



DETERMINATES THE PERFORMANCE OF THE YOUTH POLICY IMPLEMENTATION IN THE AMHARA REGION OF ETHIOPIA'S BAHIR DAR CITY

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ABSTRACT

Youth development policy was developed to serve the socio-economic needs of young people while also promoting the global development agenda. Various initiatives were conducted to execute the youth development policy, even though the implementation didn't bring major change, and the majority of young people are dissatisfied with the policy outcome. Different factors determine the outcome of youth policy implementation, This study is intended to investigate the extent to which different factors determine the performance of youth policy implementation and evaluate the association between factors and performance in Bahir Dar City, Ethiopia. The empirical investigation was based on a concurrent nested research design. The research found that rationality of the policy, management, bureaucratic, political, organizational, and inter-organizational coordination, adequate budget and financial



management, and involvement of policy stakeholders were positively correlated with the performance of youth policy implementation. However, management, bureaucratic, and political factors made insignificant contributions to the association. The recommendations in this study can assist policymakers and practitioners in boosting the implementation of youth policy in Ethiopia and other developing countries, as well as contribute to the existing literature on the topic.

KEYWORDS

Youth, Youth Policy, Policy Implementation, Implementation Factors, Implementation Performance

INTRODUCTION

The goals to promote the young have acquired greater attention in the overall socio-economic transformations and have become the primary agenda of policy in the global development process. Due to this fact, there is a growing commitment to situating youth concerns at the heart of policy development (Lintelo, 2011). The United Nations General Assembly established the special rights of respect, peace, and equitable resources for young people in 1965. Again in 1985, the General Assembly of the United Nations authorized detailed suggestions and recommendations to build a national youth policy and its execution. Similarly, the European Union established a model of youth policy that necessitates the participation of multi-level and cross-sectoral youth policies that include the participation of many different sectors or fields such as health, education, culture, peace and security, social and labour policy, and employment policy (Dibou, 2012).

Consequently, young people have been identified as the driving force behind the 2030 agenda for sustainable development, and they play a critical role as partners, beneficiaries, and important players in its implementation process (UN, 2018). The 2030 agenda was developed to address the demands of young people with effective intervention through the effective implementation of youth policy and mainstreaming of youth-related activities into broader



policy frameworks and national development plans. If young people actively participated in the whole implementation process, the agenda could be successfully executed (UN, 2018). Youth could be also considered a basic source of labour inputs in production, which would advance organizational productivity and directly link to suitable economic development (Gyimah-Brempong & Kimenyi, 2013). As far as youth development is concerned, it would be successful if young people had access to fundamental social services such as health, education, political engagement, and socioeconomic elements (Commonwealth, 2016; Goldin et al., 2014; Ritu et al., 2017).

To fully address youth demand and guide youth development activities, the government of Ethiopia formulated the first national youth development policy in 2004 (MYSC, 2004). To effectively implement national youth policy, the government created a youth development package in 2006. Rationally, the package was adopted to address the three basic issues of young people; creating job opportunities, youth-focused social services, and maximizing youth participation (FDRE, 2006). The government also designed three consecutive national plans. The first national plan was focused on sustainable development and ending poverty, which was from the period between 2005/6 and 2009/10 years (MoFED, 2006). The first and the second growth and transformation plan ran from 2010/2011 to 2019/20 (NPC, 2016). Youth-related activities were incorporated into the overall national development plans.

However, the implementation doesn't bring major change; to young people, particularly those in developing countries (Abebe, 2020). In the same way, young people in Ethiopia look the same, and the majority of them are dissatisfied with the policy outcome (Desta et al, 2018). Therefore, it is very critical to identify the causal factors that improve the outcome of the youth policy implementation. On these grounds, this study is intended to investigate the extent to which different factors determine the performance of youth policy implementation and evaluate the association between factors and performance in Bahir Dar City, Ethiopia.



LITERATURE REVIEW***MODELS FOR POLICY IMPLEMENTATION***

Scholars express their fear that there is considerable uncertainty as to what a policy will accomplish, its effectiveness in terms of its goals, or the consequences that it will result in or have upon the target society it was intended for. Consequently, it is argued that policy implementation is a complex activity that is neither a routine nor a very predictable process (Anderson, 2006). There are three categories of policy implementation models.

