
Analysing the Policy and Governance of the Government of National Unity in South Africa by Assessing the Ministerial Expediency Concerning Educational Credentials and Experience: Drawing Insights from Global Comparative Perspectives

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Abstract: *This paper explores the policy and governance of the Government of National Unity (GNU) in South Africa, particularly concerning education qualification and experience prerequisites for ministerial positions. The study examines the influence of ministerial backgrounds on policy outcomes and the efficacy of governance by conducting an extensive literature review employing qualitative research methods. The research also outlines a conceptual framework and strategic directives for the GNU, arguing that appointments to key government positions should be merit-based, across party lines, and regarding the nation's best interests. This paper advocates that education and experience play a vital role in improving the abilities of ministers in policymaking and governance. It recommends reassessing the current practices of ministerial appointments in South Africa and considering the importance of hiring politically untainted technocrats to fill competency voids. This research contributes to the current literature on efficient governance in transitional democracies. Moreover, it offers practical strategies for enhancing the performance excellence of ministers and policies within the South African GNU.*

Keywords: educational qualifications; experience; government of national unity; governance; partisans; ministers, non-partisans; policy, south Africa, technocrats

Introduction

Mukherjee and Robinson (2022) posit that Southern African nations have experienced significant political, economic, and social turbulence in recent decades. These authors further claim that this transition has set the stage for a new phase in the region's economic and political transformation. The termination of minority rule in South Africa after the pivotal democratic elections in April 1994 signified a major milestone, and other nations in the area are likewise shifting towards more comprehensive and representative governance structures (Mukherjee & Robinson, 2022). Following South Africa's first democratic elections in 1994, the GNU was formed to foster cohesion among diverse political factions within the newly established democratic system (Petersen, 2020). One of the critical facets that contributed to the success of the GNU was the recruitment and efficiency of ministers who were supposed to deliver new policies to manage departments. A GNU is established when major political parties in a country form a governing coalition. The GNU of 1994 in South Africa included representatives from the African National Congress (ANC), the National Party (NP), and the Inkatha Freedom Party (IFP), among others, to foster national unity and reconciliation. However, GNU arrangements are often fragile and contentious, and they are typically temporary, with a high risk of collapsing and leading to further conflict (Mapuva, 2010). Notwithstanding, this scholar postulates that a GNU can be an effective mechanism for easing tensions and managing political differences within a nation. For instance, the academic claims that it has been successfully implemented in various countries such as Canada, Israel, and the United Kingdom, as well as during World Wars I and II in the United States and the American Civil War. The selection and performance of ministers responsible for implementing new policies and overseeing government departments were pivotal factors contributing to the effectiveness of the GNU. In 2024, South Africa experienced a situation where no single party held a majority, resulting in the establishment of the GNU. This coalition comprises 11 parties (The Presidency, 2024), with seven holding cabinet positions. Notably, the agreement hinges on the African National Congress (ANC) and the Democratic Alliance (DA), the two largest parties, setting aside their ideological disparities over two decades of being political rivals to collaborate effectively.

In this regard, Bäck et al. (2022) caution that when establishing a coalition government, the partners must divide ministerial portfolios carefully. These portfolios provide the leading party with valuable information and the opportunity to shape the policy agenda to align with their priorities (Bäck et al., 2022). Nevertheless, Elkjær and Iversen (2020) and Iversen and Soskice (2019), pointed out that government policies frequently mirror image the priorities and inclinations of the middle class. This statement suggests that some government policies may not include the entire population, potentially overlooking vulnerable communities. According to Alexiadou and Hoepfner (2019) and Martin and Vanberg (2020), there is a scholarly debate regarding the decision-making dynamics within multiparty cabinets. One perspective suggests that these cabinets make decisions collectively, with the largest party exerting the most significant influence on policy outcomes. Another viewpoint argues that individual parties

wield substantial agenda-setting power by controlling specific ministerial portfolios (York, 2024). For this reason, York (2024) contends that the discretionary power to appoint ministers combined with a lack of legislative enforcement authorities undermines the ability to hold the government accountable and poses a threat to legislative performance, especially in a challenging environment. In the principal-agent framework, multiparty cabinets face challenges related to 'ministerial drift' because ministers representing different policy interests are prone to deviate from the government's overall agenda (Bergman et al., 2024).

The current study contends that South Africa faces significant challenges following the formation of a recent coalition government in 2024. While this study acknowledges that the GNU arrangements pose specific challenges, the analysis emphasises the significance of appointing qualified ministers across all departments to address some of the country's current challenges, which, with the GNU of 2024, will be consensus on policy and governance. The underlying rationale is that appointing capable ministers is essential for policy implementation within any government. In this sense, the choice of competent ministers is crucial in any government, as it directly influences the success of policy implementation. In the context of the South African coalition government, this argument holds great significance in light of the country's sustained endeavours to address historical injustices, reconstruct institutions, and steer its developmental path. In more detail, this study is devoted to ministerial fit for purpose in South Africa by analysing the educational qualification and professional experience of the heads of ministries, their efficiency in policy review policy enforcement, and offering recommendations for improving the performance of their government departments and state-owned entities. In terms of challenges, Tshishonga (2024) examines the GNU as an emerging model for democratic and coalition governance in Africa, highlighting its necessity due to the continent's historical governance challenges and socio-economic issues. However, this scholar notes that GNUs often struggle with maintaining effective governance, with only Kenya showing partial success, while others, like South Africa and Zimbabwe, face difficulties in balancing power between ruling and opposition parties, leading to undemocratic practices and weak coalition formation.

Background

Walton and Engelbrecht (2022) state that during the twentieth century up to 1994, South Africa was ruled by a succession of minority white governments. These governments implemented laws intended to systematically suppress and deprive the rights of people from other racial groups (Walton & Engelbrecht, 2022). The National Party government, which held power from 1948 to 1994, implemented a system of systematic and legislative discrimination that favoured white people under the apartheid era (Walton & Engelbrecht, 2022). In the 1970s, as apartheid in South Africa began to deteriorate, the National Party government implemented measures to boost the economy and gain support from black South Africans (Bundy, 2020). However, a significant shift from labour shortages to surplus during the late apartheid years led to widespread structural unemployment (Bundy, 2020). According to this researcher, this

transition, which persisted since the African National Congress (ANC) took power in 1994, has contributed to high levels of poverty and inequality. While the ANC has made progress in alleviating poverty through expanding welfare programmes and improving living conditions in black townships, inequality has continued to rise. This author further argues that this challenge is attributed to a concentration of income and wealth and growing inequality within the African population. Despite the ANC's commitment to pro-poor policies, its efforts to reduce poverty and achieve greater equality have been hindered by its inability to reform the structure and growth trajectory of the economy (Bundy, 2020).

