

Public Policy Execution Capacity of Township Governments in China: Guizhou Province

Shunyi Xu

Department of Management Science, Institute of Science, Innovation and Culture
Rajamangala University of Technology Krungthep, Thailand
668240300206@mail.rmutk.ac.th

Daranee Pimchangthong

Department of Management Science, Institute of Science, Innovation and Culture
Rajamangala University of Technology Krungthep, Thailand
daranee.p@mail.rmutk.ac.th

Abstract:

This paper examines and analyzes the influence of policies, implementers, and audiences on the ability of Chinese township governments to implement public policies. It explores the phenomenon of deviation in policy practice by township governments and its causes. Suggestions are made in the face of policy implementation difficulties. The study adopts a mixed research method combining quantitative and qualitative approaches. For quantitative analysis, 400 samples were collected from grassroots cadres, staff, people, and social workers in two minority autonomous counties in Guizhou. Descriptive statistics, i.e., frequency, percentage, and mean, and inferential statistics, including independent sample t-tests, one-way ANOVA, and multiple linear regression, were used to analyze the data. The findings indicate that the differences in identity affect policy implementation, executive power, and decision-makers. Policy executing capacity, including public policy, implementers, and audiences, influence policy implementation, executive power, and decision-makers, with audience factors showing the greatest influence. For qualitative data analysis, 10 communal cadres with more than 10 years of work experience were interviewed. The results indicate that the orientation of public policy objectives, expected effects, implementation risks, interest groups, resource allocation, coordination mechanisms, implementation supervision, and evaluation feedback are essential and significantly impact public policy implementation capacity. The paper concludes with detailed recommendations for improving the effectiveness of policy implementation.

Keywords: rural township government, public policy, public policy implementation

Introduction

In the national development process, the government's ability to implement policies is paramount and is one of the key factors in promoting and strengthening the country's comprehensive strength. The strength of the implementation capacity of the township government in townships and villages is closely related to the full implementation of major resolutions of the state and the central government at the grassroots level; it is also closely related to the effective implementation of the relevant policies, directives, and resolutions that are in line with the line of the masses and the people-centered development ideology. Wen (2004) pointed out that implementation is the lifeblood of government work. If the implementation is weak, the order is not smooth, and it is difficult or impossible to do, implementing policies may be ineffective, damaging the government's credibility.

Xi (2011) described that the focus of realization must be on the grassroots, which emphasizes the importance of implementation by township governments. Data released by the Ministry of Civil Affairs of the People's Republic of China (MOCA) as of December 31, 2022, demonstrate the many grassroots governments at the township level. There were 34 provincial-level administrative divisions, 333 prefecture-level administrative divisions, 2,844 county-level administrative divisions, and 38,741 township-level administrative divisions in China. The Party Central Committee and the State Council have formulated policy guidelines from a national perspective, which need to be studied, communicated, and implemented by provinces, counties, and communes. Therefore, when implementing the policy arrangements proposed by the higher levels, the townships and township governments, because of their large base, directly impact the actual effects of the policies and may even deviate from the original intention of formulating the policies.

The execution of government requires the smoothness and unity of governmental orders. Governments at all levels must follow the principles laid down in the Constitution, obey the leadership of the central government, and strictly implement national laws and regulations and central government decisions. However, due to the influence of subjective and objective factors, the township governments often face four major problems in implementing public policies: inability to implement, ineffective, excessive, and laborious (Xu, 2018). Therefore, the township governments are essential stakeholders in the policy implementation process, and its administrative execution is related to the effectiveness of policy implementation.

