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Department of Public Administration and Public Management



Factors Affecting Policy Implementation: Case of Employment Policy of Ethiopia

**a thesis submitted to Addis Ababa university College of Business and Economics in partial fulfillment of
the requirements for Master of Art in Public Management and Policy Analysis**

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Oct, 2020 G.C.

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS PUBLIC ADMINISTRATION AND PUBLIC MANAGEMENT
POSTGRADUATE PROGRAM

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Ethiopia

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DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university, and that all sources of materials used for the thesis have been duly acknowledged.

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ACKNOWLEDGMENT

I thank GOD for being with me in my every step throughout my life. I would also like to thank my family for their support and encouragement during the program period. I would also like to thank my advisor for his valuable comments.

Table of Contents

DECLARATION	II
ACKNOWLEDGMENT.....	III
LIST OF TABLES	6
LIST OF FIGURES	7
ABSTRACT.....	8
CHAPTER ONE	9
1. INTRODUCTION	9
1.1. Background of the study	9
1.2. Statement of the problem	11
1.3. Research questions	15
1.4. Hypothesis of the study.....	16
1.5. Objectives of the study.....	16
1.6. Scope of the study	17
1.7. Significance of the study.....	17
CHAPTER TWO	18
2. REVIEW OF RELATED LITERATURE	18
2.1. Theoretical literature	18
2.2. Conceptual literature	26
CHAPTER THREE	30
3. METHODOLOGY	30
3.1. Research design.....	30
3.2. Data source.....	30
3.3. Population and sample	30
3.4. Data collection procedures.....	31
3.5. Method of data analysis	32
3.6. Ethical consideration.....	32
CHAPTER FOUR.....	33
4. DATA PRESENTATION AND ANALYSIS	33
4.1. Demographic characteristics	33
4.3. Assumptions and diagnostics	38

4.4. Regression analysis	41
CHAPTER FIVE	46
5.SUMMERY, CONCLUSION AND RECOMMENDATION	47
5.1. Summary of major findings	47
5.2. Conclusion	48
5.3. Recommendation	50
References.....	51
Appendix.....	54

LIST OF TABLES

Table 4. 1 Respondents by Gender	33
Table 4. 2 Respondents by working years at current organization	33
Table 4. 3 Perceptions of the policy, its formulation and dissemination.....	34
Table 4. 4 Perception of Social, political, and economic context.....	34
Table 4. 5 Perception of Leadership for policy implementation	35
Table 4. 6 Perception of Stakeholder engagement in policy implementation	35
Table 4. 7 Perception of Implementation planning and resource mobilization	36
Table 4. 8 Perception of operations and services.....	37
Table 4. 9 Perception of feedback on progress and results.....	37
Table 4. 10 Perception of overall assessment	38
Table 4. 11 Collinearity statistics.....	40
Table 4. 12 Model summery	42
Table 4. 13 Anova.....	43
Table 4. 14 Regression coefficients and significance	43
Table 5. 1 Hypothesis testing results	47

LIST OF FIGURES

Fig 2. 1 Rational model (Anisur & Shahriar, 2016)	21
Fig 2. 2 Management model(Anisur & Shahriar, 2016)	22
Fig 2. 3 Organizational development model (Anisur & Shahriar, 2016).....	22
Fig 2. 4 Bureaucratic model (Anisur & Shahriar, 2016).....	23
Fig 2. 5 Political model (Anisur & Shahriar, 2016).....	23
Fig 2. 6 Conceptual framework	29

ABSTRACT

This study sought to identify factors affecting policy implementation by using a standardized tool employed by USAID. The purpose of this study is to measure whether there exists a relationship between the seven dimensions of policy implementation and the dependent variable of success and change of policy implementation. Moreover, it also aimed at measuring how well the seven dimensions and policy implementation are perceived by implementers. The sample size for this study is 384. The instrument used for data collection is adopted from the instrument used by USAID for policy implementation assessment. Findings from the study were that there is a significant relationship between all policy dimensions and success and change of policy evaluation with the exception of operations and services that failed to be accepted as a hypothesis since the p-value is above 0.05. The policy, its formulation and dissemination, implementation planning and resource mobilization, leadership, stakeholder engagement and feedback on progress and results are important predictors of overall policy implementation based on their beta coefficients and T-value

Key words: policy implementation, policy formulation and dissemination, leadership, implementation planning and resource mobilization, feedback on progress and results, operations, and services

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

It is quite familiar to the public the term policy as it has been communicated via media, Public relation outlets, printed documentations. Public enterprises, government offices and other stakeholders have been exerting efforts to equip the public with the desired knowledge and skills to implement a policy. To define in it a broader sense policy implementation was defined by USAID as refers “the mechanisms, resources, and relationships that link health policies to program action.” According to USAID (2010), it was defined as “the set of activities and operations undertaken by various stakeholders toward the achievement of goals and objectives defined in an authorized policy.”

Policy implementation is worth studying because it promotes accountability, enhances effectiveness, and fosters equity and quality. The very reason that we have to study policy implementation is on the fact that from international experience it is understood that policies once adopted may not be implemented as planned or desired leading to inability to achieve intended results (USAID,2010). In Ethiopia makers and implementers admit that there is a gap between what has been stated as policy objectives and what is reaped leading to complaints in different platforms (Biruk, 2014; and Dereje, 2016).

Plenty of sources however believe that the reason for policies failing or not achieving intended purpose emanates from the very emphasis on policy outputs rather than the implementation process. (Bob, David & Stephen, 2019: USAID,2010). This clearly depicts that implementation process is at the core in determining success or failure of a policy. There are however other factors that were believed to result in policy failure. There are four broad contributors to policy factors namely overly optimistic expectations, implementation in dispersed governance, inadequate collaborative policy making and the vagaries of political cycle (Bob, David & Stephen, 2019). The earlier arises from underestimation of challenges, poor information base(insufficient objective, accurate and timely information on costs, timescales, benefits and risks), misunderstanding of stakeholders (optimism about the ability to align different views); behavior and incentives (interested parties boosting their own prospects); and challenge and accountability (decision-makers seeking short-term recognition). The second factor i.e.

implementation in dispersed governance refers to lack of consistency across different hierarchical levels in implementation of the policy. Implementation is dependent on local context even under organized governance let alone dispersed ones. So effective implementation in one local area does not necessarily mean the same in another (Braithwaite et al. 2018; Allcock et al. 2015).

The third factor i.e. inadequate collaborative policy making refers to the fact that policy makers may not include all concerned stakeholders while being drafted or formulated. This later entails challenges during implementation. According to Ansell, Sørensen, and Torfing “Other than for the most simple of tasks, policy design requires continuous collaboration with a range of stakeholders at multiple political, policy-making, managerial and administrative levels as well as the engagement of local “downstream” implementation actors such as end users, frontline staff and a range of local service agencies.” (Ansell, Sørensen and Torfing, 2017, p.67)

The last factor for policy failure is vagaries of politics which entails that politicians as strong enforcers of policies tend to not to take accountability for outcomes of policy implementation. The political will may not last long in the cumbersome task of policy implementation which hampers long term objectives achievement (Norris and McCrae, 2013).

All the above factors thus have a lot to do with the implementation process directly or indirectly. Thus, they need to be assessed whenever a policy is being implemented on a continuous basis. One way to do so is assessing the factors affecting the successful implementation of a policy.

Different researchers have found out different factors that significantly impact policy implementation. According to Ketsunee, T (2014) nine factors influenced the success of the environmental policy implementation of the Tambon administration organization (TAO). They are 1) community acceptance, 2) public awareness, 3) participation, 4) organizational configuration, 5) partnership and networking with the private sector, 6) clients’ needs, 7) feedback and evaluation, 8) communication, and 9) size of TAO.

Mohoshin, Ali.(2018) has undertaken a study on factors affecting primary health care policy implementation in Bangladesh and found out that Implementer’s Disposition (ID), Clarity of Goals and Objectives (COGAO), Management Dynamics (MD), and Coordination (COORD) to

significantly influence health policy implementation performance in primary health care in Bangladesh

However, coming to the case of Ethiopia despite the very high rate of policy failures hardly few research have been made as to policy implementation. Those that were made have not systematically tried to analyze factors that affect policy implementation.

Moreover, most researchers around the globe used own developed instruments to measure the level of policy implementation and the factors affecting it. This research taking into consideration the policy implementation research gap in the case of Ethiopia has slightly modified the policy implementation assessment tool developed by USAID to bridge gap between the high stake that the subject needs and the limited previous research.

1.2. Statement of the problem

According to Joshua, M. (2018) policy implementation literature dates at least as far back as Phillip Selznick's (Selznick, 1949) analysis of the Tennessee Valley Authority (TVA). Selznick observed that the goals and outcomes of the federal economic development initiative were shaped substantially by the local implementation context, where local leaders altered and influenced the process (Saetren, 2005). By 1973 efforts were made to identify factors affecting the effectiveness of government intervention. Research has continued to study the policy implementation to include variables that could affect outputs that a policy was intended to achieve with the extent to measure the magnitude of each factor (Bardach, 1977; Mazmanian & Sabatier, 1989; Sabatier & Mazmanian, 1980; VanMeter & VanHorn, 1975).

In general policy studies have paid due attention to the success or failure of a policy by scrutinizing the factors that are supposed to affect it. Generally, there are three generation of scholars that have previously undertaken a study on policy implementation.