In a significant shift, South Africa experienced a change in voting results, marking a historic moment as the ANC's long-standing majority rule was weakened. This outcome compelled the party to negotiate with other political parties to form a GNU. Mapuva (2010) highlights that the concept of a GNU involves forming a coalition government, which is a marriage of inconvenience that brings together former political adversaries for national governance. This arrangement has been observed in countries such as Kenya and Zimbabwe and has been considered in Ghana (Mapuva, 2010). The presence of GNUs in African countries has been viewed as a convenient strategy for entrenched leaders seeking to maintain power, often at the expense of electoral integrity (Mapuva, 2010). The presence of GNUs in African countries has been viewed as a convenient strategy for entrenched leaders seeking to maintain power, often at the expense of electoral integrity (Mapuva, 2010). On a positive note, the 2024 elections in South Africa were deemed free and fair by the relevant authorities, marking a significant milestone in the country's democratic process.

Typically, GNUs are formed when a single party is prohibited from governing independently, often due to election outcomes or crisis-induced diversity. Unlike traditional coalition governments, GNUs prioritise integration and national reconciliation (Kuhlmann, 2019). This concept has been developed and implemented in various political systems, including parliamentary and presidential iterations. Key characteristics of GNUs include:

- A broad representation of political parties: As highlighted earlier, GNUs attempt to internalise as many political actors as possible, which often entails reaching out to both the incumbent and opposition parties. This representation implies that all possible political groups within a specific state might be interested in the governance process.
- The allocation of ministerial positions in GNU arrangements is a product of negotiation among the participating parties. These positions are intended to reflect the power balance of the respective parties involved in the GNU.
- Consensus-based decision-making processes: The majority rule is not applicable in GNUs since they adopt a consensus in all situations. It is employed to check the tendency towards domination by one faction and stimulate cooperation between them.
- Frequently, temporary ad hoc governance structures are created with particular and restricted terms of reference to tackle issues like national reconciliation, legislative processes, or economic revitalisation.

According to Lyons (2020), the efficiency of GNUs is frequently assessed based on their capacity to administer the following variables:

- **Maintain political stability:** GNUs are expected to foster a less adversarial political environment and facilitate the reconciliation of once-conflicting factions.
- **Implement crucial reforms:** Regardless of amending the Constitution, economic shifts, or social welfare, GNUs are tasked with implementing substantial changes.
- **Foster national reconciliation:** The presence of GNUs plays a critical role in post-conflict societies by contributing significantly to the process of reconciliation and nation-building.
- **Address immediate crises or challenges:** GNUs are frequently initiated in response to pressing social issues such as economic crises, disputed elections, or civil disturbances.

As a result, this study asserts that the main challenge facing South Africa is ensuring that the GNU effectively functions within the various political parties. It argues and urges that the 'Batho Pele' principle should be acknowledged and implemented by the GNU in this nation. This principle emphasises that the interests of the citizens should take precedence over the interests of political parties. This study further opines that the GNU must include ministers possessing the necessary experience and educational background to attain this objective. These qualifications will enable them to develop policies and implement governance that prioritises the well-being of the South African population rather than serving the interests of individual political parties.

Problem Statement

In 1994, the GNU faced the daunting task of uniting a fractured society, addressing socio-economic issues, and establishing a democratic system. A careful selection and effective operation of ministers were pivotal in achieving these objectives. Fast forward 30 years, an accord was reached among 10 South African political parties to form a GNU for the 7th democratic administration. The 2024 GNU, following in the footsteps of the ANC's leadership that began with the 1994 GNU, is tasked with addressing persistent socio-economic challenges, ensuring political stability and effective governance, and enacting institutional reforms to improve service delivery. It is strategically positioned to promote social cohesion and bolster political unity, building upon the democratic foundation laid by the 1994 GNU.

In light of the heightened emphasis on empowering government officials and knowledge transfer in public administration since the onset of democracy, surprisingly, minimal attention has been devoted to evaluating the impact of ministers' educational backgrounds and professional experiences on their efficacy in policy implementation and departmental function. As such, this study aims to address this significant gap by evaluating the extent and nature of ministers' experience and education within the 2024 GNU with these primary factors.

Study Significance and Motivation

This study is of significant value as it provides a comprehensive framework for governments to appoint well-qualified and experienced individuals to serve in ministerial roles. The comprehensive research report provides a detailed and thorough analysis of the governance practices, focusing on a critical transition period. The report meticulously examines the qualifications and experience that impact the overall performance of the ministers, establishing a compelling correlation between these factors and their impact on policy review and implementation across various ministries. In addition, the report sheds light on the intricate strengths and weaknesses inherent in the country's governance structure, offering valuable insights that are particularly relevant for countries navigating similar political changes.

Furthermore, the report provides a comprehensive set of well-considered recommendations to improve governance practices, with the ultimate goals of fostering sustainable development and ensuring the effective implementation of policies. This research significantly contributes to understanding effective governance strategies by emphasising the importance of education and experience when appointing ministers to improve policy making and implementation to benefit all stakeholders, particularly society. Therefore, this study substantially impacts the field of political science. However, it is meaningful to emphasise that appointing ministers with relevant educational qualifications and experience should not be limited to GNUs.

On the other hand, this study was motivated by the recent cabinet appointments announced by the South African President on the 30th of June 2024 (The Presidency, 2024). According to the Presidency (2024), a coalition of eleven political parties has been established to work together in the government and the Parliament. These parties include the African National Congress, Democratic Alliance, Patriotic Alliance, Inkatha Freedom Party, Good Party, Pan Africanist Congress of Azania, Freedom Front Plus, United Democratic Movement, Al Jama-ah, Rise Mzansi, and the United Africans Transformation (The Presidency, 2024).

This study presents a compelling argument questioning the ability of ministers without relevant experience and educational backgrounds to effectively fulfil the mandate of the GNU. It emphasises the significance of appointing ministers based on merit rather than political affiliation. The study suggests that political allegiance alone should not be the sole criterion for ministerial appointments. Instead, it advocates consideration of non-partisan individuals possessing the necessary qualifications for these roles. According to the study, adopting such a merit-based approach to appointments will highly likely enhance the efficiency and effectiveness of ministerial performance within the government.

Review of Literature

Policy and Governance in South Africa

The GNU functioned within South Africa's newly established policy and governance framework in 19194. This framework was designed to rebuild the country's political system after the end of apartheid. It was constructed on various factors and documents that set the stage to substantiate South Africa's governance restructuring. The 1993 Interim Constitution in

South Africa established power-sharing among major political parties, allowing the ANC to secure a majority while relying on minority partners to form the government, and this facilitated broad political representation and reduced conflict (Faluyi, 2023; Gumede, 2020). This approach illustrated that a GNU was viewed as a less susceptible to manipulation system compared to previous electoral systems in South Africa, addressing concerns of regionalism and creating a more responsive structure under the new federal framework. Moreover, the Interim Constitution adopted a proportional representation system, facilitating the inclusion of minority parties in the government structure and mitigating potential conflict during the transitional period.