Generally speaking, the more precise the policy and the fewer the people involved, the easier and more effective the policy implementation; for a country as vast and populous as China, the difficulty of implementing public policies can be imagined. China's family planning policy, the "three rural" policy, covers a wide range and involves the vast majority of China's population, and it can be challenging to implement. From a practical point of view, it is not uncommon for China's current public policies to run aground or change abruptly, with deviations in implementation and ineffective policy effects. The real-life dilemma of public policies being distorted,

deformed, or even dissolved in the implementation process has substantially impacted the regular operation of China's social and economic order. Huang (2009) pointed out the inevitability of difficulties in implementing Chinese public policies. As the main body of public policy implementation, county governments are the most complete grassroots government organizations in China. They are connected to the central government at the top and to the masses at the bottom, playing the role of a bridge and being the front line of national public policy implementation at the grassroots level. The dilemma of public policy implementation in county governments is twofold: first, the dilemma of policy quality; second, the dilemma of interest interference, including the personal interests of county government officials and the interests of county government departments; third, the dilemma of institutional constraints; and fourth, the dilemma of administrative environment. Xu (2010) points out county governments' difficulties in implementing public policies.

Research Objective

- 1) To scientifically analyze the impact of policies, implementers, and audiences on the ability of Chinese township and village township governments to implement public policies.
- 2) To study the phenomenon of deviation in policy practice at the township governments and its reasons.
- 3) To make sound recommendations in the face of difficulties in policy implementation.

Research Problems

- 1) How do township governments in Guizhou implement national public policies, and what are the specific methods and paths of policy implementation practices?
- 2) What are the key factors influencing the effectiveness of public policy implementation in state township governments? How do these factors facilitate or hinder policy implementation?
- 3) What strategies can township government develop to improve the efficiency and effectiveness of public policy implementation, and how can these strategies be applied to improve governance and policy implementation across the country?

Research Hypothesis

H1: The differences in demographics affect public policy implementation differently.

H2: Policy executing capacity influences public policy implementation.

Research Framework

The conceptual framework was developed from Smith's theory and related research.

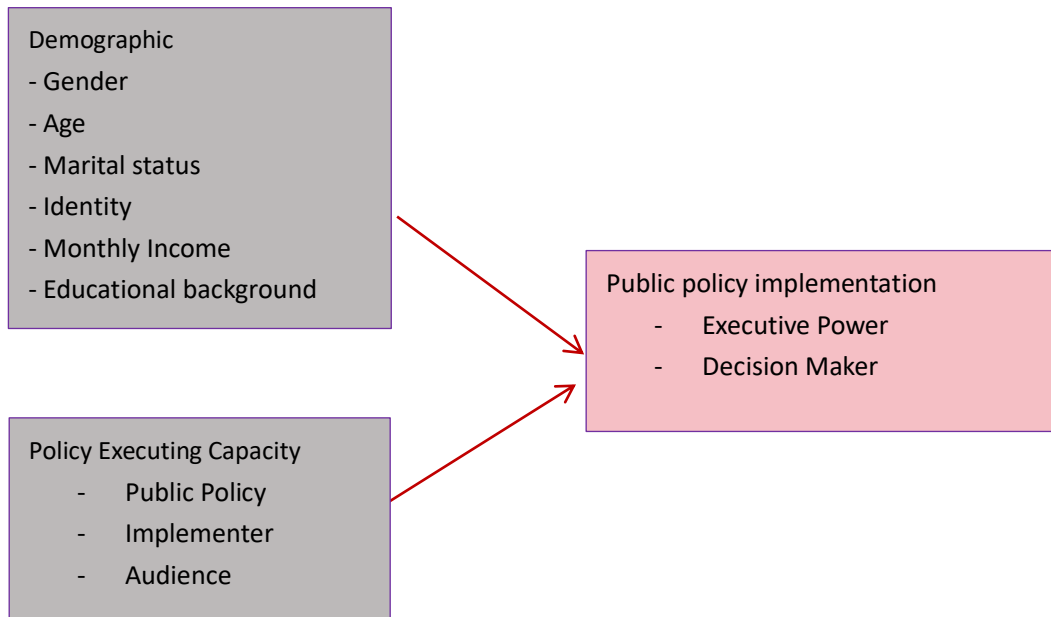


Figure 1 Conceptual framework

Literature review

Public Policy in the Chinese Context

Public policy is a set of policies a country implements to coordinate economic and social activities and interrelationships through the strategic use of resources (He, 1990). Moreover, public policy is also fully embodied in our party's governing theory and policy, mainly in describing the mass line and democratic centralism. Public policy includes various laws, regulations, and normative documents regulating public affairs and management. It is the basic basis for national governance and a code of conduct for collective action. Public policy can be divided into national, regional, and local. (Yang, 2020) states the scope of public policy.