Top-down and bottom-up methods are the main distinctions made by policy implementation theories. There are some significant differences between the two techniques. Policymakers are viewed as central actors by top-down theorists, who focus their emphasis on issues that can be altered at the central level (Matland, 1995). (Sabatier, P., & Mazmanian, 1979) presented the most detailed top-down approach, identifying many legal and political variables and then condensing them into six factors required for effective policy implementation, which include clear objectives, the legal structure of the implementation process, dedicated officials, and supportive interest groups. When it comes to policy, 'top-downers' frequently emphasize explicit policies. Bottom-up theorists emphasize target groups and service providers, which suggests that policy is determined locally (Matland, 1995:146). Thus, top-down theorists are chastised by scholars in this field for focusing solely on central decision-makers and ignoring other actors. The bottom-up strategy also discovers networks of actors active in service delivery in one or more nearby areas and questions them about their goals, strategies, actions, and links (Sabatier, 2005:23). To reap the benefits of both methodologies and allow different levels to interact regularly, the literature is increasingly focusing on blending micro-level variables from bottom-up and macro-level variables from top-down approaches in implementation research. Thus, combining the two techniques may optimize their primary strengths while reducing their weaknesses. Policy implementation is typically the



consequence of interactions between many stakeholders at various levels; Hence, central policymakers and local stakeholders on the ground are required for successful implementation.

DETERMINANTS OF POLICY IMPLEMENTATION

Since youth policy implementation is a cross-cutting issue, the implementation requires connection with relevant policies by ensuring coordination between specific sectors/organizations, adequate financial capital in addition to political will, and human capital (Esehua, Chachanidze, Rukhadze, 2020). According to (Van Meter and Van Horn, 1975), the determinate factors that affect the performance of policy implementation are policy standards and objectives, policy resources, inter-organizational communication, implementing agencies, economic, social, and political conditions, and the disposition of policy implementers. (Khan & Khandaker, 2016) also noticed that the rationality of the policy, the management factor, the organizational factor, the bureaucratic factor, and the political factor as the five factors that determine the extent of policy implementation performance. No universally applicable policy implementation model can fit every context and be used to assess the association between determinate factors and policy implementation performance. To illuminate the study's objectives, eight hypotheses were generated based on (Van Meter and Van Horn, 1975) (Khan & Khandaker, 2016).

MEASUREMENT OF YOUTH POLICY IMPLEMENTATION PERFORMANCE

Policy implementation performance implies a policy implementation assessment that measures how well a specific policy is being implemented (Chandarasorn, 2005). (Dunn, 2018) has recommended “criteria for evaluating policy performance, effectiveness, efficiency, adequacy, equity, responsiveness, and appropriateness.” (Poister, 2004) has listed seven types of performance measures together with resources, outputs, productivity, efficiency, service quality, outcomes, cost-effectiveness, and customer

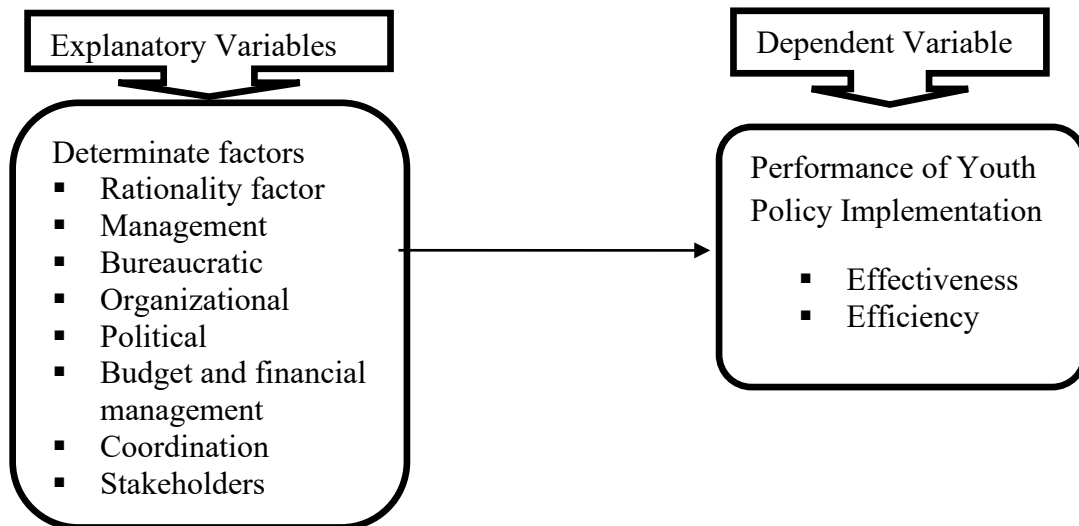


satisfaction. According to the World Bank's framework, the (USAID, 2007) performance can be assessed using different indicators including equity, access, quality, efficiency, and sustainability. Form different performance measurements, this study were designed to measure the perceived policy implementation performance, which is commonly used in many literatures.