During the 1994 GNU, two key policies were implemented: the Reconstruction and Development Programme (RDP) and the Growth Employment and Redistribution (GEAR). Marais (2022) highlights the RDP as a comprehensive socio-economic policy designed to address the legacy of apartheid through initiatives aimed at meeting basic needs, building the economy, and fostering democratic governance. However, the ambitious scope of the RDP presented significant implementation challenges, including insufficient governmental capacity and ideological conflicts within the coalition government, which undermined its effectiveness. The implementation of GEAR in 1996 signified a significant move towards neoliberal economic policies, prioritizing fiscal austerity, market deregulation, and attracting foreign investment to stimulate economic expansion and job creation. Marais (2022) offers a critical analysis of GEAR, highlighting its centralised development and excessive dependence on private enterprise, ultimately resulting in unfulfilled economic expectations.

The analysis indicates that the notion of GNU is not new in South Africa, highlighting the need for the newly appointed GNU government to avoid repeating the mistakes made by the previous GNU in 1994. It is crucial for the government to carefully assess past missteps, particularly with the RDP and GEAR policies. This review aims to support the government in effectively drafting, reviewing, and implementing new or revised policies. It can build on effective policies while addressing and rectifying past failures through a comprehensive review of the previous shortcomings and identifying successful aspects. Through the appointment of capable ministers and a thoughtful approach to policy development and execution, the current GNU, formed in 2024, has the potential to foster significant progress and advancements.

Ministerial Appointment Dynamics

The process of ministerial selection and considerations of ministerial fit vary across different political systems and GNU arrangements. Several factors influence these processes:

Political Considerations

Including ministers in many GNUs tends to be more of a negotiation process among parties to share power among themselves. This practice often leads to political appointments of those who do not necessarily have technical skills and knowledge but are loyal to a political party

(Bunker, 2019). For instance, in the Kenyan GNU 2008, ministerial positions were filled based on party loyalty rather than competence and professionalism to satisfy the demands of the two primary political groups (Bunker, 2019). According to this author, championing the political aspect over competence is a potential recipe for weakening the GNUs, especially where political considerations eclipse competence in critical areas such as economic and public service delivery management.

Quota Systems

Power-sharing agreements, like those in Lebanon, have used formal or informal quotas to allocate ministerial portfolios. This method limits the number of positions a candidate can hold while promoting diversity principles (Nagle & Clancy, 2019). These researchers also assert that using quota systems also means that it favours sectarian or ethnic representation; this is an undesirable situation observed in Lebanon, where the confessional system emphasises religious identity even when an individual is qualified for another position. This system has been disastrous for governance, especially in fields that require robust technical input in issues such as public finance management and infrastructure delivery (Nagle & Clancy, 2019).

Technocratic Appointments

In times of crisis, certain GNUs contemplated appointing technocratic ministers, particularly for economic positions. Italy's technical governments serve as a prominent example of this strategy, although they do not represent full GNUs (Bertsou & Caramani, 2020). According to Chitiyo (2009), technocrats have the potential to enhance GNUs by bolstering their dependability and efficiency, particularly in the realms of economic governance and public administration. For instance, during Zimbabwe's 2009 GNU, the appointment of a lawyer with a finance background to the position of finance minister played a crucial role in stabilising the country's economy and reinstating confidence in the government's economic policies (Chitiyo, 2009).

International Influence

After the conflict, international mediators or donors may interfere with ministerial appointments, usually for competency and record of non-corruption (Rothchild & Foley, 2019). For instance, in Liberia's post-civil war GNU, international donors pressed for the appointment of experts who had no political affiliation with ministries in finance and health (Guttal, 2005). The external pressure could help ensure that the GNUs possess the necessary expertise to address complex governance issues, particularly in fragile or post-conflict settings, however (UN Department of Economic and Social Affairs Division for Public Administration and Development Management, 2007) warns that such an approach can be [problematic in that it lacks the knowledge of local realities and often does not have the political commitment or public support.

Optional Technocratic Appointments

Recently, there has been a noticeable rise in the participation of independent ministers or non-partisans in governmental bodies at the national level (Valbruzzi, 2020). These non-politician ministers, called ‘technocrats’, introduce atypical backgrounds into government cabinets (Vittori et al., 2023). The present study contends that the autonomy of governmental bodies is essential, as they are perceived to represent the community, as opposed to partisans who prioritise the interests of their parties over public welfare. Conversely, Vittori et al. (2023) cast doubt on the assertion made by the current study that technocrats are independent from political parties.

According to Alexiadou, Spaniel and Gunaydin (2022), technocrats are individuals with specialised expertise not affiliated with any particular political party. Their appointment signals a growing tendency to appoint individuals with specialised skills and impartial viewpoints to government decision-making roles. Recent studies have highlighted the growing attraction of dissatisfied voters to the specialised knowledge and skills of technocratic figures (Bertsou & Caramani, 2020; Lavezzolo, Ramiro & Fernández-Vázquez, 2021). However, there has been limited focus on analysing the inclination of technocrats to prioritise sovereignty over political parties, which is a critical characteristic (Vittori et al., 2023).

In coalition governments, substantial diversity and variation are often encountered (Batista & Lopez, 2020). According to these academics, each ministry assumes the responsibility of making policy decisions and allocating resources, each with its unique characteristics and priorities. The policies formulated by individual ministries are tailored to specific target groups and have a distinct impact on the overall decision-making process, the public perception of the government, and the electoral prospects of the participating political parties (Batista & Lopez, 2020).

The analysis stresses the importance of considering technocrats in the selection of ministers. Technocrats are more likely to bring a broader perspective to the South African cabinet, focusing on representing marginalised voices rather than political appointees who may be inclined to prioritise the interests of their parties and supporters to some extent. The South African government could benefit from reevaluating its current practices and norms related to ministerial appointments. Additionally, emphasising diversity in these appointments will be crucial in ensuring a more balanced representation of ministers. Voters in the 2024 elections have expressed a desire for changes that guarantee all stakeholders benefit from democracy rather than just a select few at the expense of the majority.

Significance of Educational Qualifications in Ministerial Roles

Lhutfi and Mardiani (2020) establish that advanced education is crucial in improving human resources and boosting a country’s economic output. They further state that the human capital within higher education should demonstrate advanced attributes, including creativity, originality and competency, to carry out its strategic functions. Moreover, a comprehensive

sustainability education requires practical exposure to diversify interconnected fields to fully grasp underlying challenges and devise potential measures and solutions for addressing them (Lhutfi & Mardiani, 2020). Similarly, Besley, Montalvo and Reynal-Querol (2020) uncovered that the effectiveness of a minister in handling various governance challenges is greatly impacted by their educational attainment. According to Hendriks and Lees-Marshment (2019), education is paramount in shaping a minister's capacities and readiness to tackle various governance challenges. As such, higher education levels are commonly associated with enhanced critical thinking abilities, significant content knowledge, and improved problem-solving skills.