The study that marked the beginning of first generation of studies is the seminal book "Implementation: How Great Expectations in Washington are Dashed in Oakland" of Pressman and Wildavsky that was published in 1973. This study has helped to have a better understanding of the meaning of policy implementation and has linked policy design and implementation. Performance (Stewart et al., 2008). Another important first-generation study was conducted by

E. Bardach's (1977) entitled as "Implementation Game" (Pulzl & Treib, 2007). The first-generation studies were mainly meant to describing various impediments to effective policy implementation (Stewart et al., 2008). First generation studies have the drawback of being theoretical, case-specific and noncumulative (Goggin et al. 1990), and have hardly built theory (Pulzl & Treib, 2007).

The second-generation implementation scholars, on the other hand, as opposed to first generation studies have sought to develop analytical frameworks to guide research on the complex phenomenon of policy implementation. The second-generation studies were more concerned with explaining implementation success or failure (Stewart et al., 2008), and made contributions towards developing analytical frameworks/models to guide research on implementation (Goggin et al., 1990). Second generation studies are further divided into top-down and bottom-up approaches of policy implementation (Stewart et al., 2008). As the names explain top-down approach entails that implementation is best studied by starting at high executive level whereas the latter is the exact opposite.

The third-generation implementation scholars however acted upon the shortcomings of the top down and bottom up approach by applying a more scientific and empirical evidence to the implementation debate by putting hypothesis which are empirically tested.

Plenty of researchers have been made throughout the Globe to find out factors that affect effectiveness of a policy. A policy that could not achieve its objective is deemed to fail. According to Matland (1995), the level of ambiguity in a policy will often determine the extent to which the policy will be successfully implemented and its probability to be replicated. According to the same ambiguity could be of two types: Ambiguity of Goals & Ambiguity of means. Goal ambiguity has been traditionally considered a major cause of implementation failures because goal ambiguity may create uncertainty and misunderstanding (Matland,1995). The clearer the goals are, the clearer will be the implementation and hence the success of the policy. Mohoshin (2018) has also found out that clarity of objectives and goals significantly and positively affects policy implementation in his study of factors affecting policy implementation in the case of health care policy of Bangladesh. In the same manner Sirinya, Gary, Stefanie, Anthony, and Mark (2016) have found out that absence of clear policy content as one barrier for policy implementation

Another reason that has been stated to determine success of a policy implementation is information asymmetry that may exist between different hierarchies of policy implementers. Zhan et al. (2014) on a study in China has found out that a political authority faced difficulty in getting policy implemented by frontline implementers because of poor participation of all stakeholders down the ladder. In other words, this narrative amounts to the saying that poor stakeholder participation could lead to poor policy implementation (Zhan et al. 2014, 1030).

Another factor that has been stated by many researchers is availability of funding and resources. Although funding alone cannot fully ensure attainment of policy objectives, it plays a pivotal role in specially when it is stable (Greenhalgh et al., 2004). As a general principle, Dimitrakopoulos and Richardson (2001, 4) argue that resources need to be made available for implementation to succeed. They also need to be available in the right combination. Citing a policy within the EU that national governments must match EU spending. Dimitrakopoulos and Richardson (2001, 4) note that the unavailability of matched national funding could hinder the project—or even if funding exists, there could easily be a knowledge gap between EU policymakers and national policymakers.

Van Meter & Van Horn (1975) reported that “the implementation process would be influenced by the number of resources required for effective implementation of policy.” In addition, Sabatier & Mazmanian, (1980: p.22) identified the key independent variable of the initial allocation of financial resources for successful policy implementation performance. Equally, Edwards, (1980: p.147) mentioned that for effective implementation of policy, it needs resources to serve the communities. Correspondingly, Voradej Chandarasorn, (2005) noted that decentralization of organization, effective budget, and financial management are very important for successful policy implementation.

Another factors that have been stated to affect policy implementation is politics and conflict. Policy conflict will exist when more than one organization sees a policy as directly relevant to its interests and when the organizations have incongruous views. Such differences can arise regarding either the professed goals of a policy or the programmatic activities that are planned to carry out a policy. Disputes over policy means can develop over jurisdictional issues or over the substance of the proposed means for reaching the goals. Many top-down authors have treated conflict as an endogenous variable that policy designers can influence and should minimize.

Virtually, all have emphasized on the importance of delegating policy to a sympathetic agency. Placing a policy in an agency where it conflicts with existing policies and goals leads to few resources, little support, and almost certain failure (Matland 1995, 158).

The factors that were thought to affect policy implementation success are many and have been stated differently by different writers. Approach, attitude, commitment, cooperation, enthusiasm, resources, leadership, management style, project team, role delineation, skills, stakeholder involvement, trust, use of networks, values(beliefs) have been among the factors summarized by Brynard(n.d).

Very few research have been made in Ethiopia regarding factors affecting policy implementation. Worku (2000) has undertaken a study on the level of stakeholder participation. Assefa (2016) on his study of achievements and challenges of population policy of Ethiopia has found out that “Failure to establish the National Population Council; weak coordination and institutional arrangement due to absence of legally defined structure for implementation, lack of monitoring and evaluation system, absence of a comprehensive population program and financial constraints, among others are the major barriers for implementing the population policy”.

According to Debela (2019) policy design, stakeholders, and their involvement, institutional, policy, and societal context, and implementation strategy are among the factors that affect policy implementation. Most individuals recognize the main factor as: the program being implemented, the individuals involved, the officials, educators and students involved in his study on educational policy.

It is possible to deduce that factors that were deemed to affect policy implementation are very cluttered. The findings are generally in such a way that it is difficult to compile in one model. Moreover, there are very few works done on the specific case of Ethiopia. Thus, this research paper aims at filling these gaps by using a more refined and comprehensive approach of using the seven dimensions of policy implementation as defining factors of success of policy implementation. A standard instrument has been developed by USAID to effectively capture all the variables that previous research has put in a dispersed manner in such a way that it is possible to identify which factors are most important for the particular policy under study.

The seven dimensions that influence policy implementation

1. The policy, its formulation, and dissemination
2. Social, political, and economic context
3. Leadership for policy implementation
4. Stakeholder involvement in policy implementation
5. Implementation planning and resource mobilization
6. Operations and services
7. Feedback on progress and results

Thus, the problem of the study is to identify factors that most affect policy implementation specifically employment policy of Ethiopia using the seven dimensions stated above.

1.3. Research questions

The main research question for this study is

- I. What are the factors that affect employment policy implementation in Ethiopia?

The specific research questions investigated in this study are:

1. Is policy, its formulation, and dissemination are correlated with effectiveness of policy implementation?
2. Is the social, political, and economic context correlated with effectiveness of policy implementation?
3. Is leadership for policy implementation correlated with effectiveness of policy implementation?
4. Is stakeholders' involvement in policy implementation correlated with effectiveness of policy implementation?
5. Is implementation planning and resource mobilization correlated with effectiveness of policy implementation?
6. Is operations and services correlated with effectiveness of policy implementation?
7. Are feedbacks on progress and results correlated with effectiveness of policy implementation?

1.4. Hypothesis of the study

- H1. The policy, its formulation and disseminations are significantly correlated with success and change of policy implementation
- H2. Social, political, and economic context is significantly correlated with success and change of policy implementation
- H3. Leadership for policy implementation is significantly correlated with success and change of policy implementation
- H4. Stakeholder engagement in policy implementation is significantly correlated with success and change of policy implementation
- H5. Implementation planning and resource mobilization is significantly correlated with success and change of policy implementation
- H6. Operations and services of policy implementation is significantly correlated with success and change of policy implementation
- H7. Feedback on progress and results is significantly correlated with success and change of policy implementation

1.5. Objectives of the study

General objective of this study is to find out factors affecting policy implementation in the case of employment policy of Ethiopia.

Specific objectives of the study constitute:

- Determining the extent to which policy formulation and dissemination is related to overall policy implementation
- Determining the extent to which social, political, and economic context is related to overall policy implementation
- Determining the extent to which leadership in policy implementation is related to overall policy implementation
- Determining the extent to which stakeholder engagement is related to overall policy implementation

- Determining the extent to which implementation planning, and resource mobilization is related to overall policy implementation
- Determining the extent to which operations and services is related to overall policy implementation
- Determining the extent to which feedback on progress and results is related to overall policy implementation

1.6. Scope of the study

The study is delimited to study only the factors affecting policy implementation of employment policy of Ethiopia and as such findings may not be generalizable to all policies being enforced in Ethiopia. Moreover, only few respondents from selected companies who are more exposed to the policy implementation are considered in this study

1.7. Significance of the study

The study is quite significant for researchers on the areas of public policy, to key stakeholders of the policy process in general and employment policy in particular.

The study is beneficial for the earlier in the sense that it is among the very few researches done in policy implementation. Moreover, the instrument used in the study is quite valuable and can be easily replicated in other policy implementation studies. Regarding policy implementers it is of paramount importance as it enables them to pinpoint black holes in policy implementation and devise a strategy to work on them.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1. Theoretical literature

2.1.1. Policy implementation defined

Mazmanian and Sabatier as cited in Joshua (2018) defined policy implementation as the carrying out of a policy decision, translating a policy decision into action. According to Anisur & Shahriar (2016) implementation is considered a process, output, and outcome, and involves some actors, organizations, and techniques for control. It is a process of interactions between setting goals and the actions directed towards achieving them. It refers to the execution of law, in which various stakeholders and organizations work together with the use of procedures and techniques to put policies into effect to help attain goals (Anisur & Shahriar, 2016).

2.1.2. Theories of policy implementation

There are two theories that laid the basis for all policy implementation models that are stated in this research report. These theories are the bottom up and top down theories.