Public policy is a series of laws, regulations, and normative documents formulated by Chinese governmental institutions to solve social affairs, promote public interests, improve people's living standards, and promote socio-economic development. Public policy is the embodiment of the fundamental interests of the people. Scientific, democratic, and legitimate public policy plays an essential role in social development and is an important tool of modern governmental governance.

Implementation of public policies

In 2006, Premier Wen Jiabao emphasized for the first time in the Government Work Report the keyword "government implementation". The so-called public policy implementation refers to the process in which the policy implementer, after the adoption of the policy program, interprets, implements, serves, and promotes the actions through certain organizational forms and the use of a variety of policy resources to transform the content of the policy concepts into practical effects, to

achieve the established policy goals. (Sang & Wu, 2018) pointed out the definition of public policy implementation.

On December 9, 2013, the Third Plenary Session of the 18th Central Committee of the Party pointed out that to strengthen administration in accordance with the rule of law, it is necessary to implement scientific, democratic, and effective decision-making, and to establish and improve the operational system of mutual constraints and coordination among decision-making, implementation, and supervision. Emphasis is placed on improving the operational system for formulating public policy and policy implementation. The township government is the primary vehicle for public policy implementation, which is a bridge between the state and the people. This reflects the central government's importance to the local government's implementation of public policies.

"During the five-year planning period from the 12th to the 14th Five-Year Plan, the level of basic national public services has continued to rise, which also means that the national public service system has continued to improve. Especially during the "14th Five-Year Plan" period, adjustments were made, fully reflecting the determination of the Party Central Committee to improve and perfect the basic public service system. This is also the practice of wholeheartedly for the people, people-centered development concept. How to make good policies take root and continue to make an impact is also a test of our ability to carry out the last-mile policy implementation tasks of township governments.

Smith's theory

Smith's theories have been influential in shaping policy implementation and understanding the dynamics between policy implementation agencies and policy target groups. Smith and Rogers (1776) provided a basic understanding of the role of economic principles and policies in shaping society's wealth. Smith's model of policy implementation emphasizes the importance of implementing organizations, target groups, and environmental factors (Nursahidin et al., 2020). It emphasizes the importance of considering multi-level administrative systems and their impact on the efficiency of policy implementation (Li et al., 2021). In addition, Smith's "moral sentiments theory" is related to the conceptualization of human behavior and altruism, which has implications for the ethical assessment of policy execution and implementation (Khetpal & Mossialos, 2018).

The role of administrative agencies in policy implementation is consistent with Smith's emphasis on these entities' technical and commercial operations without excessive political interference (Bolton et al., 2015). In addition, Smith's claims about property rights and agency costs are linked to developing theories of ownership structures within firms, highlighting the broader applicability of the ideas outside the traditional economic sphere (Abdullah et al., 2012). In addition, Smith's theory of international trade, characterized by the "venting of surpluses" theory, is instructive in understanding the global dimensions of policy implementation and its impact on various stakeholders (Forsgren & Yamin, 2010).

Smith's theories have far-reaching implications for policy implementation agencies and target groups, including economic, ethical, and international dimensions. This literature reflects the enduring relevance of Smith's ideas in developing policy implementation and understanding the intricate dynamics between the various stakeholders involved in the process.

