from key theoretical underpinnings as seen in the findings and discussion sections above. This is important for not only advancing literature in an area that has recently received scant attention but also enabling practitioners to understand some of the key and current impediments of public policy implementation in Namibia and their theoretical underpinnings. The findings of this study can only be generalized to countries that share similar socio-economic, political and governance dynamics as that of Namibia.

**Funding:** This study received no specific financial support.

**Institutional Review Board Statement:** Not applicable.

**Transparency:** The author states that the manuscript is honest, truthful, and transparent, that no key aspects of the investigation have been omitted, and that any differences from the study as planned have been clarified. This study followed all writing ethics.

**Data Availability Statement:** Ralph Marenga can provide the supporting data of this study upon a reasonable request.

**Competing Interests:** The author declares that there are no conflicts of interests regarding the publication of this paper.



## REFERENCES

- Abdullahi, M., & Othman, N. (2020). Bridging the gap between policy intent and implementation. *Journal of Science, Technology and Innovation Policy*, 6(1), 24-33. <https://doi.org/10.11113/jostip.v6n1.49>
- Aiyede, E. R. (2023). Governance and politics of public policy in Africa. *Public Policy and Research in Africa*, 87. [https://doi.org/10.1007/978-3-030-99724-3\\_5](https://doi.org/10.1007/978-3-030-99724-3_5)
- Andrade, J. R., & Ribeiro, E. M. (2022). Capacity for local government implementation of public policies: Analytical model based on the theory of political management. *Administração Pública e Gestão Social*, 14(4), e3314.
- Bullock, H. L., & Lavis, J. N. (2019). Understanding the supports needed for policy implementation: A comparative analysis of the placement of intermediaries across three mental health systems. *Health Research Policy and Systems*, 17, 1-13.
- Burger, W. (2018). Key variables that affect policy implementation. *Administratio Publica*, 26(2), 65-90.
- El-Taliawi, O. G., & Van Der Wal, Z. (2019). Developing administrative capacity: An agenda for research and practice. *Policy Design and Practice*, 2(3), 243-257. <https://doi.org/10.1080/25741292.2019.1595916>
- Endjala, M. (2023). N\$ 600 monthly food bank money not sustainable, says Geingob. *Windhoek Observer*. Retrieved from <https://www.observer24.com.na/n-600-monthly-food-bank-money-not-sustainable-geingob-says/>
- Fu, T., Li, Z., Qiu, Z., & Tong, X. (2024). The policy gap between finance and economy: Evidence from China's green finance policy. *Energy Economics*, 134, 107550. <https://doi.org/10.1016/j.eneco.2024.107550>
- Ibrahim, S. S., Halim, A. A., Adnan, Z. H., & Jawan, J. A. (2023). A combined top-down and bottom-up approach to the implementation of human trafficking policy in Nigeria. *International Journal of Academic Research in Business & Social Sciences*, 13(16), 307-321.
- Intergovernmental Forum on Mining Minerals Metals and Sustainable Development. (2018). *Mining policy framework assessment*. Namibia. Manitoba: IISD.
- Mahmud, R. (2017). Understanding institutional theory in public policy. *Dynamics of Public Administration*, 34(2), 135-148. <https://doi.org/10.5958/0976-0733.2017.00011.6>
- Matsieli, M., & Sooryamoorthy, R. (2023). Why is public policy implementation difficult in developing countries? An analysis of e-government implementation in Lesotho. *Journal for Studies in Social Sciences and Humanities*, 8(3), 303-317.
- Ministry of Works and Transport. (2018). *2018 Namibian transport policy*. Windhoek: Ministry of Works and Transport.
- Murdock, L., & Stephenson, R. (2024). Advancing Translational Research. *Journal of Translational Research*, 1(1), 2432753. <https://doi.org/10.1080/29947448.2024.2432753>
- Nautwima, J. P., & Asa, A. R. (2002). Exploring the challenges and factors impeding effective public service delivery at a municipality in Namibia. *International Journal of Innovation and Economic Development*, 8, 15-24. <https://doi.org/10.18775/ijied.1849-7551-7020.2015.85.2002>
- New Era. (2024). *Education crisis a time bomb*. *New Era*. Retrieved from <https://neweralive.na/education-crisis-a-time-bomb-2/>
- Novato, V. L., Toscano, C. M., Ferreira, V. R., & Patel, S. (2024). A systematic review of public policy implementation during the Covid-19 pandemic: Current topics and future directions. *Review of Policy Research*, 1-25. <https://doi.org/10.1111/ropr.12607>
- Nshimiyimana, B., & Rabie, B. (2024). Assessment of the Results-based Monitoring and Evaluation Policy Frameworks in Namibia. *Administratio Publica*, 32(1), 127-151.
- Papamichail, G., Rosiello, A., & Wield, D. (2023). Addressing public policy implementation challenges in lagging regions through the analytical lens of smart specialisation. *Journal of the Knowledge Economy*, 14(1), 356-381. <https://doi.org/10.1007/s13132-021-00874-y>
- Petunia, T. A., & Selepe, M. (2020). Strengthening policy-and decision-making processes through community participation: A municipal perspective. *Africa's Public Service Delivery & Performance Review*, 8(1), 10. <https://doi.org/10.4102/apsdpr.v8i1.409>
- Quick, K. S., & Bryson, J. (2016). *Theories of public participation in governance*. In J. Torbing, & C. Ansell (Eds.), *Handbook of Theories of Governance* (p. Chapter 12). Northampton: Edward Elgar Press.

- Rodriguez, F. S., & Komendantova, N. (2022). *Approaches to participatory policymaking processes*. Seoul: United Nations Industrial Development Organisation.
- Ryklief, M. Y., & Tengeh, R. K. (2022). The importance of training and development for government officials in South Africa. *International Journal of Research in Business & Social Science*, 11(6), 642-656. <http://dx.doi.org/10.20525/ijrbs.v11i6.1990>
- Seopetsa, T. (2020). Challenges facing the implementation of public policies in South Africa since the dawn of democracy. *Educor Multidisciplinary Journal*, 4(1), 141-175.
- Sha, D. P. (2022). Political economy of public policy. In E. R. Aiyede, & B. Muganda (Eds.), *Public Policy and Research in Africa*. In (pp. 159-181). Cham: Palgrave Macmillan.
- Shahi, H. B. (2024). Public policy implementation: Mix of all approaches. *Indian Journal of Modern Research and Reviews*, 2(1), 29-33.
- Shikukutu, F. (2023). *Bureaucracy worsens suffering. Namibian Sun*. Retrieved from <https://www.namibiansun.com/opinion/bureaucracy-worsens-suffering2023-02-16>
- Silva, L. C., Macedo, I. M., & Thompson, M. (2024). Revisiting the debate on institutions, the state and institutional change: The relevance of institutional theory to public administration teaching. *Teaching Public Administration*, 42(1), 73-94.

*Views and opinions expressed in this article are the views and opinions of the author(s), International Journal of Public Policy and Administration Research shall not be responsible or answerable for any loss, damage or liability etc. caused in relation to/arising out of the use of the content.*