2.1.3. Top down theory

This theory states that policy implementation begins with decisions of central government and is cascaded to all implementing stakeholders. The central body designates an

administrative hierarchy that implements the policy and undertakes monitoring as to whether the policy objectives are being implemented. It is an ideal model that seeks perfect implementation of policy objectives. The top-down approach begins with a decision of the central government and asks the following questions: 1) To what extent are the actions of implementing officials and target groups consistent with policy decisions? 2) To what extent are the objectives attained over time, i.e. to what extent are the impacts consistent with the objectives? 3) What are the principal factors affecting policy outputs and impacts, both those relevant to the official policy as well as other politically significant ones? 4) How is the policy reformulated over time on the basis of experience?

2.1.4. The Bottom-up Theory

This theory has been established to argue against the top-down one. Many research studies suggest that policy outcome is not necessarily related to policy objectives. Therefore, outcomes and objectives may not have causal relations. The bottom-up academics point out that the study of policy implementation should begin at the bottom, at the actual implementer level. These academics deny that public policy starts from the top since the bottom level staff knows a lot more about problems than the top-level ones (Winter, 2006: 153).

The bottom-up theory begins with those directly involved in policy implementation. Those public and private players involved in the implementation process will examine the goals, strategies, and programs they have created. The theory suggests that local implementers are those that bring the policy to successful implementation, and implementation depends on the bargaining among local implementers. The implementation works its way upward to find the goals, strategies, and contracts of those involved in executing the programs (Howlett and Ramesh, 1998: 468-469).

Key academics of this theory include Lipsky, Elmore, and Hjern. Since the top-down theory has been criticized for being too idealistic, many studies have been proposed to

offer alternatives for better policy implementation. A study of Wetherley and Libsky (1977: 173-175) on the role of street-level bureaucrats shows that too much control of implementers is not suitable for effective implementation. They propose the bottom-up model, the bureaucratic model, instead. The model considers the roles of dedicated and committed people directly involved at local levels. These people have real understanding of the situation and policy from the top.

2.1.5. The Third Generation Policy Implementation Perspective

This perspective is pretty much a combination of the top-down and bottom up approach. It is based on a more rigorous statistical analysis using quantitative data. In this approach variables are defined, theoretical constructs are provided and tested by empirical analysis (Goggin,1986). In relation to the third-generation integrated approach it is relevant to mention the work of Goggin, Bowman, & Lester (1990) that contributes to the third-generation policy implementation paradigm with a communications model. Encompassing three variables namely inducements and constraints from the top (the federal level), inducements and constraints from the bottom (state and local levels), and state-specific factors defined as decisional outcomes and state capacity

2.1.6. Models of policy implementation

Throughout time different models have been developed in relation to policy implementation. Below are some of the models.

2.1.6.1. Rational model

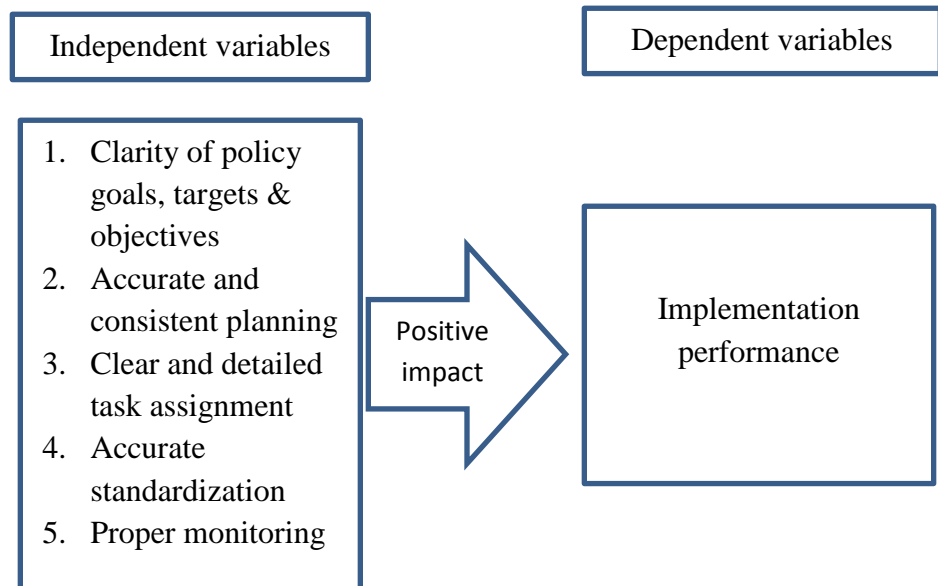


Fig 2. 1 Rational model (Anisur & Shahriar, 2016)

This model is primarily based on the assumption that policy implementation requires the clarification of goals, missions and objectives, detailed planning, appropriate job assignments, effective monitoring and evaluation comprehensive and efficient operating procedures, and techniques required to assist implementers to define the scope of their responsibilities in line with policy objectives.

2.1.6.2. Management model

This model believes that for a policy to be effective it must consist of the elements of organizational structure, personnel and human resources, front line implementers, equipment and technology, the level of coordination and cooperation, exercise of authority and place/location as implementation infrastructure.

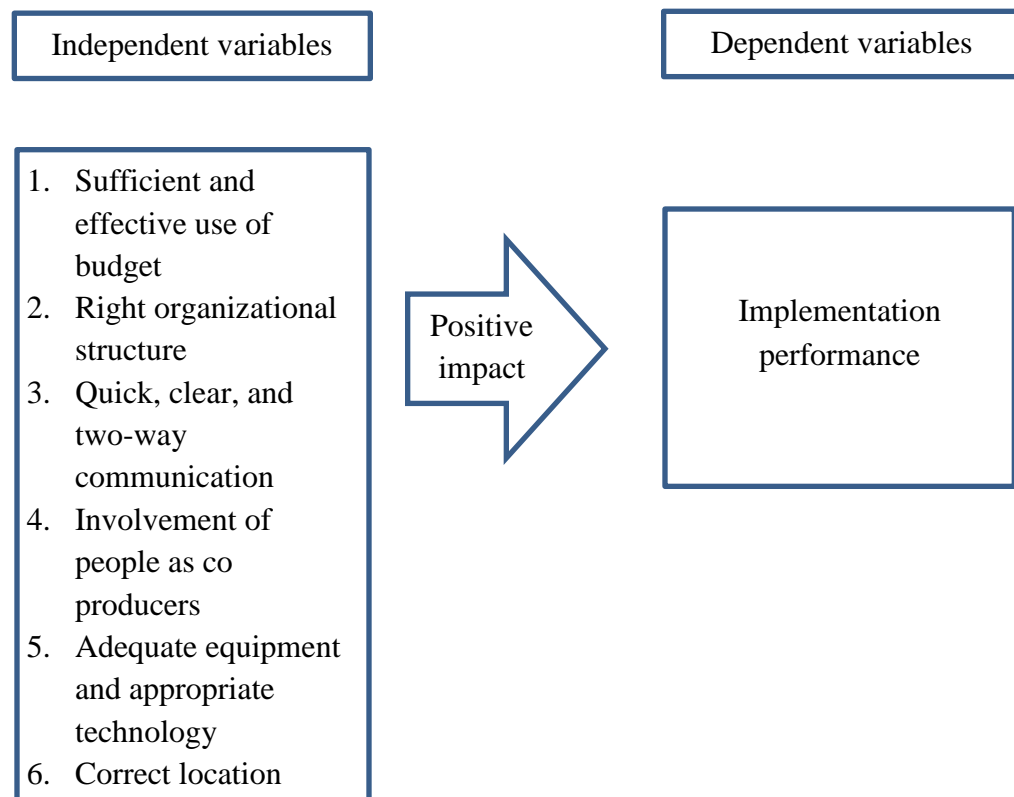


Fig 2. 2 Management model (Anisur & Shahriar, 2016)

2.1.6.3. Organizational development model

This model assumes that the performance of policy implementation depends on organizational leadership capacity, team building, the engagement of the various parties involved, participation, motivation, coordination, and commitment.

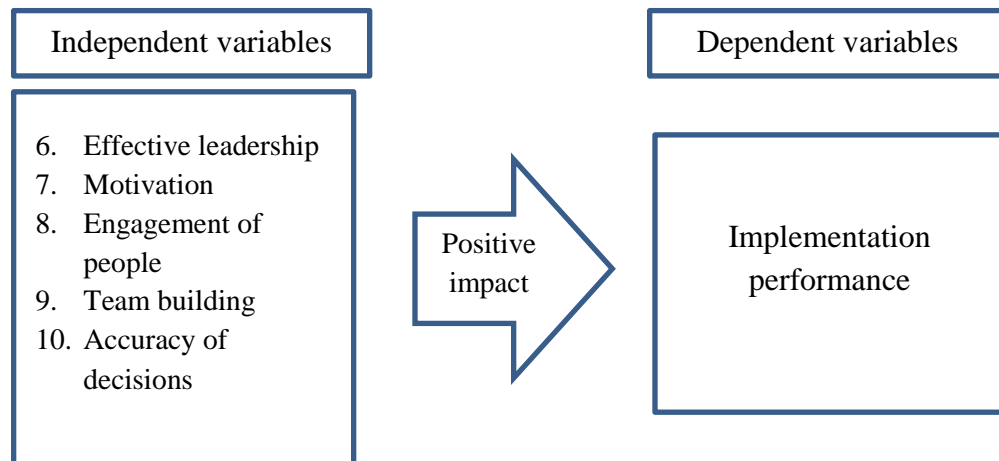


Fig 2. 3 Organizational development model (Anisur & Shahriar, 2016)

2.1.6.4. Bureaucratic model

This model considers the last implementers of policy as success factors since they come in close contact with people and stakeholders. Policy implementers display four behaviors namely voluntary compliance, unintentional noncompliance, intentional noncompliance, and involuntary compliance. The model is depicted in the below diagram.