Stakeholders in public policy implementation in local governance in China

A public policy-related interest group is a geometric body of interests consisting of individuals who share common values, philosophies, and interests. Qi (2017) proposed and categorized the concept of public policy-related interest groups. Key stakeholders in the public policy process are the most effective way to mitigate and eliminate conflicts of interest. By paying enough attention to stakeholders in the public policy process, a better understanding of public policy and good stakeholder management can improve the effective implementation of public policy. Wang et al. (2012) point out that attention to stakeholders can alleviate the conflict in the process of public policy implementation, which shows its importance in the study of public policy implementation.

As a process of interest redistribution, public policy involves a wide range of related interest groups, which makes the model of the relationship between public policy and related interest groups gradually become a topic of great concern to all walks of life. Based on the conceptual analysis of public policy and related interest groups, this paper provides a detailed analysis of the relationship between the two, which can be divided into three aspects: conflict, indifference, and interaction. This lays a solid theoretical foundation for promoting the realization of public interest in China. (Qi, 2017)

In summary, stakeholders are essential in public policy formulation, implementation, effectiveness, and impact. Their participation and support are conducive to the smooth implementation of policies and enhancing policy effectiveness and social influence. They are also conducive to maintaining policy continuity and stability and promoting social justice. Therefore, when formulating and implementing public policies, the participation of stakeholders should be fully considered and actively mobilized to ensure the policies' effectiveness, sustainability and social justice.

Research on public policy satisfaction (Lu et al., 2016) can test the public's trust in government, confidence and determination in policy implementation, and feedback on policy implementation. As a major participant in local government public policy, the public needs to fully consider their feelings, which can also reduce the probability of public petitions, rights defense, and group events.

Public satisfaction with government performance consists of three main dimensions, namely, "satisfaction with government services", "satisfaction with life security," and "satisfaction with the living environment". These three factors have a significant positive effect on the overall government satisfaction. The satisfaction model with these three factors has high explanatory power for the causes of local

government's overall satisfaction. (Zheng et al., 2014) It can be seen that public perception is affected by the government's ability to implement policies. Therefore, public perception is a necessary condition for studying government implementation capacity.

Research Methodology

This study takes a mixed research approach to collecting comprehensive data from grassroots cadres, staff, people, and social workers in two minority autonomous counties in Guizhou. The design included two phases: quantitative data collection through questionnaires and qualitative data collection using structured interviews. The sample size for the quantitative method was 400 samples, determined by the Yamane table. Details of data collection from both research studies are shown in Table 1.

Table 1 Scope of data collection for quantitative and qualitative studies

Research Design	County	Rural and Township	Village	Coverage
quantitative research	Ziyun and Libo	Houchang, Limingguan Water Tribe, Shide Street Baichang, and Xiaoqikong	Dalian, Mau Chang, and Ping Shang Xizhu, and Dongpeng, Shuiyao Juekong	There are 2 counties, 4 communes, and 7 villages, including government staff, people, and social workers, totaling 400 samples.
qualitative research	Two counties above	Township		10 communal cadres

The questionnaire for the quantitative research was divided into three sections. The first section collected respondents' demographic information. The second section focused on assessing participants' views on policy execution capacity, while the third section aimed to evaluate their opinions on effective public policy implementation. All responses were measured using a 5-point Likert scale. Prior to the official distribution of the questionnaire, a reliability test was conducted on a sample of 50 participants. Cronbach's alpha values for the scales measuring public policy, implementer, audience, execution power, and decision-makers were 0.942, 0.938, 0.923, and 0.972, respectively. These values, exceeding the acceptable threshold of 0.7, indicated that the questionnaire demonstrated satisfactory reliability. The validity of the questionnaire was tested using the Item-Objective Congruence (IOC) method, which involved evaluation by three experts. The experts assessed the content and measurement of the questions to ensure they were adequately addressed and aligned with the research objectives.

In addition, based on the findings from the literature review, a semi-structured interview guide was developed for the qualitative research. The researchers

interviewed party and government leaders in townships with more than 10 years of work experience to gain deeper insights into the specific challenges and obstacles faced by township governments in Guizhou during the public policy implementation process. The study examined the impact of effective public policy implementation across five key areas: (1) the implementers' understanding of public policy, (2) the allocation of implementation resources, (3) coordination and management of policy execution, (4) supervision of policy implementation, and (5) evaluation of policy effectiveness. Each role within the township government represents a different perspective on these issues. Table 2 provides information about the interviewees.