On the contrary, a recent research study discovered no link between an individual's job performance and the level of their qualifications within the National Qualifications Framework (Stoffberg, Ferreira & Twum-Darko, 2023). In addition, Adaptive Performance Behaviour (APB) pertains to an individual's capacity to effectively navigate crises, handle work-related stress, creatively solve problems, manage unsteady and unanticipated work scenarios, and learn new work-related tasks, policies and procedures (Stoffberg, Ferreira & Twum-Darko, 2023). These researchers demonstrate that the ability of individuals to exhibit this type of behaviour was not significantly affected by their educational qualifications.

Nevertheless, the connection between educational status and ministerial performance is not always explicit. In a cross-national study, Carreri (2021) concluded that although education level positively correlated with governance outcomes, its impact was mediated by political experience and the nature of the ministerial post. In the South African setting, learning formally enhanced knowledge, skills, and experience had to take the rights of other forms of experience and knowledge, especially in light of educational apartheid (Mthembu, 2017). In this respect, some ministers were involved in resistance movements, trade unions, or civil society organisations or gained valuable knowledge and skills as anti-apartheid activists (Mthembu, 2017).

Based on the above arguments, this study proposes that individuals in ministerial positions must hold postgraduate or higher degrees to meet the demands and duties inherent in these significant roles. Ensuring ministers have postgraduate qualifications is crucial as it signifies a higher level of expertise and specialisation beyond a high school matric certificate. This practice demonstrates a deeper understanding of their field and a commitment to continuous education and knowledge. Attaining postgraduate qualifications provides ministers with a comprehensive understanding and specialised expertise in their specific areas. This advanced level of education equips individuals with a potent knowledge base, enabling them to fulfil their duties with proficiency. Acquiring these advanced qualifications equips individuals with refined knowledge, analytical reasoning skills, and a deeper understanding of the complex challenges they may face in their roles. It empowers them to thoroughly analyse intricate situations, critically evaluate options, and effectively develop and implement policies.

Furthermore, it enhances people's capacity to comprehend and oversee intricate duties with growing confidence and proficiency.

The analysis reveals an ongoing debate among academics about the connection between education and individual performance in their respective roles. Accordingly, the present research asserts that a robust educational background significantly amplifies the efficacy of ministers in executing their responsibilities. This assertion is underpinned by the recognition that ministers bear the weight of critical decision-making, directly shaping the lives of citizens within their respective nations. Consequently, they must possess a comprehensive educational framework that enables them to make well-considered choices, formulate sound policies, and safeguard themselves against undue external influence. This study further emphasises that just as many professions mandate higher education, the position of a minister, which entails decision-making that impacts a large populace, should similarly demand relevant education and credentials.

Country Nominations of Partisan and Non-Partisan Candidates

Bäck et al. (2022) argue that implementing parliamentary policing mechanisms curtails the ability of ministers to shape governmental policy output by restricting their agenda-setting authority. Nevertheless, these tools have little impact on the gatekeeping authority of ministers and their capacity to determine which policies to propose to the cabinet. Therefore, the influence of coalition partners in guiding ministerial decisions and moulding policy output per the overall coalition position during the parliamentary stage remains relatively limited (Bäck et al., 2022). Carboni (2023) asserts that in Tunisia, technocratic governments are more likely to succeed under certain conditions. This scholar further highlights that these conditions include having institutional autonomy, a political culture that values consensus, and limited influence from political parties. This claim means that appointing a technocratic government may not be a requirement for a democratic transition to be successful. It also implies that the effectiveness of a technocratic government is contingent on the presence of specific institutional and cultural factors, posing challenges for countries that intend to appoint technocrats in their governments.

Meanwhile, Helms (2023) found that in situations characterised by high levels of anti-party sentiment, research suggests that non-partisan ministers can significantly enhance the government's legitimacy, popularity, and support at a relatively low risk. According to this author, since they generally have limited or no access to party resources, non-partisan ministers can be readily dismissed when it is politically advantageous to do so. In another sense, Harguindéguy et al. (2023) found that the absence of consociational ministerial recruitment in Spain is due to the behaviour of ethno-regionalist parties in the Congress. These researchers also claim that these parties give precedence to national policies that serve their constituents rather than pursuing ministerial positions in the Spanish cabinet, probably to steer clear of possible electoral setbacks.

As such, Bäck et al. (2022) highlighted the complexities of policy-making in GNUs. They pointed out that coalition partners pursuing their agendas and competing individually in elections must collaborate to reach a consensus on policy matters to enact legislation. Consequently, each coalition party is driven and motivated to promote its policy objectives and cater to its supporters (Bäck et al., 2022). In light of distinct policy preferences among coalition partners, ministers and their parties are motivated to leverage this informational advantage to promote their interests in the policy-making process. More specifically, they can select policy initiatives to bring before the cabinet and influence their development regarding positive agenda-setting (Bäck et al., 2022). According to recent research by Vodová (2023), the distinctive attributes of ministers, especially those tied to party-related experience, play a significant role in their ability to implement party-promised policies effectively. This finding further emphasises that political parties may have legitimate grounds for selecting partisan ministers (Helmes, 2023). This academic also states that Germany has only had three non-partisan federal ministers since the end of World War II and none in the past twenty years. In contrast, there has been a notable increase in non-partisan ministers in Austria over the years. During the Kurz I and II governments (2017–19 and 2020–21), non-partisan cabinet ministers made up 21.5% (Helmes, 2023).

The analysis emphasises significant issues associated with technocratic governance and discusses the varying trends in various countries regarding partisans versus non-partisans. The study strongly advocates for embracing change, especially if it helps to heighten the country. Hence, this study urges the South African government to ponder appointing non-partisan ministers, drawing insights from countries like Austria. The rationale behind this suggestion is rooted in the argument that ministerial appointments be made based on the individual's educational qualifications and professional experience. In situations lacking highly qualified ministers, South Africa should consider incorporating non-partisan individuals and utilising a technocratic approach to strengthen the GNU. With this approach, the South African government may be better positioned to fulfil the pledges made to the electorate. Moreover, in today's socio-political climate, paying lip service is no longer sufficient, and citizens seek tangible and substantive changes within South Africa.