CONCEPTUAL FRAMEWORK OF THE STUDY

The following diagram depicts the conceptual framework of this study and describes the hypothesized relationship among study variables, defined from the theoretical framework and literature reviewed. Thus, in line with the objectives of the study, the researcher customized (Dunn, 2018; Khan & Khandaker, 2016; Van Meter and Van Horn, 1975) policy implementation model, which is a multi-disciplinary approach including management and administration, leadership, economics, and planning, and even this model is not only focused on policy implementation but also explores processes.

Conceptual Framework



RESEARCH METHODOLOGY



To examine the association between determinate factors and the performance of youth policy implementation, the study employed a concurrent nested strategy. The researcher employed a questionnaire and an interview as the major data collection tool. In Bahir Dar city, there are six sub-cities organized into 40 kebeles. All the sub-cities were purposively selected, and then, 17 kebeles were proportionally selected depending on the size of the sub-cities. Through a single-stage cluster sampling strategy, all of the youth and social affairs, youth associations, and youth leagues were selected from the selected clusters. In total, from 377 participants, 363 (96%) of the respondents were returned and completed the questionnaire. Additionally, for an in-depth interview, 15 participants were selected from the Youth and Sports Bureau, Amhara Region Council social affairs standing committee, Bahir Dar city administration council social affairs standing committee, Bahir Dar sub-cities social affairs directorate director, youth association executive, youth federation president, and youth league executive. The Spearman rank correlation coefficient, Goodman and Kruskal's gamma function, and ordinal logistic regression were utilized to investigate the association between policy implementation factors and youth policy implementation performance. The survey data were processed and analyzed using the Statistical Package for Social Scientists (SPSS) version 25. Finally, qualitative data was analyzed through the thematic content analysis method. The findings of the study concluded based on the quantitative and qualitative data output.

RESULT AND DISCUSSION

DEMOGRAPHIC INFORMATION

The univariate statistics were analyzed for this study to determine the demographic characteristics of the respondents. Table 4.1 presents the demographic statistics of the study. The demographic picture of the respondents shows that 130 (35.8%) of the respondents were female and 233 (64.2 %) were male. Given the age category, 231 (63.6%) represented the group of 18-29, 121 (33.3 %) were from the group of 30-39, 10(2.8%) of them represented the age group of 40-49, and 1(0.3%) was from the age above 50.



The education status of the respondents shows that 113 (31.1%) of the respondents hold a diploma, 233 (64.2%) were degree holders, and 17 (4.7%) hold a master's degree.

Table 4.1 Background Information

	Category	Frequency	Percent
Sex	Male	233	64.2
	Female	130	35.8
	Total	363	100.0
Age	18-29	231	63.6
	30-39	121	33.3
	40-49	10	2.8
	50	1	.3
	Total	363	100.0
Education Qualification	Diploma/certificate	113	31.1
	Degree	233	64.2
	Master	17	4.7
	Total	100.0	100.0

Source: Field Survey

DETERMINE FACTORS AND POLICY IMPLEMENTATION PERFORMANCE

The performance of policy implementation is determined by policy determinate factors such as (the rationality of the policy, management factor, bureaucratic factor, organizational factor, political factor, adequate budget, coordination, and policy stakeholders). Accordingly, the findings of the study are discussed as follows.