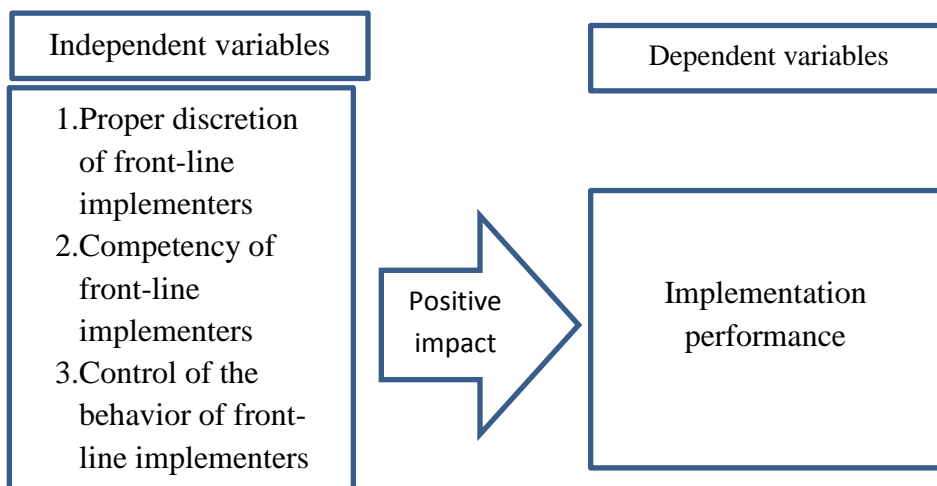


Fig 2. 4 Bureaucratic model (Anisur & Shahriar, 2016)

2.1.6.5. Political model

This model assumes that policy implementation performance depends on the outcome of interactions between agency interaction, bargaining power, conflict resolution, outside environmental factors from an economic, political, and social perspective.

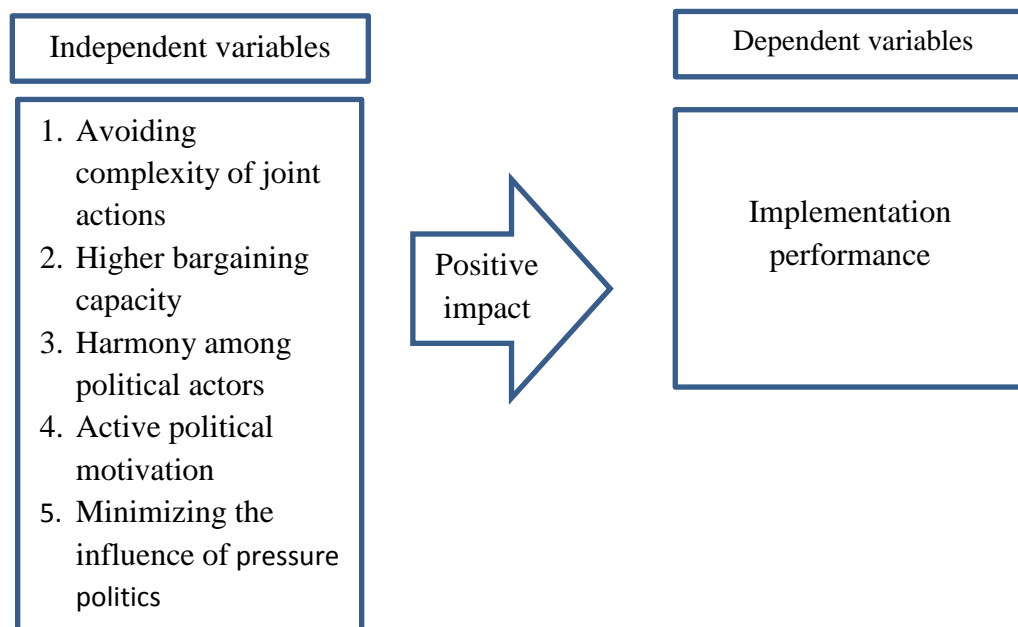


Fig 2. 5 Political model (Anisur & Shahriar, 2016)

2.1.7. Seven dimensions of Policy implementation

Several frameworks have been put to illustrate policy implementation effectiveness. The seven dimensions of policy implementation have been stated by Bhuyan et al. (2010) as cited by Mthethwa (2012). The same have also been stated and used by USAID health policy initiative (2010). The seven dimensions stated thereof were

1. The policy, its formulation, and dissemination
2. Social, political, and economic context
3. Leadership for policy implementation
4. Stakeholder involvement in policy implementation
5. Implementation planning and resource mobilization
6. Operations and services
7. Feedback on progress and results

2.1.7.1.The policy, its formulation and dissemination

The very starting point of policy implementation is how it has come into being, what contents it constitutes and the extent of its dissemination. Policy content explicitly state its goals, objectives, and the underlying problem it tries to solve (Nakamura & Smallwood 1980; Walt & Gilson, 1994; Hardee, Feranil, Boezwinkle & Clark, 2004). Other crucial elements include time horizons, rationale, and clarity of purpose and implementation process. The absence of these elements could lead to policy failure (Calista, 1994; USAID, 2010).

2.1.7.2.Social, political, and economic context

One cannot alienate the policy implementation from the context in which it is implemented. Different political, social, and economic systems combined with other factors do affect how policies are formulated and implemented (Grindle & Thomas, 1991); Hardee et al., 2004). The presence of these social, political, economic, and environmental factors amounts to the presence of either opportunities or threats to the implementation of a particular policy. (Calista 1994:119). Significantly, Kingdon (1984) defines politics as “swings in national mood, vagaries of public opinion, election results, changes in administration, shifts in partisan or ideological distributions, and interest group pressure”. According to Mthethwa (2012) social and cultural factors differ even within a country let alone across borders.

2.1.7.3.Leadership for policy implementation

Effective implementation of a policy is always preceded by excellent leadership as the level of consensus among leaders and other policy stakeholders on the content of a policy and its need

for implementation will affect the degree and timing of its implementation (Thomas & Grindle, 1990). Since the policy leaders may be in a position to not be able to actually implement the policy rather others are to implement it like the case of a political policy where implementers are municipalities or regions but formulators are at the center), belief and confidence in leadership plays a pivotal role in getting the policy implemented and practiced. (Nakamura & Smallwood, 1980; Stover & Johnston, 1999).

2.1.7.4. Stakeholder for policy implementation

Stakeholders are those parties or individuals who are responsible for policy development or are directly or indirectly gets affected by it. Stakeholder participation in policy implementation is influenced by a range of factors, including the context, the policy content and stakeholders' needs and resources, level of knowledge of the policy, and their relative power and influence (Altman & Petkus 1994; Walt & Gilson 1994; Thomas 1995; and Bressers 2004).

Involving stakeholders is not always easy as they come and go at any stage of policy development and implementation driven by different factors (Calista, 1994; Bhuyan et al., 2010). The successful engagement of different groups within society, civil society and the private sector is crucial to implementation, because each sector contributes unique perspectives, skills, and resources (Altman & Petkus 1994:24; Bryson 1988:67).

2.1.7.5. Planning for Implementation and Resource Mobilization

Effective implementation requires mobilization of all relevant resources, implementation plans and strategies as well as guideline and processed to get the policy in practice. Resources could also be material or non-material like Infrastructure, human resources, capital, funds, and the likes which awaits governments and organizations to act on; thus, it is crucial to address these factors when planning for policy implementation. (Mthethwa, 2012).

2.1.7.6.Operations and services

The process of implementing a new policy could be costly owing to different costs like training, professional costs and operational costs. It can also be time taking specially when it is ambitious delays and costs can affect operations and services (Calista, 1994; Klein & Knight, 2005). Policy implementation at the operational and service levels also involves co-ordination with other organizations – including those that may have no previous experience working together, which may have either positive or a negative effect on service delivery (Calista 1994:120; Brinkerhoff & Crosby 2002:44). Policy implementation activities shall be tailored to appeal to the specific local context (Altman & Petkus 1994:42). This calls for high flexibility to accommodate unforeseen events (W.K. Kellogg Foundation, 2004; Bhuyan et al., 2010). (Cross, Hardee & Jewell, 2001).

2.1.7.7.Feedback on progress and results

Monitoring and evaluation is at the core of policy implementation success as corrective measurements are taken for every identified gap in implementation and diversions from performance targets. Other groups from civil society, the private sector, media, or public sector may also be involved, either officially or due to their own initiative, in monitoring the policy implementation process. Monitoring and evaluation meant added accountability and reinforcement of good performance (W.K. Kellogg, 2004; USAID, 2001; Bhuyan et al., 2010; Kuye, 2010, Brynard, 2011).

2.2. Conceptual literature

Mohoshin, A. (2018) has studied policy related, organizational related, individual level and local level factors affecting health policy implementation performance in primary health care in Bangladesh. And has developed a policy implementation performance in primary health care in Bangladesh. A theoretical and an integrated conceptual framework and thereby four working models were developed based on the wide review of literature related

to policy implementation theories i.e. top-down, bottom-up and hybrid, and policy implementation deductive models as such the works of well-known academics;

The results revealed that Implementer's Disposition (ID), Clarity of Goals and Objectives (COGAO), Management Dynamics (MD), and Coordination (COORD) are significantly related with policy implementation performance

The results of the study were validated with the empirical findings of the previous study. The other three hypotheses explicitly H2, H3, and H7 were not accepted as Adequate Budget and Financial Autonomy (ABFA), Resources (Equipment, Human Resources, Infrastructure, REHI), and Micro Level Support from Local Stakeholders (MLSLS) had no significant relationships with health policy implementation performance and nullified the previous studies, and these might be a reason for different content and country context.