Significance of Prior Experience in Governance and Policy Making

In GNUs, governance and policymaking are characterised by challenges from differing policy preferences among coalition partners who compete separately in elections (Bergman et al., 2024). These challenges are exacerbated by the lack of governance and policy expertise among ministers. For this reason, reproducing effective models nationwide and testing regional policies are key governance strategies of the Chinese Communist Party (CCP) and have played a paramount role in sustaining the party's single-party dominance in China (Heilmann 2018; Teets & Hasmath, 2020). This approach outlines a compelling testament to the profound impact of prior experience and expertise in shaping effective governmental policies and frameworks. In a scenario where all other variables remain constant, it is expected that a higher number of

military officers would hold the position of defence minister in a pure presidential system compared to a presidential-parliamentary system, premier-presidential system, and pure parliamentary system, in that respective order (Amorim Neto & Accorsi, 2022). Correspondingly, in this case, the research highlights the importance of having relevant experience of a military officer background, before assuming the role of a defence minister in a purely presidential system. This affirmation accentuates the significance of firsthand experience and expertise in strategic military matters when taking on such a crucial leadership position to make appropriate decisions.

The traditional model of democratic decision-making may not adequately capture the increasingly complex role of politicians today. This complexity arises from the involvement of ministers and other stakeholders in public decision-making (Bovaird & Löffler, 2023). In the context of public management, Sari (2023) emphasises the intricate nature of decision-making and its critical role in executing governmental functions. The author stresses that well-informed and effective decisions drive societal advancement and accomplish development objectives. Sari (2023) indicates a substantial favourable influence of good governance on decision-making within public management (Sari, 2023).

In the realm of policymaking, decision-making is of utmost importance. It requires a meticulous evaluation of multiple options, an assessment of their potential consequences and influence, and selecting the most suitable course of action to effectively tackle specific problems or attain desired objectives in creating and executing policies. Therefore, having substantial experience in this field holds significant weight. Nevertheless, it is imperative to recognise that this endeavour is not without challenges.

According to Bergman et al. (2024), one of the primary challenges encountered by parties in GNUs is the dilemma of formulating policies collectively and mitigating the risk of policy stalemates. Extensive scholarly research examined how different institutions within the cabinet and parliament assist coalition parties with divergent policy preferences in streamlining the policy-making process. Among the tools available to coalition partners, coalition agreements are frequently utilised to facilitate policy formulation. Nevertheless, many scholars characterise these agreements as mere verbal commitments due to their lack of legal enforceability (Bergman et al., 2024). The authors also discovered that coalition agreements significantly affect policy productivity in cabinets with minimal winning majorities, although their impact is less prominent in minority and surplus governments. The existence of coalition agreements helps to alleviate the adverse effects of ideological conflicts within the cabinet on reform productivity, suggesting that these agreements aid parties in navigating the risk of policy gridlock (Bergman et al., 2024). As such, the experience of cabinet members plays a crucial role in mitigating conflicts and promoting effective governance. Moreover, experience influences policy-making and enhances ministers' negotiation skills, enabling them to better engage with their international counterparts. In this respect, Phillips (2020) provides compelling support for the argument that representatives' reliance on knowledge from their

experiences becomes pertinent to their political decision-making precisely due to their imperative to act.

The absence of previous governance or policymaking experience is equally crucial for ministerial effectiveness ((Bakvis & Jarvis, 2012). Leaders with prior experience in government, civil society organizations, or similar private sector roles may better understand institutional procedures, key stakeholders, and policy implementation obstacles (Bakvis & Jarvis, 2012). The authors suggest that this approach has proved valuable in South Africa, as some ministers had experience in anti-apartheid movements or local government. These backgrounds provided: understanding of grassroots and community-related issues, skill in negotiation and conflict resolution, established networks and relationships with stakeholders, and expertise in organisational management and leadership. In South Africa, in 1994 GNU, most ministers were seasoned individuals with backgrounds in anti-apartheid activism, exile politics, or the negotiation processes that culminated in the transition. While this brought valuable experience to the table, it also resulted in a scenario where numerous ministers had limited familiarity with the bureaucratic structures and governance mechanisms of the government, leading to a situation whereby ministers were relatively inexperienced in the bureaucratic institutions and governance mechanisms of government (Muthien, 2014).

As a result, Kaufmann (2021) advises that prior experience in related policy domains can enhance ministers' abilities to handle intricate policy environments and implement appropriate reforms. However, the significance of this experience depends on the specific demands of the ministerial portfolio and the capacity to apply the gained knowledge in real-world situations effectively.

The analysis stresses that having prior experience allows government ministers to leverage historical precedents, anticipate potential hurdles, leverage insights to make data-driven decisions, and ultimately foster more effective governance, leading to superior policy outcomes for the nation. Moreover, these individuals' experiences can play a crucial role in stimulating consensus and establishing common ground among diverse political factions, thereby facilitating unity and stability within the government. The bolstered collaboration and alignment among different governmental bodies can enhance cooperation across political entities. This practice can significantly improve governance by promoting enhanced communication, strategic decision-making, and synchronised action on critical matters.

Based on the literature review, this study established the proposed conceptual framework guidelines to provide a structured approach as a guideline for the effectiveness of the GNU. The proposed conceptual framework is displayed in Figure 1 below.