RATIONALITY FACTORS AND POLICY IMPLEMENTATION PERFORMANCE

The association between the rationality factor and youth policy implementation performance was determined using the Spearman correlation



coefficient. Table 4.2.1 shows that there was a strong positive correlation between the rationality factor and youth policy implementation performance in the city administration, with correlation coefficient $r = .569$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the degree of association between rationality factors and the performance of youth policy implementation. Accordingly, there was a strong positive correlation between the rationality factor and the performance of youth policy implementation, with gamma coefficient $\gamma = .529$, $p < 0.0005$ as shown in Table 4.2.2. The magnitude of the association between the rationality factor and youth policy implementation performance was also further examined using an ordinal logistic regression model. As shown in Table 4.2.3, the rationality of the policy was a significant positive predictor of youth policy implementation performance. For every one-unit increase in the rationality of youth policy, there is a predicted increase of .967 in the log odds of being at a higher level on the performance of youth policy implementation. Similarly, key informants asked whether the rationality of the policy affects the performance of youth policy implementation. All the respondents believe that the clarity of youth policy goals and objectives has an unreserved effect on the performance of youth policy implementation. Youth policy is effectively implemented when all policy actors equally understand the youth policy mission, goals, and objectives.

Several scholarly researches have proven that the rationality of the policy is one of the most important elements influencing policy implementation performance. scholars such as (Matland, 1995:155) stated that policy implementation is effective "if a policy does incorporate specific policy goals and objectives. As noted (Berman, 1978); policy implementation is effective when clear policy goals and objectives are specified and translated. (Edwards, 1980:147-149) also argued that policy goals and objectives will be effectively translated if the implementation process is rational, clear, and reliable. Similarly, according to (Nakamura, R. T., & Smallwood, 1980:33), clear policy goals and objectives are the basic foundation for effective policy implementation. Generally, much scholarly research on policy



implementation failure points to unclear policy goals as a key determinate factor for policy implementation problems (Palumbo, D., & Harder, 1981:29),

As a result, in this study, the rationality of the policy had a considerable positive effect on the performance of youth policy implementation in the Bahir Dar city administration. The outcomes of this study thoroughly confirmed the prior work of various scholars as mentioned above.

MANAGEMENT FACTOR AND POLICY IMPLEMENTATION PERFORMANCE

Management factor is the second important factor that determines the performance of policy implementation. The relationship between management factors and youth policy implementation performance was examined using Spearman correlation coefficients. Table 4.2.1 shows that there was a medium positive correlation between management factors and youth policy implementation performance, with correlation coefficient $r = .486$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the degree of the association between management factors and the performance of youth policy implementation. Accordingly, there was a positive correlation between the management factors and the performance of youth policy implementation, with gamma coefficient $\gamma = .442$, $p < 0.0005$ as indicated in Table 4.2.2. Similarly, the relationship between management-related factors and youth policy implementation performance was examined using an ordinal logistic regression model. As indicated in Table 4.2.3, the management factor had a positive but insignificant unique contribution to the relationships. For every one-unit increase in the management factor of youth policy, there is a predicted increase of .080 in the log odds of being at a higher level on the implementation performance of youth policy.

Further, key informants were asked whether management factors influence the performance of youth policy implementation. Accordingly, many of the key informants argue that the policy activities should be carried out by appropriate officials in the appropriate place. The management needs to make two-way



communication with employees on specific policy activities. Depending on the findings of the existing instrument, the researchers concluded that the management factor is associated with the performance of youth policy implementation even though the association is insignificant.

Scholars, such as (Edwards, 1980; Sabatier, P., & Mazmanian, 1980; Van Meter, and Van Horn, 1975), found that management factors influence the performance of policy implementation. According to (Giacchino & Kakabadse, 2003:139), political responsibility, management dynamism strong teamwork, and commitment are key factors that contribute to effective policy implementation. (Horn, V., & Thiel, 2014) also added that "the management factors and the utilization of management techniques help to determine the performance of policy implementation." However, the current study's findings contradicted those of previous investigations by academicians. The findings of this study indicated that management factors had a positive relationship with youth policy implementation performance, but this relationship was insignificant for the association. The findings of previous studies did not fully support and confirm the findings of this study.

