ORGANIZATIONAL FACTORS IN THE IMPLEMENTATION OF NATIONAL YOUTH POLICY IN KENYA

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DECLARATION

This research project is my original work and has not been submitted to any other university.

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This research project has been submitted for examination with my approval as the University supervisor.

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DEDICATION

This work is dedicated to my siblings, father and the youth of Kenya.

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LIST OF ABBREVIATIONS AND ACRONYMS

KYDP	Kenya Youth Development Policy
NYP	National youth policy
ICC	Indigenous coordination centers
ICT	Information communication Authority
YEDF	Youth Enterprise Development Fund
NGO	Three Non-governmental organizations
KNBS	Kenya National Bureau of Statistics

ABSTRACT

The study sought to examine the influence of organizational factors on the implementation of the National Youth Policy in Kenya. The study was guided by the following three specific objectives: to investigate the influence of formal legal distance on the implementation of National Youth Policy in Kenya; to investigate the influence of organization autonomy on the implementation of National Youth Policy in Kenya, and to examine the influence of organizational culture on the implementation of National Youth Policy in Kenya. The study combined both qualitative and quantitative techniques in data analysis. The results revealed that the three variables depicted a significant influence on National youth policy implementation in Kenya. Organizational culture depicted a minimum influence on the policy implementation (beta value, 0.148) with organizational autonomy depicting the greatest influence of policy implementation (beta value, 0.318). In addition, the key informant findings revealed a positive relationship between the organizational factors and national youth policy implementation. The study concluded that formal legal distance, organizational autonomy, and organization culture are the main determinants of national youth policy implementation which is supported by the beta values 0.283, 0.318, and 0.148 respectively. The study recommends that the public sector should adopt effective organizational factors that positively influence national youth policy implementation. Additionally, studies should be conducted to examine the influence of corruption, leadership management on implementation of national youth policy.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

The implementation of public policy is one of the responsibilities of the state that has existed since the establishment of government institutions (Head, & Alford, 2015). It is a universal practice that involves decision making on matters that affect the State. Aimed at solving societal, economic, and political issues. In the process of developing policies, stakeholders are engaged within the public, private entities, and civil society organizations. In the government context, coordination is one of the interventions that is exercised by the State in formulating and implementation of public policy within different sectors of the government. According to Leiderer (2015), coordination is conceptualized as a horizontal and vertically coordinated approach to government activities. It is a term that has attracted different labels, tags, names and descriptions by diverse scholars in the academic sphere (Arne, Christensen, Laegreid and Midtbo, 2012).

According to Karre, Van der Steen, Van Twist (2013), it is observed that coordination can manifest itself through Public organizations having shared budgets, doing joint accountability, and establishing cross-departmental units. For instance, in the Netherlands, a study discovered that government structures had a positive relation with other state organs. This was possible since the government created the position of a program minister who is charged with coordinating policy development in an integrated manner across various ministries and departments. However, the operationalization of the joined structure by bringing the program minister was faced with challenges and dilemmas since some of their roles and responsibilities were not clear. As a result, conflict was experienced between government officials due to the misunderstanding and lack of a clear mandate and corporation across departments. The fragmentation of government public institutions leading to ineffective service delivery is what has attracted States to embrace integrated service delivery in their ministries through establishing joint projects and structures.

Arne, Christensen, Laegreid, and Midtbo (2012) observe that the degree to which civil servants participate in cross-border activities in central government administration is determined by organizational characteristics that are structurally and culturally underpinned. In Norway, the authors observed that collegial bodies are an effective approach to promoting coordination among

the civil servants through their engagement in policy drafting and its implementation. Further, the study discovered that although collegial working groups in the Norwegian government enhance collaboration, it is not the only remedy to solving policy coordination problems. Some policy programs need a customized collaborative model for them to work as anticipated by the government. The cross-cutting of public policy problems succeed or failed depending on the organization's strategy towards promoting collaboration in policy implementation (Campos & Reich, 2019).