Ackermann and Steinmann (1982) found out that Resources, interorganizational structure Stimulus, policy, program, implementation: contextual, organizational, environmental, perceptual variables are important factors affecting policy implementation. Altenstetter and Bjorkman (1976, 1977 ; Ball, 1976) on the other hand found out that Decisional clarity, consensus, and reiteration: personnel attitudes, enforcement resources, reputational authority, homogeneity of issues, public, cost of abatement, role of local media affects policy implementation.

According to Baum (1976, 1981) clarity of directives, accuracy with which decisions are communicated, interests of subordinates, subordinate policy preferences, authority, insulation, sanctioning, persuasion, branch of government, structure of interorganizational interdependence affects policy implementation.

According to Berman & McLaughlin (1976); Berman (1978): McLaughlin (1976), as cited in Brynard (2009) local or institutional context has major impact, especially organizational climate, and motivations of participants.

According to Ross (1984) as cited in Brynard (2009), implementation strategy, tractability of policy problem, content of policy, structure of broader sociopolitical and policy systems, number of actors, extent of power diffusion, personal; and institutional dispositions of

actors, clarity, adequacy of resources, support of leaders, institutional routines significantly affects policy implementation.

Scheier (1981) on the other hand stated that Decision and control processes, resources, relations with environment, supervisory expectations, routines, technical requirements, communication flow, work group norms, behavior skills, incentives, cognitive supports. Specificity of policy, technical limitations, actors, arenas, organizational structures, bureaucratic norms, resources, motivations, communication networks, compliance mechanisms are responsible factors for policy implementation.

Statutory deadlines, configuration of intergovernmental and institutional relationships, supportive relationships among clientele, organizational structure and management rules, enforcement styles, timing do affect policy implementation (Menzel, 1981).

According to Durant (1984) extent of behavioral change required, complexity of joint action, socio-political environment, 'non-compliance delay effect', 'implementers' dispositions, validity of policy's causal theory, 'adequacy and credibility of enforcement resources' do affect policy implementation.

Communication (transmission, clarity, consistency), resources (staff, information, authority, facilities), disposition or attitudes of implementers, bureaucratic structure (standard procedures, fragmentation), complexity are antecedents of policy implementation according to (Edwards, 1980).

According to Waqar Siddique (2016) E-leadership's role, Strategic planning, Proper and appropriate resourcing, Strong communication and coordination, skills and abilities and citizens' trust in e-government are found to have significantly affected successful e-Government policy implementation in Pakistan.

Government commitment and continuity, implementing agency capacity, policy goals and standards, political support, clear planning and control, rewards and punishment, government agencies' support and social support affects degree of implementers' compliance, negotiation ability, SMEs sector awareness which in turn affects policy implementation effectiveness (Wasantha, 2017).

Based on reviewed research and considering the variables considered in USAID tool for measuring policy implementation, the conceptual framework is stated as

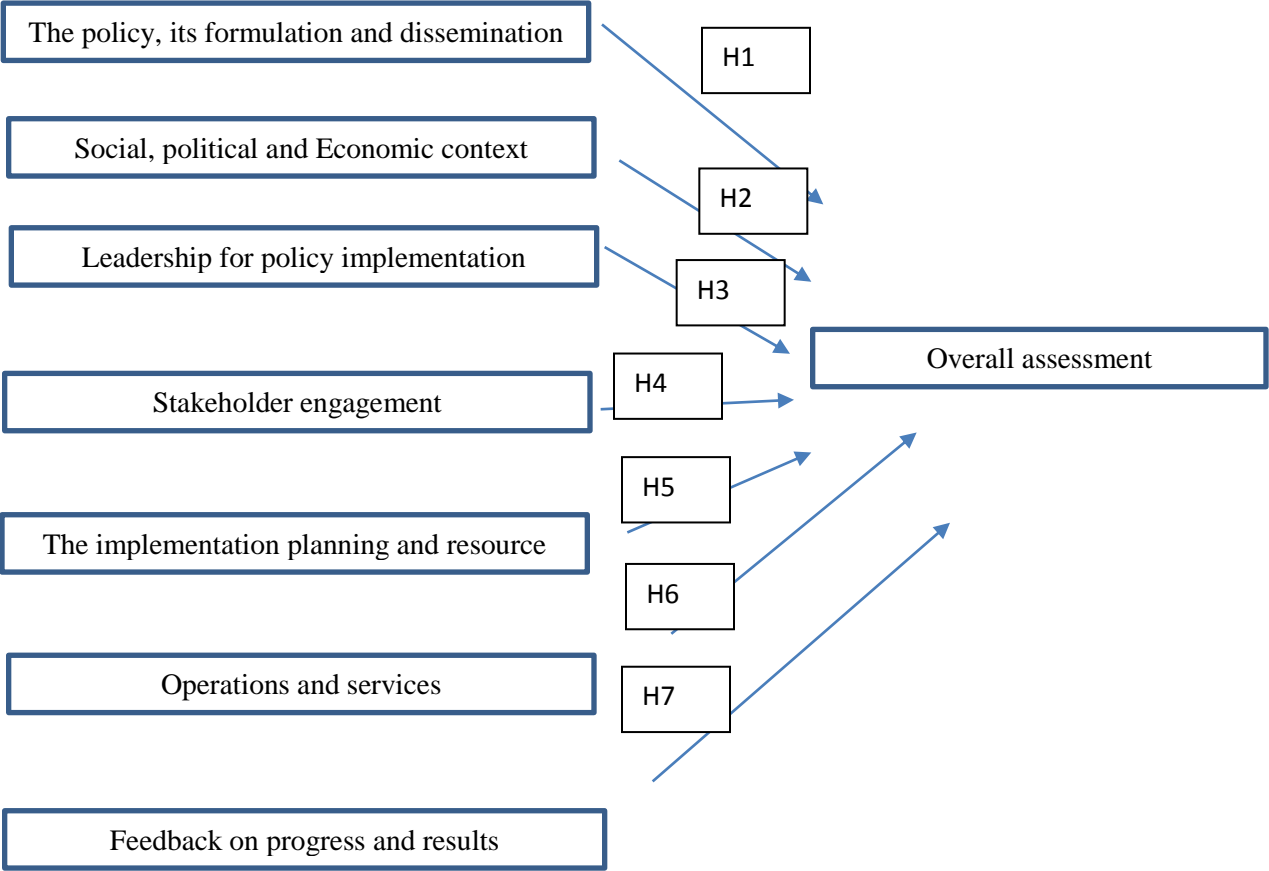


Fig 2. 6 Conceptual framework

CHAPTER THREE

3. METHODOLOGY

3.1. Research design

The study is a quantitative research specifically an explanatory research explaining the relationship between independent variables i.e. policy, its formulation and dissemination, social, political and economic context, leadership for policy implementation, stakeholder engagement in policy implementation, implementation planning and resource mobilization, operation and services, feedback on progress and results and the dependent variable of success and change of policy implementation

3.2. Data source

The data sources used in the study is mainly a primary data collected from employees of selected government organizations in Addis Ababa via structured questionnaire.

3.3. Population and sample

Population: the population of this study are all implementers of the Employment policy and strategy of Ethiopia in selected organizations of Ministry of education, Ministry of Labor and Social Affairs, The Confederation of Ethiopian Trade Unions, Ministry of Urban Development and Construction and Ministry of Women's Children's and Youth Affairs. The researcher could not get the number of employees of the selected organizations

Sample size: the sample size for this study is 384. The sample size is estimated using the below formula retrieved from <https://surveysystem.com/sscalc.htm>. The sample size is determined using the below formula

$$Ss = \frac{Z^2 * (p) * (1-p)}{C^2}$$

Where

Z=Z value eg:1.96 for 95% interval)

P=percentage of picking a choice (0.5)

C=Confidence interval, expressed as decimal, in our case 0.05

Since the population is not known the above formula is employed to finally arrive at a sample size of 384

Sampling technique: A convenient sampling technique is employed to select respondents for the survey. A convenient sampling is used because the COVID-19 pandemic has made it difficult to access respondents that could be selected using a probability sampling. Data collection was made between 7th of July 2020 to 20th of July 2020. Employees who are available during the survey administration time are considered to respond to the survey.

3.4.Data collection procedures

The instrument used to collect data for this study is a structured questionnaire. The instrument is directly adopted from the policy implementation assessment tool employed by USAID (USAID, 2010). The assessment tool contains eight main sections representing the seven dimensions of policy implementation and the resultant success and change of policy implementation. Both open ended and close ended items are available in the instrument. The researcher however opted to

include only close ended questions that are relevant for the Ethiopian case. Hence, all items in the tool are not directly applied to the case if this study. Originally the tool was developed after passing through a serious of literature reviews and project experiences (USAID, 2010). Hence, the instrument is highly valid. Regarding the reliability of the instrument a Cronbach alpha of 96.5 is obtained for all items in the survey

3.5.Method of data analysis

A multiple regression analysis is employed to test all the seven hypotheses. The multiple regression is used to investigate whether the stated independent variables i.e. the seven dimensions of policy implementations significantly predicts the dependent variable i.e. success and change of policy implementation. Moreover, simple descriptive statistics was used to describe the level of perceptions of the seven dimensions of policy implementation and success and change of policy implementation as stated in the research questions from 1-8.