ORGANIZATIONAL FACTOR AND POLICY IMPLEMENTATION PERFORMANCE

The organizational factor is the other important factor that determines the performance of policy implementation. The relationship between organizational factors and youth policy implementation performance was examined using Spearman correlation coefficients. As presented in Table 4.2.1, the result shows that there was a strong positive correlation between organizational factors and youth policy implementation performance in the city administration, with correlation coefficient $r = .494$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the association between organizational factors and the performance of youth policy implementation. So there was a strong positive correlation between the organizational factors of policy implementation and the performance of youth policy implementation, with gamma coefficient $\gamma = .454$, $p < 0.0005$ as shown in



Table 4.2.2. Correspondingly, the relationship between organizational factors and youth policy implementation performance was further examined using an ordinal logistic regression model. Table 4.2.3 shows that organizational factor was a significant positive predictor of youth policy implementation performance. For every one-unit increase in organizational factor, there is a predicted increase of .467 in the log odds of being at a higher level on the implementation performance of youth policy.

An in-depth interview was undertaken to confirm whether organizational factors influence the performance of youth policy implementation. Many key informants stated that the working environment is closely related to the effectiveness of youth policy implementation. Organizational factors, particularly leaders, play an important role in fostering supportive environments and empowering front-line policy implementers to make decisions. As a result, teams and individuals are committed to completing tasks on time. Based on the results of these tests, it is possible to conclude that the organizational factor had a substantial positive association with the performance of policy implementation in the Bahir Dar city administration.

Scholars who had undertaken research in the specific area were able to confirm this assumption. According to (Khan and Khandaker, 2016), organizational factors such as leadership capacity, team building, involvement of many parties, motivation, coordination, and commitment are determinate factors that determine the performance of policy implementation. Similarly, (Edward T. Jennings & Ewalt, 1998:417) investigated that the influence of coordination mechanisms and organizational structures was directly associated with the performance of policy implementation. Similarly, (Bryson et al., 2006:44) also noted that organizations that share information, carry out coordinated initiatives, or develop shared power are used as the strategy that leads to effective policy implementation. Furthermore, according to (Bouckaert, G., Peters, B. G., & Verhoest, 2010), poor organizational structure and coordination system is one of the common problems facing the public sector. For multi-sectoral organizations, a coordination system becomes critical for effective policy implementation. Generally, (Elmore, R.,



1993: 313) added that public policy is largely implemented under public organization through allocating responsibility for those activities to particular divisions."

As a result, in this study, organizational factors had a strong positive effect on the performance of youth policy implementation in the city administration. Thus, the findings of this study entirely verified the earlier work of internationally recognized scholars, as the findings were consistent with the previous study.

BUREAUCRATIC FACTOR AND POLICY IMPLEMENTATION PERFORMANCE

Bureaucratic factor is also considered as the other important factor that influences the performance of policy implementation. The relationship between bureaucratic factors and youth policy implementation performance was examined using Spearman correlation coefficients. As shown in Table 4.2.1, the results show that there was a small positive correlation between bureaucratic factors and youth policy implementation performance, with correlation coefficient $r = .304$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the association between bureaucratic factors and the performance of youth policy implementation. There was a low but positive correlation between the bureaucratic factors and the performance of youth policy implementation, with gamma coefficient $\gamma = .305$, $p < 0.0005$ as indicated in Table 4.2.2. Additionally, the association between bureaucratic factors and youth policy implementation performance was also examined using ordinal logistic regression modal. Accordingly, the bureaucratic factor had a positive but insignificant unique contribution to the association. Table 4.2.3 shows that for every one-unit increase in the bureaucratic factor, there is a predicted increase of .134 in the log odds of being at a higher level on the performance of youth policy implementation. Moreover, many key informants argue that bureaucratic factors were associated with the performance of youth policy implementation. These are likely to occur when front-line policy workers have received specific skills,



and all of them undertake the organizational activities. As revealed from the correlation and gamma coefficient, the bureaucratic factor was associated with the performance of youth policy implementation, however, as indicated by ordinal logistic regression, the association was insignificant. Based on the findings from the instrument, the researcher also concluded that the bureaucratic factor is directly associated with the performance of policy implementation if front-line policy implementers are empowered to undertake policy activities.

Scholars such as (Khan and Khandaker, 2016) stated that policy implementation performance is determined by the appropriate autonomy, ability, attitude, and dedication of front-line policy implementers. Furthermore, (Edwards, 1980: 147-149) stated that adequate financial resources, qualified human resources, bureaucracy, and motivation determine the status of policy implementation. Questioning the manageability of the policy implementation (Rein., 1983: 118) suggested that bureaucratic factors are crucial in successful policy implementation. According to (Lipsky, 1980), bureaucratic factors have an unreserved effect on the policy implementation process. The front-line bureaucrats effectively implement the policy through the procedures and the plans they develop to deal with reservations.