Table 2 Summary of interviewees on public policy implementation in local government administration

No.	Interviewee	Work identity	Job	Work experience
1	ZXJ	Government employee of Township A	Town party secretary	16 years
2	HZG	Government employee of Township A	Deputy secretary of the town Party Committee, mayor	21 years
3	DHH	Government employee of Township A	Deputy Secretary of the Party Committee and member of the Political and Legal Committee	11 years
4	YQ	Government employee of Township A	Member of the Town Party Committee and Secretary of the Discipline Inspection Committee	12 years
5	WFR	Government employee of Township A	Party committee member, deputy mayor	15 years
6	YXJ	Government employee of Township A	Member of the Party Committee, Minister of Armed Forces, Deputy Mayor	11 years
7	GW	Government employee of Township A	Member of the Party Committee Chairman of the Presidium of the National People's Congress	23 years
8	YJ	Government employee of	Town party committee member, organization	11 years

No.	Interviewee	Work identity	Job	Work experience
		Township A	committee member, propaganda committee member, United Front Work Committee member, vice-chairman of the National People's Congress	
9	LF	Government employee of County B	Director, Jomtien Branch, Market Supervision Authority	17 years
10	HW	Government employee of County B	Deputy Branch Chief, Songshan Branch, Inland Revenue Department	16 years

Research Results

Demographic data

The descriptive analysis of the respondents revealed that the largest group consisted of males (66%), aged 18-22 years (73.75%), single (76.50%), urban migrant workers (71.25%), with a junior college education (69.75%), and a monthly income of less than 10,000 yuan (45.25%). Regarding policy execution capability, respondents generally agreed that the implementer was the most effective, with a mean score of 4.07. This was followed closely by audience engagement, with a mean score of 3.96, and public policy, which received a mean score of 3.91, as shown in Table 4

Table 4 The Descriptive Statistics of Policy Executing Capability

Policy Executing Capability	1	2	3	4	5	Mean	SD	Meaning	Rank
Public Policy	1	2	96	234	67	3.91	0.666	Agree	3
Implementer	2	-	58	249	91	4.07	0.643	Agree	1
Audience	1	1	87	237	74	3.96	0.659	Agree	2
*Overview of Policy Executing Capability	1	1	76	252	70	3.97	0.631	Agree	

**Overview of policy executing capability is not a total number of each variable*

Regarding public policy implementation, respondents generally agreed that decision-makers were the most effective, with a mean score 4.00. Executive power followed closely, with a mean score of 3.84, as shown in Table 5

Table 5 The Descriptive Statistics of Public Policy Implementation

	1	2	3	4	5	Mean	SD	Meaning	Rank
Executive Power	-	4	115	224	57	3.84	0.666	Agree	2
Decision Maker	-	-	72	258	70	4.00	0.597	Agree	1

Inferential Statistics

Independent Samples t-tests and one-way ANOVA were conducted to test Hypothesis 1. The results show that identity affects public policy implementation in different ways. Additionally, age, identity, educational background, and monthly income distinctly impact executive power. Furthermore, age, marital status, identity, educational background, and monthly income significantly influence decision-makers, with a statistical significance level of 0.05, as shown in Table 7.