3.6. Ethical consideration

The study is undertaken within ethical frameworks of social research. In particular, the researcher was guided by legal and moral principles of social research as outlined by Bryamn, (2001) which are; where there is lack of informed consent, whether deception is involved, whether there is harm to the participants, and whether there is an invasion of privacy. The researcher acted openly and truthfully to promote accuracy guided by the ethical principles of integrity and objectivity. At the onset, an introductory letter requesting access and outlining in brief the purpose of the research was presented to respondents.

The confidentiality of information supplied by research subjects and the anonymity of respondents will be respected. Research participants participated in a voluntary way, free from any coercion; any harm to research participants is avoided.

CHAPTER FOUR

4. DATA PRESENTATION AND ANALYSIS

4.1. Demographic characteristics

Respondents by Gender

Majority of respondents were males. Given the gender gap in employment in Ethiopia and the presence of COVID-19 during the data collection, the number of females incorporated on the study is lower.

Table 4. 1 Respondents by Gender

	Number of respondents	Percent
Female	125	32.6
Male	259	67.4
Total	384	100

Table 4. 2 Respondents by working years at current organization

Number of working years	Frequency
<= 1 year	12%
2-5 year	52%
6-10 years	26%
11-15 years	4%

Above 15 years	5%
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The respondents comprise of all levels of experience from new employees to the company with experience of just one year to incumbents as high as 37 years of experience. So differing levels of perceptions that might arise from different experience levels is accommodated on the study.

Table 4. 3 Perceptions of the policy, its formulation and dissemination

The Policy, Its Formulation, and Dissemination	Mean
Goals and objectives of employment policy address key issues in Ethiopia	3.3
Employment policy address needs of Ethiopian people and their employment status	3.14
Employment policy greatly addresses the extent of the employment issues in Ethiopia	3.01
Goals and objectives stated in employment policy are achievable in given time frame stated in policy	2.91
You/Your organization are involved during the process of policy formulation	3.1
The policy was well disseminated to implementing organizations	3.13
The policy was well disseminated to public including beneficiaries	3.05

From a rating of 5, items of the policy, its formulation and dissemination were rated as medium

Overall employees are not sure on the way policy was formulated and disseminated.

Table 4. 4 Perception of Social, political, and economic context

Social, political, and economic context	Mean
Religious beliefs or practices	3.1
Gender norms	3.3
Cultural practices	3.2
Social status	3.3
Changes in government	3.0
Decentralization; and/or divergent priorities at national and local levels	3.2
Policy environment, including alignment or conflict with other policies	3.3
International agreements, programs, covenants, and priorities	3.6

Prioritization of poverty alleviation on the policy agenda	3.6
Unemployment	3.1
Migration	2.9
Poverty	3.2
Global assistance mechanisms, donor priorities	3.4

Social, political, and economic context has been rated as medium where the balance has been maintained between negative factors affecting adversely policy implementation and those that affect implementation negatively. International agreements, programs, covenants, and priorities and prioritization of poverty alleviation on the policy agenda are somehow more positively rated as enhancers of policy implementation.

Table 4. 5 Perception of Leadership for policy implementation

Leadership for policy implementation	Mean
Currently there is support among opinion leaders or influential institutions for implementing this policy	2.9
Currently there is opposition among opinion leaders or influential institutions for implementing this policy	2.9
The institution responsible for leading policy implementation is effectively leading in implementing the policy	3.1

On a scale of 5 Overall leadership of policy implementation is slightly rated below fair. There is perceived gap in leadership ability of leaders that manage policy implementation.

Table 4. 6 Perception of Stakeholder engagement in policy implementation

Stakeholder engagement in policy implementation	Mean
Different sectors within the government involved in implementing the policy	3.4
Other stakeholders are involved in implementing the policy	3.4
Your organization is implementing the policy or is involved in its implementation	3.5

Civil society advocating for implementation of the policy	3.5
The target groups(beneficiaries) are involved in policy implementation	3.5

On a scale of 5 there is somehow a better perception of stakeholder engagement in policy implementation as the ratings above are somehow above the medium level cushion and the ratings are better compered to ratings given to the first four dimensions of policy formulation and dissemination, social, political and economic context and leadership.

Table 4. 7 Perception of Implementation planning and resource mobilization

Implementation planning and resource mobilization	Mean
You are familiar with the implementation plan of the policy	3.3
Your organization is involved in the formulation of the implementation plan	2.9
The implementation plan is helpful in implementing the policy	2.8
The implementation plan includes strategies to address the needs of the unemployed	2.8
Your organization received specific training related to implementing the policy	2.9
The given training related to policy implementation was effective in preparing your organization for policy implementation	3.0
Your organization is adapting to the changes required by the policy	2.9
There is a mechanism in your organization for ensuring funding for implementation of the policy	2.9
The funds received for implementation of the policy are sufficient to carry out roles and responsibilities under the policy	2.8
The human resources your organization have are sufficient to fulfill its roles and responsibilities under the policy	2.7
The infrastructure/facilities your organization have are sufficient to fulfill its roles and responsibilities under the policy	2.7
The equipment/supplies that your organization have are to fulfill its roles and responsibilities under the policy	2.7
The information your organization have are adequate to fulfill its roles and	3.1

responsibilities under the policy	
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On a scale of five, there is a perceived shortage of resources including funding, infrastructure, equipment/supplies, and human resource. There are also slight perceptions of shortcomings in the implementation plan. The implementation plan does not contain required strategies and is short of making impact in helping policy implementation.

Table 4. 8 Perception of operations and services

Operation and services	Mean
There is effective coordination among the various organizations that are implementing strategies designed to achieve the policy's goals	3.1
Your organization have the flexibility it needs to adapt policy implementation strategies and activities to respond to local needs	3.2
This policy is being applied equitably among different groups in society	3.1

On a scale of five there is a medium level of operations and services done to implement the policy.

Table 4. 9 Perception of feedback on progress and results

Feedback on progress and results	Mean
Your organization is receiving feedback on how this policy is being implemented overall	2.8
The information given to your organization is helpful in planning and decision making	3.0

On a scale of five there is a perceived gap in receiving feedbacks as to policy implementation. This entails that implementing organizations and stakeholders are not gathering feedbacks from

other stakeholders and beneficiaries and there is poor monitoring and evaluation of policy activities and actions.

Table 4. 10 Perception of overall assessment

Overall Assessment	Mean
The policy is being implemented very well	3.0
You have begun to see positive changes as a result of implementation of the policy	3.3

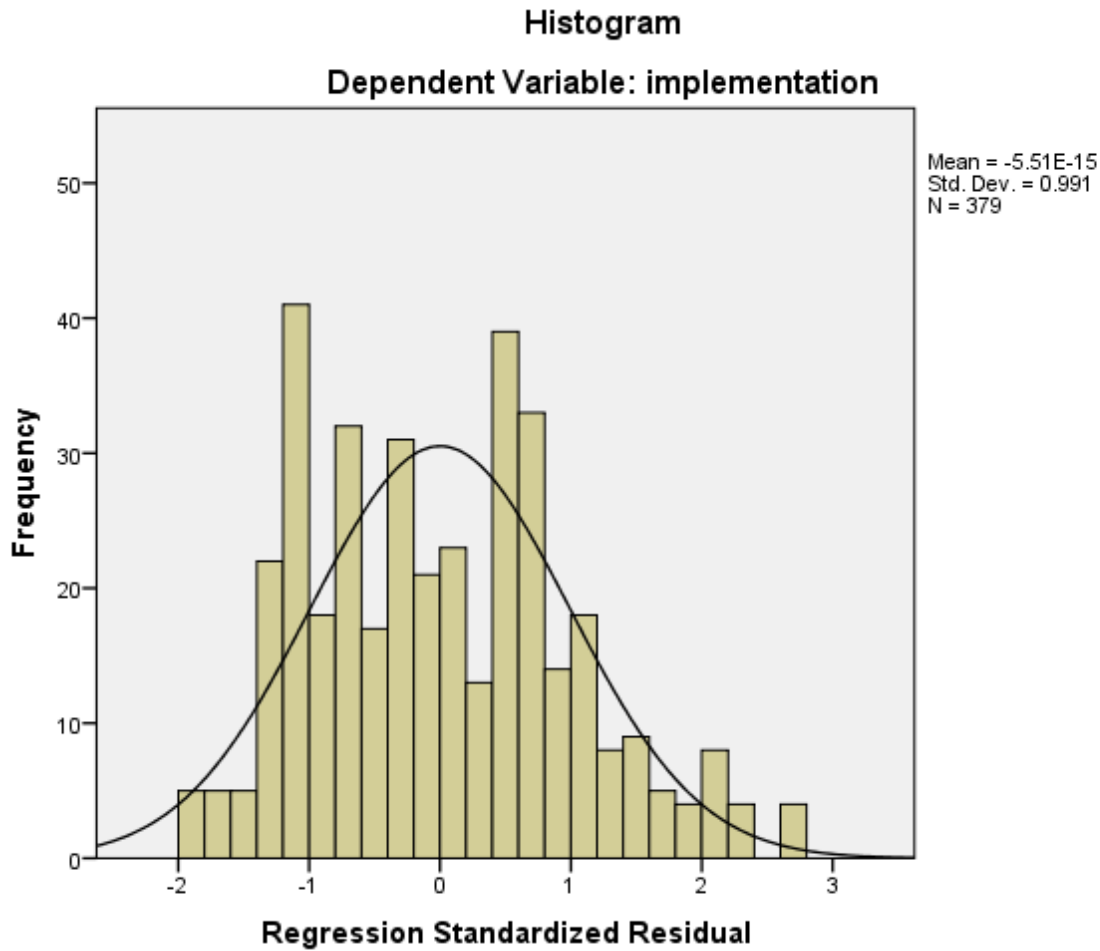
As evident to previous ratings and being a cumulative effect of the other dimensions the overall rating as to implementation of the policy is medium. The policy was fairly implemented.