All of the authors cited above agreed that the bureaucratic factor is one of the determinants of policy implementation performance. However, the study's findings found that the bureaucratic factor did not discover sufficient evidence of a statistically significant association with youth policy implementation performance. Autonomy in public organizations is viewed as comparative because while there is a certain autonomy in the execution of the tasks, it is limited due to the idea of legality (Pires, 2009). As a result, the current study's findings do not validate the viewpoints, ideas, or empirical findings of earlier investigations.

POLITICAL FACTOR AND THE PERFORMANCE OF POLICY IMPLEMENTATION



The other relevant factor that influences the performance of policy implementation is the political factor. The relationship between political factors and youth policy implementation performance was examined using Spearman correlation coefficients. Table 4.2.1 shows that there was a medium positive correlation between political factors and youth policy implementation performance in the city administration, with correlation coefficient $r = .462$, $N=363$, at the $p < 0.01$ level of significance. Gamma coefficients were also run to determine the association between political factors and the performance of youth policy implementation. Hence, there was a positive correlation between the political factors and the performance of youth policy implementation, with gamma coefficient $\gamma = .422$, $p < 0.0005$ as mentioned in Table 4.2.2. Finally, the relationship between political factors and youth policy implementation performance was further examined using ordinal logistic regression modal. As shown in Table 4.2.3, political factors had a positive but insignificant unique contribution to the relationship. For every one-unit increase in the political factor of youth policy, there is a predicted increase of .137 in the log odds of being at a higher level on the implementation performance of youth policy. Key informants were also asked whether political factors were directly associated with the performance of youth policy implementation. Many respondents indicated that policy is effectively implemented when there is positive political motivation that promotes the implementation of youth policy. Additionally, they added that youth policy is effectively implemented if there is minimum influence of political pressure on youth policy implementation and consensus among leaders of different sectors. Both the Spearman correlation and gamma coefficient revealed that political factor was associated with the performance of youth policy implementation. However, the ordinal logistic regression model has shown that the association between political factors and the performance of youth policy implementation was positive but insignificant. Using the findings of the test statistics, it is possible to conclude that the political factor has a moderately positive association with the performance of policy implementation in the Bahir Dar city administration, but the association was statistically insignificant.



Recently, many scholars have indicated that political responsibility, the presence of strong management or team dynamics, and the degree of commitment are the basic factors that determine whether a policy is successfully implemented or not (Giacchino & Kakabadse, 2003: 139). As (Van Meter and Van Horn, 1975) also indicated economic, social, and political issues are the most significant factors that determine the performance of policy implementation. (Khan & Khandaker, 2016) also mentioned that the effectiveness of policy implementation depends on the interactions between the ability political agent representative and his or her bargaining and conflict-resolution power. Moreover, (Khan and Khandaker, 2016), also signify that effective policy execution happens when there is strong political motivation and minimal use of power (political pressure).

Political factors were anticipated to have a positive effect on the effective implementation of youth policy in the city administration, even though it was statistically insignificant for the association. The findings of the current study were in contradiction to those of earlier research. The results of earlier investigations did not fully validate and confirm the conclusions of this study.

BUDGET AND FINANCIAL MANAGEMENT AND POLICY IMPLEMENTATION PERFORMANCE

Adequate budget and financial management are the most determinate factor that influences the performance of policy implementation. The relationship between adequate budget and youth policy implementation performance was examined using Spearman correlation coefficients. As shown in Table 4.2.1, the result shows that there was a medium positive correlation between adequate budget and financial management-related factors and youth policy implementation performance in the city administration, with correlation coefficient $r = .491$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the association between budget and financial management and the performance of youth policy implementation. So there was a relatively strong positive correlation between the budget and financial management and the performance of youth policy implementation,



with gamma coefficient $\gamma=.447$, $p<0.0005$ as shown in Table 4.2.2. Similarly, the relationship between adequate budget and youth policy implementation performance was examined using ordinal logistic regression modal. Table 4.2.3 shows that adequate budget and financial management were a significant positive predictor of youth policy implementation performance. For every one-unit increase in adequate budget and finance management, there is a predicted increase of .342 in the log odds of being at a higher level on the implementation performance of youth policy.