Table 7: Summary results of the demographic factors that affect public policy implementation

Demographic factors	Executive Power	Decision Maker	Effective public policy implementation
Gender	t(398) = 0.247, p = 0.805	t(398) = 0.587, p = 0.558	t(398) = 0.472, p = 0.637
Age	F(4,395) = 4.236, p = 0.002*	F(4,395) = 4.933, p = 0.001*	F(4,395) = 1.653, p = 0.160
Marital status	F(3,396) = 1.883, p = 0.132	F(3,396) = 2.920, p = 0.034*	F(3,396) = 1.653, p = 0.177
Identity	F(5,394) = 2.790, p = 0.017*	F(5,394) = 2.657, p = 0.022*	F(5,394) = 2.546, p = 0.028*
Educational background	F(4,395) = 2.930, p = 0.021*	F(4,395) = 3.658, p = 0.006*	F(4,395) = 1.406, p = 0.231
Monthly income	F(3,396) = 5.235, p = 0.001*	F(3,396) = 4.470, p = 0.004*	F(3,396) = 2.356, p = 0.071

The results suggest that the difference in gender does not significantly impact executive power, decision-makers, or public policy implementation. However, variations in identity affect effective public policy implementation in distinct ways. Age, identity, educational background, and monthly income also affect executive power. Similarly, differences in age, marital status, identity, educational background, and monthly income affect decision-makers differently.

Multiple linear regression was used to evaluate the influence of three independent variables, public policy, implementer, and audience, on three dependent variables: *executive power*, *decision-makers*, and *public policy implementation*. Table 8

shows that public policy, implementer, and audience have a positive relationship with *public policy implementation*, with a multiple correlation (R) of 0.961 and the ability to predict the value of the analysis equation equal to 92.30 percent at the statistical significance value of 0.05. Table 9 shows the prediction equation for the influence of policy executing capacity on all stages of public policy implementation.

Table 8: The analysis results of policy execution influence public policy implementation and all stages

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
Executive power	0.805	0.648	0.646	0.397
Decision makers	0.808	0.654	0.651	0.352
Public policy implementation	0.961	0.923	0.922	0.176

The forecasting equations presented in Table 9 demonstrate that public policy, implementers, and the audience significantly influence executive power and public policy implementation, with the audience exerting the most significant influence. However, both the audience and public policy also affect executive power.

Table 9: Summary of policymaking capacity influence public policy implementation

Hypotheses	Forecasting Equations	
H2: Policy executing capacity influences effective public policy implementation.	\hat{Y}_1	$= 0.455 + .567X_3 + .291X_1$ (.000*) (.000*)
\hat{Y}_T = Public policy implementation	\hat{Y}_2	$= 0.784 + .355X_3 + .334X_2 + .114X_1$ (.000*) (.000*)
\hat{Y}_1 = Executive power	(.009*)	
\hat{Y}_2 = Decision makers	\hat{Y}_T	$= -.068 + .401X_3 + .371X_2 + .242X_1$ (.000*) (.000*)
X_1 = Public policy	(.000*)	
X_2 = Implementer		
X_3 = Audience		

Qualitative Analysis

The semi-structured interview on policy effectiveness highlights that successful policy implementation is driven by the actions of implementers, who use organizational structures, political resources, and various strategies like interpretation, propaganda, and coordination to turn policy concepts into

tangible outcomes. Key criteria for success include achieving policy objectives, public satisfaction, resource efficiency, standardized implementation, and continuous improvement. Effective implementation also depends on adapting to the environment, allocating necessary resources, using the right strategies, and ensuring good communication and coordination. Ultimately, the success of policy implementation contributes to economic and social development and improved living standards.

The effectiveness evaluation is crucial in improving policy implementation by identifying issues and deficiencies, suggesting improvements, and optimizing policies. It helps allocate resources more efficiently, supports better decision-making, and enhances transparency and credibility. Regular assessments allow for the timely identification of problems, promoting continuous refinement of policy implementation. Evaluation serves as feedback on outcomes and supervision and guidance during the implementation process, making it more scientific, efficient, and rational.

Discussion and Recommendations

Discussion

This study contributes to understanding the key factors that influence the effectiveness of public policy implementation in township governments in Guizhou. It highlights that the differences in identity can impact how policies are implemented. Additionally, the capacity for policy execution—including the policy's design, its implementers' capabilities, and the audience's involvement—plays a crucial role in determining the effectiveness of public policy implementation. Support by the forecasting equation derived from data analysis demonstrates that the audience had the highest influence on public policy implementation.