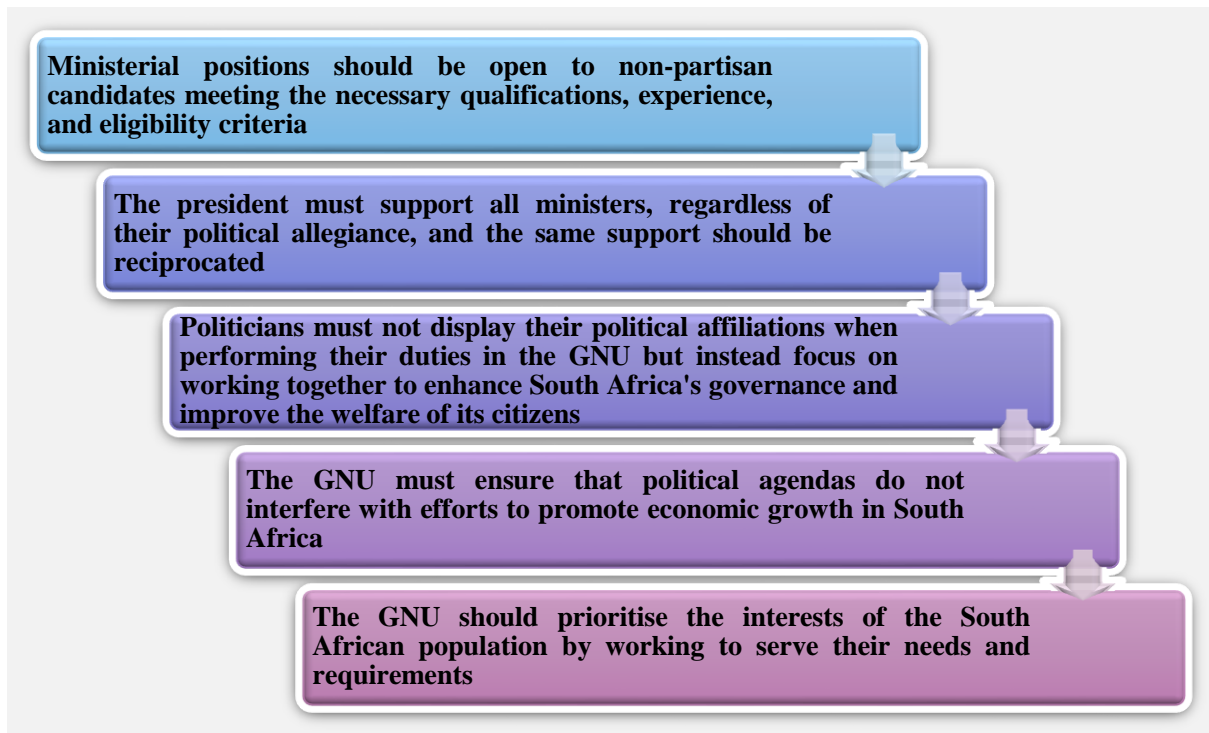


Figure 1: Proposed Conceptual Framework Guidelines

Ministerial positions should be open to non-partisan individuals meeting the necessary qualifications, experience, and eligible criteria: Selecting individuals for ministerial positions should be strictly based on their qualifications, relevant experience, and eligibility rather than their connections to a particular political party. By adhering to this principle, the GNU can guarantee that the most capable and deserving candidates are appointed to these integral roles, regardless of their political affiliations. This approach prioritises meritocracy and competence, thus contributing to the establishment of a more effective and efficient governance system.

The President must support all ministers regardless of their political allegiance, and the same support should be reciprocated: The effectiveness of governance in a GNU hinges on cohesive leadership. The President must demonstrate impartial support for all ministers, irrespective of their political affiliations, ensuring they feel valued and empowered to perform their duties, creating a working environment that transcends party politics, and fostering a unified collaborative approach to governance. When ministers feel supported, they are more likely to collaborate effectively, which is crucial for the success of a coalition government.

Politicians must not display their political affiliations when performing their duties in the GNU but instead focus on working together to enhance South Africa's governance and improve the welfare of its people: Ministers and officials should prioritise the collective goals of the GNU, working together to enhance the country's governance and address the needs of

its citizens. With this approach, the GNU can function more effectively, ensuring that decision-making processes are driven and influenced by national interests rather than partisan considerations by focusing on shared objectives rather than individual party agendas.

The GNU must ensure that political agendas do not interfere with efforts to promote economic growth in South Africa: Ministers should work collaboratively to create and implement policies that stimulate growth, attract investment, and improve economic conditions for all citizens. Economic growth should be a priority for the GNU, with all parties committed to policies that foster development. Political agendas and party interests must be secondary to the collective goal of enhancing the economy.

The GNU should prioritise the interests of the South African population by working to serve the needs and requirements of the people: The primary goal of the GNU should be to improve the lives of South Africans. Ministers must ensure that their actions and policies address the population's, prioritising service delivery over party interests. This people-centric approach will ensure that government is accountable and transparent.

Materials and Methods

The research methodology employed in this study was firmly rooted in the constructivist approach, embracing a qualitative approach to systematically review a wide range of documents, conference presentations, books, and academic articles to assemble secondary data that would effectively address its objectives (Sukhera, 2022). In addition to this comprehensive review, the researchers also drew on their own experiences and observations, which proved invaluable in enriching the depth and breadth of the data collected for this study. The collected data underwent robust analysis, ensuring that only the most relevant literature was included in the study.

In contrast to constructivists, who seek to portray the world as it exists, critical researchers are dedicated to proactively instigating change (Ayton & Tsindos, 2023). In light of this distinction, the present study opted for a constructivist standpoint. It conducted an expansive chronology review to explore the Policy and Governance of the Government of National Unity in South Africa in Evaluating the Ministers' Expedience in Educational Qualifications and Experience (Sukhera, 2022). The researchers thoroughly immersed themselves in existing secondary data, carefully exploring the profound content and drawing on its underlying philosophy. They successfully expanded upon these ideas to create the paper, incorporating various valid and pertinent concepts. This study pinpointed gaps in previous research and methodically leveraged their strengths and weaknesses to produce a paper that significantly advances the field.

One of the key reasons for choosing this research method was its compatibility with online data accessibility. Nonetheless, the researchers were vigilant in selecting only credible sources, opting for peer-reviewed articles from reputable academic search engines or databases. As such, the research crew was able to uphold the reliability and validity of the study's findings and subsequent analysis by adhering to these stringent criteria for data selection.

Findings

- **Education and experience play a significant role in ministers' enhancement of policy-making and governance.** This finding signifies that individuals seeking to hold government ministerial positions must have a robust educational foundation and pertinent experience to execute the duties associated with these roles competently.
- **The South African government should consider reevaluating its traditional approach to appointing ministers.** The results indicate the importance of comprehensive research and self-analysis in making well-informed decisions when appointing ministers.
- **In some countries, non-partisan individuals are selected and appointed to serve in ministerial roles.** The discovery suggests that South Africa should consider adopting a similar approach.

Discussion

The South African government is a complex composition of two distinct ruling bodies from the past: the apartheid government and the ANC-led government. Currently, South Africa is governed by the GNU, which has historical precedence. Therefore, the GNU must uphold the desires of South African voters, who advocate for collaborative efforts among political parties to serve the population better. The government's success hinges on fulfilling its mandates with precision and finesse, and individuals who serve in ministerial roles must do so based on patriotism and merit rather than party affiliation. The GNU established in 2024 faces high expectations, and the citizens eagerly anticipate visible and impactful changes. The present study revealed intriguing results that may guide the GNU in fulfilling some of the nation's expectations.

Accordingly, this study found that education and experience are pivotal for ministers to hold office. Hence, it is imperative to have ministers with the necessary tertiary education and pertinent experience in their specific roles to address the complex challenges facing South Africa and foster its overall development and well-being. This strategy will assist leaders in effectively manoeuvring through the intricate governance terrain, equipping them with the necessary expertise to proficiently lead their departments and drive positive change in South Africa's society and economy.

The findings highlight the crucial role of conducting thorough research and self-assessment to ensure that well-informed decisions are executed when selecting and appointing ministers. Implementing this comprehensive and systematic approach will play a crucial role in helping the nation develop competent and effective government leadership, ultimately leading to the anticipated changes in the country. The call for a GNU in South Africa is firmly rooted in the expressed people's desire, as evidenced by the voting results. This form of government is envisioned as a definitive solution to the nation's challenges, with widespread anticipation for substantial improvements. While the initial stages may pose difficulties, the GNU has the

potential to pave the way for a promising future, particularly for the vulnerable segments of society. As such, a thorough review of the current ministerial appointment approach is crucial in this country.