Additionally, the key informants also asked if the adequate budget was associated with the performance of policy implementation. All of the key informants' agree that an adequate budget is directly associated with the performance of policy implementation. For any organizational activities, an adequate budget is critical to translate policy into action. Therefore, from all research instruments, the researcher concluded that an adequate budget is significant and directly associated with the performance of policy implementation.

Various famous scholars have confirmed that adequate budget and financial management determine the performance of policy implementation. Several previous researches on successful policy implementation highlighted the positive effects of adequate budget utilization, and financial management on policy implementation performance. According to (Van Meter and Van Horn, 1975), "the number of resources required for effective policy implementation would influence the implementation process." Furthermore, (Sabatier & Mazmanian, 1980: 22) highlighted financial resource allocation as a determinate factor for effective policy implementation performance. Similarly, (Edwards, 1980: 10-12) observed that for effective policy implementation, resources are required to translate policy objectives to satisfy customers' demands. Furthermore, as (Khan and Khandaker, 2016) indicate in their management model, financial resources are one of the distinctive factors that establish the performance of policy implementation. Therefore, the findings of this study entirely verified the earlier work of



globally renowned scholars, as the results were consistent with the previous study.

INTER-ORGANIZATIONAL COORDINATION AND YOUTH POLICY IMPLEMENTATION PERFORMANCE

The coordination factor is the other important factor influencing the performance of policy implementation. The relationship between coordination factor and youth policy implementation performance was examined using Spearman correlation coefficients. Table 4.2.1, shows that there was a strong positive correlation between coordination factor and youth policy implementation performance in the city administration, with correlation coefficient $r = .519$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the association between inter-organizational coordination and the performance of youth policy implementation. Accordingly, there was a relatively strong positive correlation between the inter-organizational coordination and the performance of youth policy implementation, with gamma coefficient $\gamma = .480$, $p < 0.0005$ as stated in Table 4.2.2. The relationship between coordination factor and youth policy implementation performance was further examined using ordinal logistic regression modal. As mentioned in Table 4.2.3, the coordination factor of the policy was a significant positive predictor of youth policy implementation performance. For every one-unit increase in the coordination factor of youth policy, there is a predicted increase of .437 in the log odds of being at a higher level on the implementation performance of youth policy.

Additionally, the key informants were also asked whether the coordination between policy actors was determining the performance of youth policy implementation. The respondents indicated that since youth policy has many actors it demands the coordination system to enhance the performance of youth policy implementation.

The argument has been strengthened by several scholars. For example, (Bryson et al., 2006: 44) noted that organizations that share information, undertake organized activities, or establish shared power help to



overcome difficulties and issues that lead to successful policy implementation. Similarly, (Bouckaert, G., Peters, B. G., & Verhoest, 2010) observed that poor organizational patterns and coordination are some of the most prevalent issues confronting the public sector. Furthermore, (Sadhu Charan and Paramita, 2016) showed that ineffective policy implementation in a developing country was caused by poor management, inadequate financial resources, and poor inter-organizational collaboration between sectors or institutions. For this study, it would be reasonable to conclude that inter-organizational coordination had significant beneficial impacts on the performance of youth policy implementation in the Bahir Dar city administration. Thus, the findings of this study entirely verified the earlier work of recognized worldwide scholars, as the findings were consistent with the previous study.

STAKEHOLDER FACTOR AND POLICY IMPLEMENTATION PERFORMANCE

Finally, policy stakeholder is the most important factor that determines the performance of policy implementation. The relationship between policy stakeholders and youth policy implementation performance was examined using Spearman correlation coefficients. Table 4.2.1 shows that there was a strong positive correlation between policy stakeholders and youth policy implementation performance, with correlation coefficient $r = .508$, $N=363$, at the $p < 0.01$ level of significance. The gamma coefficient was also run to determine the association between policy stakeholders and the performance of youth policy implementation. Thus, there was a relatively strong positive correlation between the policy stakeholders and the performance of youth policy implementation, with gamma coefficient $\gamma = .466$, $p < 0.0005$ as shown in Table 4.2.2. Likewise, the relationship between policy stakeholders and youth policy implementation performance was further scrutinized using the ordinal logistic regression modal. As mentioned in Table 4.2.3, the involvement of policy stakeholders was a significant positive predictor of youth policy implementation performance. For every one-unit increase in the involvement of youth policy stakeholders, there is a predicted increase of .543 in the log



odds of being at a higher level on the implementation performance of youth policy.