A policy's public nature, fairness, authority, and sustainability are crucial for its effective implementation and achieving its intended objectives. The key to realizing these goals lies in the policy implementers, who play a central role in ensuring success. Implementers must dedicate significant time, energy, and resources to the implementation process. They need to possess strong organizational and coordination skills, use highly efficient methods, and carefully consider the complexity and scope of the policy objectives. Moreover, they must adhere to the principle of fairness and ensure that the policy benefits all stakeholders, which is essential for its success.

As the audience of public policies, the public's opinions, needs, and feelings have a decisive impact on the success or failure of policies. Therefore, evaluating the importance of the audience of public policies is a key link to ensure the scientific, democratic, and effective implementation of policies. Fairness is the primary criterion of public policy audience evaluation; satisfaction is the audience's direct feeling of the effect of policy implementation; perception of benefits, the satisfaction of needs, and degree of participation are the degree of acceptance of policy implementation by the audience, which can provide a comprehensive understanding

of the audience's views and feelings about the policy, and provide valuable reference information for policymakers. At the same time, it also helps promote the continuous improvement and optimization of policy formulation and implementation and enhances the efficiency and effectiveness of public policy implementation.

Recommendations

Recommendations for public policymaking and the environment

The democratic nature of public policy is crucial for its successful implementation. Effective policy formation requires a transparent, well-defined process that includes thorough analysis, stakeholder participation, and continuous revisions to address social issues. Key components of this process include setting clear objectives, conducting extensive research, assessing risks, allocating resources appropriately, and ensuring legal compliance. Policies should be based on the principles of the rule of law, science, and rationality, with primary and backup plans in place. Public decision-making should involve open channels for public opinion, such as hearings and consultations, to ensure broad participation and reduce implementation challenges. Additionally, strict adherence to decision-making procedures, feasibility studies, and improved laws and regulations are necessary to ensure the policies are scientifically sound and effectively implemented.

The policy implementation environment—comprising internal and external conditions—directly affects the realization of policy goals. To optimize this environment, efforts should foster democratic decision-making, expert consultation, and collective decision-making. This enhances public trust and support, strengthening the policy's authority and facilitating smooth implementation. Key strategies for optimizing policy implementation include strengthening policy publicity and interpretation, improving the implementation mechanism, enhancing stakeholder communication and coordination, strengthening laws and regulations, improving supervision and accountability, and enhancing performance appraisal in township governments. These measures collectively improve the effectiveness and legitimacy of public policy implementation.

Recommendations for the implementation of public policies

Policy implementers play a crucial role in ensuring the successful implementation of public policies. To improve the effectiveness of policy implementation, the following steps are essential: clear division of responsibilities, training and development, regulating behavior and ethics, risk management, and interdepartmental collaboration. These measures collectively help improve the quality and efficiency of policy implementers, ensuring the achievement of policy goals.

A well-established policy implementation system is essential for ensuring the effective execution of policies, enhancing efficiency, and promoting the long-

term development of society. Key components of such a system include smooth information exchange, accurate and transparent information, and the construction of e-government. These steps contribute to better policy implementation and foster public trust and engagement.

Public recognition of policies, reflected in the public's understanding, acceptance, and support, is a key indicator of policy implementation effectiveness. To achieve this, the following steps must be considered: legal compliance and fairness, policy awareness and education, effective supervision, and feedback channels. These measures collectively help build public support and improve the quality and effectiveness of policy implementation.

Limitations of the study

This study has several limitations. First, it is focused on Guizhou, China, and may not fully reflect the situation in the country's more developed or relatively developed regions. Second, the cases examined in this study are limited to agriculture, healthcare, and education, providing a narrow view and not capturing the broader range of indicators related to rural economic development in China. Third, the scope of the survey population limits the study's ability to comprehensively reveal the complete picture of public policy implementation across China's townships. Fourth, Guizhou is home to 18 ethnic groups, comprising 39% of the population, and the region's public policies have considered the specific needs and cultural acceptance of these ethnic minorities. As a result, the findings may not fully represent the policy implementation experiences of other regions in China, particularly those with different demographic compositions.