In various nations, non-partisan individuals are nominated and appointed to ministerial roles. This outcome suggests that South Africa should contemplate adopting a comparable framework. The reasoning behind this suggestion is that it is better to nominate ministers based on their ability to deliver results rather than simply giving ministerial roles to politicians who may lack the necessary credentials. However, the current study does not propose or advocate excluding competent politicians from these positions. Instead, it highlights the potential benefits of appointing individuals who are well-suited for the specific responsibilities, regardless of their political affiliations, instead of prioritising partisan individuals over non-partisan citizens who might be able to achieve better outcomes.

Based on the findings of the research and the projected requirements of the South African population, this study has outlined an action-reaction strategic framework to serve as an initial blueprint for the GNU to meet some of its obligations. The framework in question is illustrated in Figure 1 below.



Figure 2: Action-Reaction Strategic Framework

The provided figure 2 above illustrates the recommended focus areas for the GNU to consider during its early stages of serving the South African population. These areas, which the study

calls actions, include prioritising economic growth, enhancing service delivery, strengthening social security systems, ensuring job security, and enhancing the quality of primary healthcare services.

The GNU must strive to improve economic growth. It should prioritise developing and implementing comprehensive policies that promote sustainable economic growth and development. These policies should encompass measures to support the transition to a green economy by incentivising sustainable business practices, reducing carbon emissions, and investing in renewable energy sources such as solar and hydroelectric power. Additionally, the government should foster innovation and entrepreneurship by supporting research and development initiatives, creating a conducive regulatory environment, and offering financial incentives for small and medium-sized enterprises. Furthermore, it is essential to ensure equitable access to economic opportunities for all segments of society by addressing issues related to income inequality, promoting inclusive economic policies, and providing support for marginalised groups and communities.

The GNU must prioritise improving service delivery. The rationale is to effectively meet the changing needs and increasing expectations of its citizens. This measure involves implementing innovative strategies, refining current services, and promptly addressing citizens' concerns to ensure their voices are heard and valued.

The GNU should advance and implement comprehensive policies and initiatives to bolster and broaden the social security system. These measures will guarantee that all members of society have dependable access to critical financial assistance during periods of hardship and difficulty.

The GNU has a crucial responsibility to prioritise enhancing job security by implementing effective policies and initiatives. These measures should encompass providing accessible and targeted skill development and training opportunities that align with the demands of the evolving job market. Additionally, it is imperative to establish robust and well-rounded employee assistance programmes to support workers in various aspects of their professional lives.

It is essential to ensure that the training provided to employees is relevant and aligned with the requirements of the rapidly evolving job market, especially in the context of the fourth industrial revolution. This approach will prevent the investment of resources into training that may not equip employees with the necessary skills to thrive in current and future work environments.

These proactive initiatives will play a pivotal role in minimising the occurrence of layoffs, ensuring stable and secure employment for the workforce, and fostering long-term career advancement and growth within organisations. The aim is to create an environment where individuals can continually develop their skills, contribute meaningfully to their workplaces, and build sustainable and fulfilling careers.

The GNU should prioritise improving primary healthcare services by investing in better infrastructure, increasing healthcare access in rural areas, training and recruiting more healthcare professionals, and implementing preventive care programmes to improve overall community health.

The GNU should prioritise improving primary healthcare services by allocating funds to construct new healthcare facilities and upgrading existing infrastructure. Moreover, it is crucial to implement mobile clinics and telemedicine services to expand healthcare access to remote rural areas. These efforts will help to bridge the gap in healthcare services for underserved populations in remote areas. It is also crucial to focus on training and hiring additional healthcare professionals, such as doctors, nurses, and community health workers, to address staffing shortages. Moreover, implementing comprehensive preventive care programmes, including vaccinations, health education, and early disease screenings, will be critical in promoting overall community health and well-being.

Moreover, the figure further depicts the crucial focus areas the GNU may address during its initial stages of serving the South African population. These critical areas, identified as 'reactions' in the study, include tackling issues related to crime, unemployment, corruption, inequality, and poverty.

Firstly, one approach the GNU could take to address the issue of crime in South Africa is to implement a comprehensive strategy that combines law enforcement efforts with social and economic interventions. This strategy could involve increasing police presence in high-crime areas, improving community policing initiatives, and enhancing the capacity of the criminal justice system to investigate and prosecute crimes. Additionally, addressing the root causes of crime, such as poverty, inequality, and lack of economic opportunities, through targeted social and economic development programs could also be crucial in reducing crime rates. The GNU needs to engage with various stakeholders, including community leaders, non-governmental organisations, and experts in the field, to develop a holistic and sustainable approach to tackling crime in South Africa.

Secondly, the government may explore enhancing a range of proactive policies to promote job creation to combat unemployment in South Africa. Such measures may include substantial investment in infrastructure projects, improving incentives to encourage businesses to expand their workforce and comprehensive support for small and medium-sized enterprises to stimulate job growth. Investing in advanced education and skills training programmes is crucial for equipping individuals with the knowledge and expertise necessary to succeed in the dynamic job market, particularly in the fourth industrial revolution. Accordingly, the South African population should receive training that aligns with the latest technology to develop technological proficiency and stay competitive in the fourth industrial revolution. This approach will offer accessible and high-quality education and targeted vocational training initiatives to empower citizens with diverse opportunities for personal and professional growth. These initiatives will benefit individuals by enhancing their employability and contribute to the

overall economic development and prosperity of South African society. It is advantageous to establish a diversified economy with reduced reliance on resource-based sectors. Encouraging entrepreneurship and creating an environment that supports small businesses and startups can significantly reduce unemployment rates in the country. South Africa can work towards creating more job opportunities for its citizens by stimulating a culture of innovation and providing support for various industries.

Thirdly, South Africa is grappling with significant challenges in combating corruption, and effectively addressing this issue necessitates a comprehensive approach involving policy reforms and governance. One potential strategy is to bolster anti-corruption laws and regulations to ensure strict enforcement. Furthermore, enhancing transparency and accountability within government institutions through measures such as reforming public procurement and safeguarding whistleblowers can also contribute to the fight against corruption. It is equally crucial to establish effective oversight mechanisms and foster ethical leadership within government and public institutions. Additionally, cultivating a culture of integrity and ethical conduct through public awareness campaigns and educational initiatives can contribute to a sustainable reduction in corruption.

Fourthly, it is crucial for South Africa to carefully tackle the issue of inequality by implementing effective governance practices and developing well-structured policies that promote equitable access to resources and opportunities for all its citizens. The government can take pivotal steps towards creating a society where opportunities and resources are distributed more fairly and equitably to all members of the community by implementing robust governance structures that focus on accountability and inclusivity, fostering a culture of transparency in decision-making processes, and actively engaging the public in policy discussions and implementation. Furthermore, enacting forward-thinking strategies about education, healthcare, equal access to resources, and bolstering economic opportunities can play a pivotal role in narrowing disparities and empowering underprivileged communities.