Key informants were also asked if there is an association between policy actors and the performance of youth policy implementation. All the respondents indicated that policy is effectively implemented when all policy actors are actively involved in the policy implementation process. No policy can be implemented with a single organization or agency. Therefore, from the findings, the researcher concluded that the involvement of policy actors is directly associated with the performance of policy implementation. These test statistics show that policy stakeholders have a significant effect on the performance of policy implementation in the Bahir Dar city administration.

A policy reform study, (USAID, 2007) noted that effective policy implementation is ensured when "stakeholders participate in the identification of viable policy options, appropriate time frames, and implementation approaches." Additionally, (Franke, V., & Guidero, 2012: 8) also suggested that effective policy implementation demands the involvement of policy actors at all government administrative levels. However, (Mugwagwa, J., Edwards, D., and de Haan, 2015) indicated that rising stakeholder participation and political leadership commitment cannot be the only promise of successful policy implementation.

For this study, it was expected that stakeholder participation would have a favourable link with youth policy implementation performance in the city administration. As a result, the findings of this study deduce that the participation of local policy actors found adequate evidence of a positive statistically significant association with youth policy implementation performance.

CONCLUSION AND RECOMMENDATION

The national youth development policy was formulated to address the socio-economic demands of young people. However, the socioeconomic status of young people was low and they were dissatisfied with the policy outcomes. Different existing factors help to improve the youth policy outcome and to



address the current demands of young people. The study found that the rationality factor, organizational factor, adequate budget, coordination, and stakeholder involvement were statistically significant and determined the performance of policy implementation. On the way, management, political, and bureaucratic factors demonstrated a positive correlation with youth policy implementation performance, but the relationship was statistically insignificant for the association.

Therefore, it is recommended that the youth and sports sectors should consider the most policy implementation factors while implementing youth policy. Additionally, to effectively implement youth policy, the regional government should set a clear policy goal, have a strong youth organizational structure, actively involve policy stakeholders, and design a strong coordination system to effectively translate youth policy. Finally, the study's findings are predicted to help society due to the contribution to new knowledge gained in the fields of policy implementation, policy enforcement performance, and assessment.

Furthermore, the study's findings will most likely help scholars by revealing essential knowledge about policy implementation, implementation performance, and assessment, as noted in the direction of future research.

Conflicts of Interest

The authors declare no conflict of interest.

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ANNEXE

Table 4.2.1 Spearman Correlation Coefficient

VARIABLE	RATIO	MGT	ORG	BUR	POLIT	ECO	CORD	STAKE
Performance	.569*	.486**	.494*	.304*	.462**	.491**	.519**	.508**
Sig.	.000	.000	.000	.000	.000	.000	.000	.000



N	363	363	363	363	363	363	363	363
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**Correlation is significant at the 0.01 level (2-tailed).

Table 4.2.2 Goodman and Kruskal's gamma (G or γ)

Symmetric Measures				
	value	Asymptotic standard Error	Approximate T ^b	Approximate Significance
Rationality	.529	.041	12.740	.000
Management	.442	.042	10.458	.000
Organizational	.454	0.42	10.752	.000
Bureaucratic	.305	.052	5.783	.000
Political	.422	.042	9.934	.000
Budget and Financial mgt	.447	.041	10.907	.000
Coordination	.480	.041	11.614	.000
Stakeholder	.466	.041	11.232	.000
N of Valid Cases	363			

a. Not assuming the null hypothesis.
b. Using the asymptotic standard error assuming the null hypothesis.

Table 4.2.3 Parameter Estimates

		Estimate	Std. Error	Wald	df	Sig.
Location	Rationality	.967	.179	29.265	1	.000
	Management	.080	.112	.503	1	.478
	Organizational	.467	.149	9.782	1	.002
	Bureaucratic	.134	.156	.738	1	.390
	Political	.137	.124	1.212	1	.271
	Budget & Finance	.342	.117	8.525	1	.004



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Management					
Coordination	.437	.157	7.712	1	.005
Stakeholder	.543	.144	14.294	1	.000

Link function: Logit. Dependent Variables: Youth Policy Implementation Performance