Conclusion

The study provides an in-depth analysis of the factors influencing effective public policy implementation at the township level. It concludes that policy execution capacity is a critical determinant of success, shaped by the interplay of policy design, implementers' competence, and audience involvement. The research identifies key challenges, including deviations in implementation, inefficiencies, and labor-intensive processes. These issues are exacerbated by demographic influences such as age, educational background, and socio-economic status, which affect decision-making and execution dynamics. Additionally, the study underscores the importance of aligning policy objectives with public needs and ensuring robust stakeholder engagement throughout the process. To address these challenges, the study emphasizes the need for clearer objectives, enhanced resource allocation, better coordination mechanisms, and ongoing evaluation. It advocates for fostering democratic decision-making, strengthening supervision, and providing targeted training for implementers. By addressing these areas, township governments can improve their governance frameworks and better respond to the complexities of policy execution.

Ultimately, this research offers practical insights and recommendations to strengthen policy execution capacity in Guizhou and provides a model for improving public policy implementation in similar governance contexts across China.

References

- Administrative Divisions of the People's Republic of (2022). The Ministry of Civil Affairs of the People's Republic of China, <http://xzqh.mca.gov.cn/statistics/>
- Abdullah, F., Shah, A., & Khan, S. (2012). Firm performance and the nature of agency Problems in insiders-controlled firms: evidence from Pakistan. *The Pakistan Development Review*, 51(4II), 161-183.
- Bolton, A., Potter, R., & Thrower, S. (2015). Organizational capacity, regulatory review, and the limits of political control. *The Journal of Law Economics and Organization*, 32(2), 242-271.
- Forsgren, M. & Yamin, M. (2010). A commentary on Adam Smith and international business. *Multinational Business Review*, 18(1), 95-112.
- He, S. (1990). Defined public policy in *Dictionary of Finance and Economics*
- Khetpal, V. & Mossialos, E. (2018). An ethical Appraisal of living-anonymous kidney Donation using Adam Smith's theory of moral sentiments. *Health Policy*, 122(11), 1212-1221.
- Lu, H., Zheng, Y. & Huang, J. (2016). Public Policy Satisfaction and Central Government Trust: An Empirical Analysis Based on 16 Cities in China.
- Nursahidin, N., Suryadi, S., & Yusuf, A. (2020). The implementation of policy on appointment of permanent lecturers at private universities in the city and regency of Cirebon, *International Journal of Science and Society*, 2(1), 107-130.
- Qi, Z. (2017). Analysis of the Relationship Model between Public Policy and Related Interest Groups.
- Sang, C. and Wu, X. (2018). Pointed out the definition of public policy implementation in *Public Policy Studies*
- Smith, A. and Rogers, J. (1776). *An inquiry into the nature and causes of the wealth of nations*.
- Wang, L., Wang, Z. & Wang, Y. (2012). Focusing on Stakeholders to Alleviate Contradictions in the Implementation of Public Policies, Interest Considerations in the Public Policy Process: An Analysis Based on Stakeholder Theory.
- Wen, J. (2004). Deepening the Reform of Administrative Management System and Accelerating The Implementation of Government Management Innovation - Speech at the Special Research Class on Government Management Innovation and E-government at the Provincial and Ministerial Level.
- Xi, J. (2011). Emphasize the importance of the policy execution ability of township primary-level governments. The key lies in implementation.

- Xu, C. (2018). Research on the Public Policy Execution Power of Township Governments.
- Xu, Z. (2010). Difficulties and Solutions in the Implementation of Public Policies by County-level Governments
- Yang, H. (2020). The scope of public policy, Public Policy Studies
- Zheng, F., Deng, L. & Lu, Y. (2014). Empirical Study on Public Satisfaction Factors Influencing Overall Government Performance.