Finally, South Africa is currently facing the complex and urgent issue of poverty, which has a profound impact on a significant portion of its population. The widespread nature of this challenge has grave implications for various aspects of the country's social, economic, and political landscape. Hence, it is imperative for the authorities to strategically devise and execute comprehensive, tailored systems and governance initiatives to confront and mitigate this pervasive issue. Effectively addressing poverty in South Africa requires a comprehensive evaluation of the root causes and an implementation of targeted strategies within the existing governmental frameworks and policies. This involves a multi-faceted approach that addresses issues such as access to education, healthcare, employment opportunities, social support, and infrastructure development. Additionally, it necessitates collaboration with stakeholders, including communities, non-governmental organisations, and the private sector, to ensure sustainable and inclusive solutions. These measures must be painstakingly designed to

engender lasting and substantial transformation by addressing the root causes of poverty and fostering enduring, sustainable development.

Essentially, the proposed Action-Reaction Strategic Framework outlines the GNU's key focus areas, actions and reactions. These strategic activities require a ministerial portfolio led by individuals with the relevant qualifications, experience, and vision aligned with these goals. Therefore, the capacity of these core activities to be effectively advanced should be the main criteria for assessing ministerial appointments. The current study argues that for the GNU to carry out the recommended actions and reactions outlined above effectively, ministers should hold a minimum of a postgraduate degree and relevant experience. Furthermore, the research asserts that, for instance, a finance minister should ideally have a background in finance and relevant postgraduate qualifications in this field, compared to a finance minister lacking these credentials. It is important to emphasise that the authors of this study do not advocate for selecting ministers based on demographic factors such as race, religion, gender, political affiliation, and so on. The essence of the argument is that ministers need to possess these qualifications; otherwise, alternative methods for appointing non-partisan individuals should be explored.

However, the successful execution of governance policies by a minister necessitates a combination of attributes that extend beyond mere academic qualifications and professional experience. This comprehensive research study suggests six indispensable qualities that are pivotal in enhancing the effectiveness of GNU ministers. These qualities are essential for effectively navigating the complexities of governance and placing public welfare at the forefront: resilience in the face of adversity, the ability to make firm and well-considered decisions, a firm commitment to producing tangible results and implementing efficient solutions, selfless dedication to serving others, unwavering integrity, and a focus on prioritising the needs of the people. These attributes are fundamental for adeptly navigating the intricacies of governance and prioritising public welfare.

Firstly, a minister can play a crucial role in formulating and executing governance policies by focusing on bolstering social cohesion, economic prosperity, and environmental sustainability to build resilience in the face of challenges and adversity. This course involves strategically planning for long-term sustainability and implementing proactive measures to mitigate potential risks and foster societal growth and stability. Secondly, a minister plays a crucial part in influencing and executing governance policies based on their considerable expertise, thereby making well-informed and decisive decisions. This exercise involves thorough consultation with relevant stakeholders, rigorous evaluation of various options, and a deep understanding of the potential repercussions of their choices on the public and the nation. Their leadership in driving the implementation of policies and initiatives can substantially impact the overall welfare and advancement of the country.

Thirdly, an individual holding a public office in a ministerial capacity must possess the authority to significantly shape and influence governance policies by actively dedicating themselves to achieving tangible results and implementing efficacious solutions. They must form robust partnerships and maintain open communication channels with all pertinent partnerships to execute this initiative effectively. This measure will involve thorough research to collect comprehensive data and gain invaluable acuties. Furthermore, it is essential that they carefully assess all potential ramifications and results before making any decisions. Fourthly, the role of a minister encompasses embodying a profound and selfless dedication to serving the public and laying the groundwork for the successful execution and maintenance of governance policies. Central to this commitment is prioritising and fulfilling the community's needs. Achieving this goal requires unwavering diligence in addressing pressing societal concerns, championing openness in governance, and consistently making choices that advance the well-being of the broader population.

Fifthly, as a minister, it is imperative to exemplify unwavering integrity to effectively develop and implement governance policies that prioritise transparency, justice, and the well-being of the people. Upholding high ethical standards, demonstrating accountability, and earning public trust is crucial for fulfilling the significant responsibility entrusted to ministers. As such, it is essential to conduct themselves with integrity, transparency, and a commitment to the well-being of the community they serve. Finally, as a minister, it is crucial to identify and understand the diverse population needs to effectively formulate and implement governance policies that address climactic societal issues, promote inclusivity, and foster sustainable development. This stage requires proactively involving a wide range of stakeholders, performing comprehensive research, and gathering insights from subject matter experts to guarantee that the policies implemented are well-researched and tailored to address the actual challenges experienced by the population effectively.

Conclusion and Recommendations

Some scholars may suggest that there should be no mandatory qualifications for ministers to assume their positions and fulfil their duties. However, the results of this study strongly highlight the significance of formal education and practical experience in influencing the competency and effectiveness of ministers in their respective roles. When assessing candidates for ministerial positions, it is paramount to meticulously review their educational qualifications, including degrees, certifications, and specialised training. In addition, it is critical to thoroughly evaluate their relevant professional experience, including any leadership roles, policy-making involvement, and successful project management. These stringent prerequisites are essential in ensuring that prospective candidates are fully equipped with the requisite knowledge, expertise, and capabilities to undertake the considerable responsibilities associated with ministerial roles competently.

This study concludes that for South Africa to advance and effectively address the needs of the electorate and the wider society, the government must reconsider its approach to appointing

ministers. This measure must involve implementing a provision that requires the government to designate ministers based on their demonstrable experience and appropriate educational qualifications relevant to their specific ministerial positions. Such a policy would contribute to the competence and effectiveness of the government in serving the country and its citizens. The study further presents a comprehensive conceptual framework that outlines specific and detailed guidelines and a strategic roadmap tailored for the GNU, making a significant impact in the political sphere and administration. These resources were thoughtfully created to assist governance, policymakers, academics, and various stakeholders in making well-informed decisions regarding the direction and strategic planning for the GNU.

Accordingly, it is recommended that:

- **The government must actively reassess its strategy and process for selecting ministers.** This review should consider a diverse array of factors, including but not limited to quality education, expertise, experience, diversity, the capacity to advocate for the interests of the public, and dedication to serving the South African populace.
- **Political parties looking to appoint candidates should prioritise selecting individuals well-suited for ministerial roles rather than simply rewarding them for their loyalty to the party.** This approach will help ensure the most eligible individuals are appointed to serve in critical government positions.
- **The South African government may consider appointing non-partisan individuals who can potentially introduce significant reforms to ministerial roles.** The rationale is that the current system of appointing ministers appears ineffective in meeting the needs of South African citizens, which may have contributed to the ANC's loss of majority power. Citizens are looking for meaningful changes in the government that will address their socio-economic challenges and improve their lives.

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