4.3. Assumptions and diagnostics

For a data to explain what it has intended to explain it must match the assumptions of a regression analysis. A good model displays normality, linearity, and no multicollinearity.

4.3.1. Normality

Normality tests entails whether the error term is normally distributed. there are different methods to test normality. One method is to use histograms to visually scrutinize the distribution of the residual. This study uses this method as depicted in the below figure. As we can see from the figure the graph is bell-shaped entailing that the normality assumption is fulfilled on the model of this study.

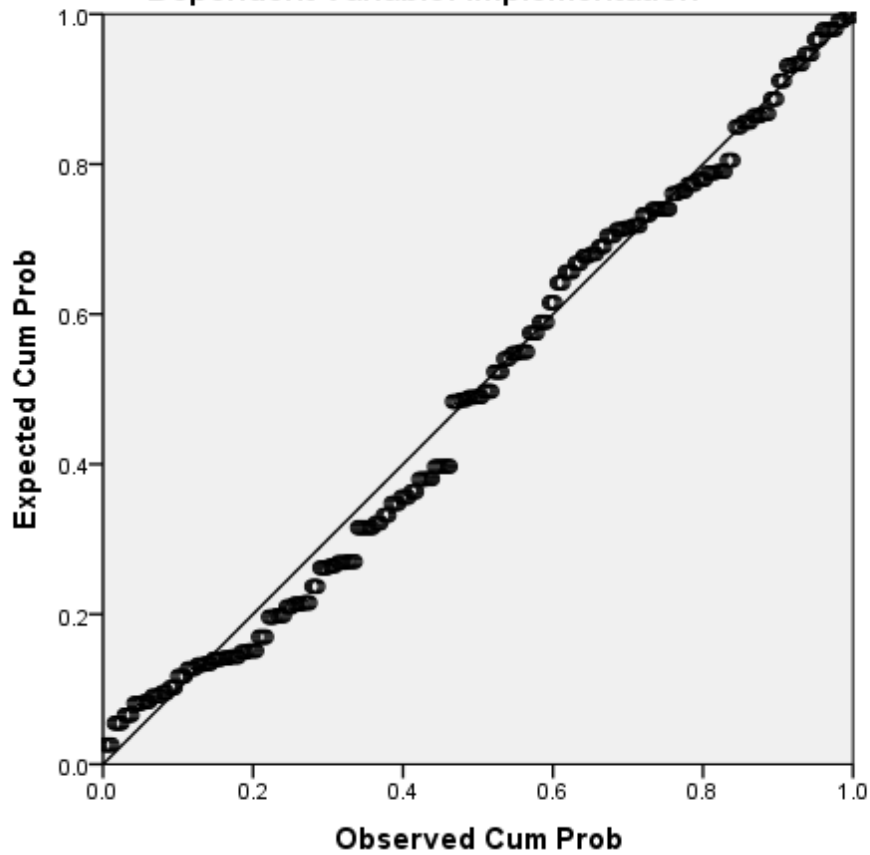


4.3.2. *Linearity*

One assumption of a multiple regression model is linearity which assumes that the expected value of dependent variable is a straight-line function of each independent variable, holding the others fixed. The tool to check this assumption is in a plot of residual versus predicted values of the part of standard regression output. The graph below for our study depicts that the relationship is linear as the plots are near the diagonal line. Hence the linearity assumption is fulfilled.

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: implementation



4.3.3. Multicollinearity

We say there is multicollinearity when one independent variable is significantly correlated with another independent variable. A multiple regression analysis is supposed to have very low or no correlation between its predictor variables. The variance inflation factor (VIF) is normally used to test multicollinearity. Generally, a VIF score must be not within the interval of 5-10 for the regression coefficients to be properly estimated. The table below show that the VIF is not within the range of 5-10. Hence, we could say there is no multicollinearity problem.

Table 4. 11 Collinearity statistics

			Collinearity Statistics	
			Tolerance	VIF

The policy, its formulation and dissemination	0.252	3.972
Social, political, and economic context	0.717	1.394
Leadership for policy implementation	0.3	3.33
Stakeholder engagement in policy implementation	0.266	3.761
Implementation planning and resource mobilization	0.308	3.246
Operations and services	0.27	3.707
Feedbacks on progress and results	0.268	3.735
Dependent variable: Success and Change		

4.4. Regression analysis

Regression analysis: regression tries to establish a mathematical relationship between predictor variables and the dependent variable. It predicts the outcome on the dependent variable by using independent variables also known as predictors. To do so, it uses a model consisting of dependent variable stated as a linear function of independent variables, constant (slope of the function), coefficients of independent variables and error term. The operational model of the study is:

- $Y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + e$
- Where Y (Overall assessment) is dependent variable
- $b_1, b_2, b_3, b_4, b_5, b_6$ and b_7 are beta coefficient of policy, its formulation and dissemination, social, political and economic context, leadership for policy implementation, stakeholder engagement in policy implementation, implementation planning and resource mobilization, operation and services and final independent variable of feedback on progress and results respectively
- $x_1, x_2, x_3, x_4, x_5, x_6$ & x_7 are policy, its formulation and dissemination, social, political and economic context, leadership for policy implementation, stakeholder engagement in

policy implementation, implementation planning and resource mobilization, operation and services and final independent variable of feedback on progress and results respectively

- a is a constant value. It represents the value of the dependent variables when the independent variables are zero
- The error term (e) contains the extraneous variable other than independent variables that could affect the dependent variable

4.4.1. Model summery of variables

R-squared (R^2) is a statistical measure that denotes the amount of the variance for a dependent variable that is explained by an independent variable or variables in regression model. Whereas correlation explains the strength of the relationship between an independent and dependent variable, R-squared explains to what extent the variance of one variable explains the variance of the second variable.

Table 4. 12 Model summery

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.945 ^a	.892	.890	.29551

a. Predictors: (Constant), feedbacks, factors, Operation, resource, leadership, engagement, formulation

From the above graph we can see that the r square is 0.892 which means that the model explains 89.2% change in the dependent variable. Hence, we could deduce that the model is good enough to predict the dependent variable.

4.4.2. ANOVA

Analysis of Variables, ANOVA is used to compare differences of means among more than two groups. A significant F-test indicates that the observed R-squared is reliable and is not a

spurious result of oddities in the data set. Thus, the F-test determines whether the proposed relationship between the response variable and the set of predictors is statistically reliable and can be useful when the research objective is either prediction or explanation.

Table 4. 13 Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	268.284	7	38.326	438.887	.000 ^b
	Residual	32.398	371	.087		
	Total	300.682	378			

a. Dependent Variable: implementation

b. Predictors: (Constant), policy formulation and its disseminations, social, political, and economic context, leadership, stakeholder engagement, implementation planning and resource mobilization, operation and services and feedback on progress

ANOVA Table above shows that the F-ratio value is 438.887 with a significance level of 0.000 (p-value = .000), which is below 0.05. This indicated that there is a statistically significant difference between the dependent variable (success and change of policy implementation) and independent variables (the seven dimensions). Therefore, the overall model is useful for our research objective and it is fit.

4.4.3. Regression coefficient analysis of the model: coefficient estimation and P-Value

Table 4. 14 Regression coefficients and significance

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
(Constant)	0.079	0.096		0.824	0.41
the policy, its formulation, and disseminations	0.352	0.036	0.334	9.825	0.00
Social, political, and economic context	-0.065	0.029	-0.045	-2.249	0.03
leadership for policy implementation	0.21	0.027	0.241	7.744	0.00
stakeholder engagement in policy implementation	0.123	0.035	0.117	3.537	0.00
implementation planning and resource mobilization	0.237	0.033	0.221	7.197	0.00
Operations and services	0.039	0.028	0.045	1.365	0.17
feedbacks on progress and results	0.117	0.031	0.123	3.724	0.00
Dependent Variable: success and change implementation					

The policy, its formulation, and disseminations: a one unit increase in this independent variable leads to a 0.352 unit increase in the dependent variable i.e. increase in success and change of policy implementation. The significance level is 0.00 entailing that policy formulation and disseminations is positively and significantly related to success and change of policy implementation. Hence

H1. The policy, its formulation and disseminations are significantly correlated with success and change of policy implementation is supported.

Social, political, and economic context: a one unit increase in this independent variable leads to a 0.065 unit decrease in the dependent variable i.e. decrease in success and change of policy implementation. The significance level is 0.03 entailing that Social, political, and economic context is negatively and significantly related to success and change of policy implementation. Hence

H2. Social, political, and economic context is significantly correlated with success and change of policy implementation is accepted.

Leadership for policy implementation: a one unit increase in this independent variable leads to a 0.21 unit increase in the dependent variable i.e. increase in success and change of policy implementation. The significance level is 0.00 entailing that leadership for policy implementation is positively and significantly related to success and change of policy implementation. Hence

H3. Leadership for policy implementation is significantly correlated with success and change of policy implementation is accepted.

Stakeholder engagement in policy implementation: a one unit increase in this independent variable leads to a 0.123 unit increase in the dependent variable i.e. increase in success and change of policy implementation. The significance level is 0.00 entailing that leadership for policy implementation is positively and significantly related to success and change of policy implementation. Hence

H4. Stakeholder engagement in policy implementation is significantly correlated with success and change of policy implementation is accepted.

Implementation planning and resource mobilization: a one unit increase in this independent variable leads to a 0.237 unit increase in the dependent variable i.e. increase in success and change of policy implementation. The significance level is 0.00 entailing that implementation planning and resource mobilization is positively and significantly related to success and change of policy implementation. Hence

H5. Implementation planning and resource mobilization is significantly correlated with success and change of policy implementation is accepted.

Operations and services: a one unit increase in this independent variable leads to a 0.039 unit increase in the dependent variable i.e. increase in success and change of policy implementation.

The significance level is 0.17 entailing that operations and services is not significantly related to success and change of policy implementation. Hence

H6. Operations and services are significantly correlated with success and change of policy implementation is not accepted.

Feedback on progress and results: a one unit increase in this independent variable leads to a 0.117 unit increase in the dependent variable i.e. increase in success and change of policy implementation. The significance level is 0.00 entailing that feedback on progress and results is significantly related to Success and change of policy implementation. Hence

H7. Feedback on progress and results is significantly correlated with success and change of policy implementation is accepted.

Based on the beta coefficients and T-value the policy, its formulation, and disseminations, implementation planning and resource mobilization, leadership in implementation, stakeholder engagement in policy implementation, feedback on progress and results and social, political and economic context are good predictors of success and change of policy implementation in a decreasing order. The impact of operations and services on predicting overall policy implementation is minimal.

CHAPTER FIVE

5.SUMMERY, CONCLUSION AND RECOMMENDATION

5.1. Summary of major findings

Most of the respondents were males comprising 67.4% and the respondents work experience at current organization stretches from the lowest one year to a staggering 37 years. Most of the independent variables were rated fairly near the neutral point of the Likert scale. Accordingly, we could deduce that the manner in which the policy is formulated and its dissemination, social, political and economic context, operations and services. Leadership, implementation planning and resource mobilization and feedback on progress and results have been slightly rated below medium. success and change of policy implementation are fair. Regression Coefficient Analysis of the model which signifies the magnitude, direction and significance shows that the strongest effect on success and change of policy implementation comes from the policy, its formulation, and disseminations, implementation planning and resource mobilization, Leadership in implementation, stakeholder engagement in policy implementation, feedback on progress and results and social, political and economic context in a descending order.

Table 5. 1 Hypothesis testing results

Hypotheses	Result	Supported
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H1. The policy, its formulation and dissemination are significantly correlated with success and change of policy implementation	$\beta = 0.352$ $P = 0.000 < 0.05$	Yes
H2. Social, political, and economic context is significantly correlated with success and change of policy implementation	$\beta = -0.065$ $P = 0.03 < 0.05$	Yes
H3. Leadership in implementation is significantly correlated with success and change of policy implementation	$\beta = 0.21$ $P = 0.000 < 0.05$	Yes
H4. Stakeholder engagement in policy implementation is significantly correlated with success and change of policy implementation	$\beta = 0.123$ $P = 0.000 < 0.05$	Yes
H5. Implementation planning and resource mobilization is significantly correlated with success and change of policy implementation	$\beta = 0.237$ $P = 0.000 < 0.05$	Yes
H6. Operations and services are significantly correlated with success and change of policy implementation	$\beta = 0.039$ $P = 0.17 > 0.05$	No
H6. Feedbacks on progress and results is significantly correlated with success and change of policy implementation	$\beta = 0.117$ $P = 0.00 < 0.05$	Yes

5.2. Conclusion

Overall, it is possible to draw major conclusions from the study including the findings that

- The policy, its formulation and disseminations are significantly correlated with success and change of policy implementation
- Social, political, and economic context is significantly correlated with success and change of policy implementation
- Leadership for policy implementation is significantly correlated with success and change of policy implementation
- Stakeholder engagement in policy implementation is significantly correlated with success and change of policy implementation
- Implementation planning and resource mobilization is significantly correlated with success and change of policy implementation
- Feedback on progress and results is significantly correlated with success and change of policy implementation
- Operations and services are not significantly correlated with success and change of policy implementation
- The model used in this study fulfills basic requirements for a linear multiple regression namely normality, linearity, and absence of multi collinearity as checked by histogram, P-P plot and multicollinearity statistics using values of VIF
- The model had a high R^2 depicting that the independent variables stated in the model has explained most of the variance in the dependent variable

5.3. Recommendation

Based on findings of the research the following major recommendations are put forward

- Policy implementers shall use the six dimensions if not all the seven (one of the dimensions is found out to be insignificantly related with Policy implementation) as a tool to assess how the policy is being implemented and find out the bottlenecks associated with the implementation.
- Policy implementers shall pay due emphasis to how well the policy is formulated and how it is disseminated followed by the implementation planning and resources mobilized for the policy, leadership for implementation, stakeholders' engagement and feedback on progress and results as strong determinants of policy implementation success.

Implications for future research

Future research can further investigate on factors affecting policy implementation by using different models stated on the related literature section of this study. This study used the implementation assessment tool used by USAID employing the seven dimensions as affecting variables. Moreover, future research can also undertake a study by considering a multitude of implementing agencies and organizations to add comprehensiveness to the study findings.

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Appendix

Questionnaire

Introduction

Good morning Sir/Madam. Thank you very much for making time for this interview. My name is Bethel Hizikias and I am currently working on my Theses in partial fulfillment of my Masters' degree in public management & policy. I am interviewing stakeholders regarding the implementation of the national *employment policy* of Ethiopia

By policy implementation, we mean the activities and operations of various stakeholders toward achieving the goals and objectives articulated in an authorized policy—in this case, the national *employment policy* of Ethiopia

The purpose of this assessment is to analyze how well national *employment policy* of Ethiopia is being implemented. The results of the interviews are meant for academic purpose and as such your genuine answers will be used for the same purpose with your personal information being kept confidential

Demographic questions

Name:

Title:

—

Sex: F: _____ M: _____

Agency/organization you are currently working in

Length of time at agency/organization in years

1. The Policy, Its Formulation, and Dissemination: State your level of agreement to the statements below on the scale stated on the right and put 'X' mark on the right choice of yours

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
The goals & objectives of the employment policy of Ethiopia addresses key issue in Ethiopia					
The employment policy addresses the needs of the Ethiopian people and their employment status					
The employment policy greatly addresses the extent of the employment issues in Ethiopia					
The goals and objectives stated in the employment policy are achievable within the time frame set out in the policy					

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
You/your organization are involved during the process policy formulation					
The policy was well disseminated to implementing organizations					
The policy was well disseminated to public including beneficiaries					

2. Social, political, and economic context: From your perspective, how do social, political & Economic factors—at either local or national levels—facilitate or hinder your or your organization’s ability to implement this policy? Choose from the stated choices on the right

Factor	Strongly hinder	Hinder	Neutral	Facilitate	Strongly facilitate
Religious practices or beliefs					
Gender norms					
Cultural practices					
Social status					
Changes in government					
Decentralization; and/or divergent priorities at national and local levels					
Policy environment, including alignment or conflict with other policies					
International agreements, programs, covenants, and priorities					
Prioritization of poverty alleviation on the policy agenda					
Unemployment					
Migration					
Poverty					
Global assistance mechanisms, donor priorities					

3. Leadership for policy implementation

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Currently there is support among opinion leaders or influential institutions for implementing this policy					
Currently there is opposition among opinion leaders or influential institutions for implementing this policy					
The institution responsible for leading policy implementation is effectively leading in implementing the policy					

4. Stakeholder engagement in policy implementation

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Different sectors within the government involved in implementing the policy					
Other stakeholders are involved in implementing the policy					
Your organization is implementing the policy or is involved in its implementation					

Civil society advocating for implementation of the policy					
The target groups(beneficiaries) are involved in policy implementation					

5. Implementation planning and resource mobilization

	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
You are familiar with the implementation plan of the policy					
Your organization is involved in the formulation of the implementation plan					
The implementation plan is helpful in implementing the policy					
The implementation plan includes strategies to address the needs of the unemployed					
Your organization received specific training related to implementing the policy					
The given training related to policy implementation was effective in preparing your organization for policy implementation					
Your organization is adapting to the changes required by the policy					

There is a mechanism in your organization for ensuring funding for implementation of the policy					
The funds received for implementation of the policy are sufficient to carry out roles and responsibilities under the policy					
The human resources your organization have are sufficient enough to fulfill its roles and responsibilities under the policy					
The infrastructure/facilities your organization have are sufficient enough to fulfill its roles and responsibilities under the policy					
The equipment/supplies that your organization have are to fulfill its roles and responsibilities under the policy					
The information your organization have are to fulfill its roles and responsibilities under the policy					

6. Operations and services

	Strongly disagree	Disagree	neutral	agree	Strongly agree
There is effective coordination among the various organizations that are implementing strategies designed to achieve the policy's goals					
Your organization have the flexibility it needs to adapt policy implementation strategies and activities to respond to local needs					
This policy is being applied equitably among different groups in society					

7. Feedback on Progress and results

	Strongly disagree	disagree	neutral	agree	Strongly agree
Your organization is receiving feedback on how this policy is being implemented overall					
The information given to your organization is helpful in planning and decision making					

8. Success and Change

	Strongly disagree	disagree	neutral	agree	Strongly agree
The policy is being implemented very well					
You have begun to see positive changes as a result of implementation of the policy					