We have had in the west nations like Netherlands, United Kingdom that exercised effective organization policy coordination which has improved implementation of government policies. Some of the factors that motivated the government institutions to create strong coordination include eradicating turf wars, and conflict among government officials. Coordination enabled effective utilization of scarce public resources and also improved effectiveness and efficiency in the delivery of service that has been separated before. This model of New Public Management promoted specialization in the government departments (Alonso, Clifton, & Díaz-Fuentes, 2015)

During the reign of Tony Blair, the Prime Minister of the UK, in his term, he introduced a Joined-up government that promotes coordinated programs and personnel of the government. This is part of the Public reform that the UK government sort to effect. The purpose of integrating the coordinated approach to government programs, departments, and agencies is to offer quality services to the citizens. The integration of public institutions without doing away with the boundaries of public organizations, agency and departments was intended to address the consistent public policy problems that come with a fragmented government organization that began in the 1980s. The intra-state relationship in a government organization is also aimed at creating synergy among civil servants and harmonizing diverse interests held by dynamic stakeholders in solving a policy issue in the State and also reduce the marginalization of people in the society (Gillman, 2018).

Jeroen and Candel, (2017) observe that integration of policy strategies is a popular action by States and organizations such as the European Union. As for the States, we have Integrated Transport White paper that seeks to enhance coordinated strategy to matters of transport, and also there is an

integrated approach for Security strategy in South Africa. Although policy integration strategies have been actualized, there are factors that enable and hamper the operationalization of integrated policies. Since the policy requires the cooperation of different stakeholders, the lack of cooperation in implementing integrated Policy programs and projects collapses the activities. The scholar asserts that there are numerous studies that have been conducted to assess the impact of Policy integrated strategies on policy development and implementation. However, it is clear from the scholar that there is scarce evidence to show the effect of policy integration strategies on policy outcome. Further, the scholar notes that factors that hinder effective implementation of integrated policies are as follows: faulty policy design, unwillingness from the political class to support, unclear policy objective on collaboration, inadequate stakeholder engagement, and scarce resources to promote coordination across government organizations.

In Botswana implementation of Social Policy in a coordinated manner is a challenge as experienced by the State in the actualization of Youth intervention programs. The fragmentation of different departments and policy interventions has caused ineffectiveness and inefficiency in realizing the objectives of youth policy in Botswana. Due to a lack of inter-sectoral units and joint approaches for exchanging knowledge and implementing the youth programs, they end up having little impact as far as solving issues of poverty, unemployment, and inequality among the youth. It is for this reason that a holistic approach to design, implementation, and evaluation of social policy such as those affecting the youth is regarded to be crucial in the execution of the youth programs (Kabo, 2016).

Kenya's independence in 1963, several interventions that seek to intervene the needs and concerns of the youth have been developed. For example, we have the National Youth Service, Youth Enterprise Fund, and Access to Government Procurement opportunities. The Kenya National Youth Policy, 2007 aimed at integrating the youth into the social and economic development of the State. However, the implementation of the youth policy and programs has had little impact and therefore informing the study to assess the influence of organizational factors in the implementation of the National Youth Policy in Kenya.

1.2 Statement of the Problem

The mainstreaming of youth programs through effective coordination is one of the concerns that the Kenya National Youth Policy of 2007 was designed to address. The objective of the youth policy was to ensure that the youth are incorporated in the national development by empowering them economically, socially, and their engagement in matters of governance. Among the objectives of the policy was mainstreaming the youth concerns in various institutions and departments of the government and also partnering with relevant stakeholders both in the government such as the National Youth Council and outside the government like the youth serving organization and development partners in its implementation.

The formation of the National Youth Council is one of the policy actions proposed by the Kenya National Youth Policy, 2007 and initiated through an Act of parliament. Given that the issues affecting the youth are dynamic and cut across different sectors such as health and Education, the Council acts as a voice to the youth in submitting the views of the youth to the sectorial ministries hence partnership and collaboration between public, private and civil society are needed when intervening on matters that affect the youth.

Despite all the efforts made to ensure the smooth implementation process of the youth policy, the policy has faced a lot of challenges. Some of these challenges include coordination challenges in its implementation hence the operationalization of the goals has not been adequately actualized (Adam, Hurka, Knill, Peters, & Steinebach, 2019). In addition, according to Card, (2020) other challenges include; industry interference, lack public participation, lack of resources, poor enforcement techniques and lack of clear roles. There is scarce dissemination of information regarding the youth programs that is meant to improve the life of the youth (Onyango, & Elliott, 2020).

Several studies have been done to establish factors affecting youth policy implementation. For instance, Drazkiewicz, Challies, and Newig, (2015) relates this to poor public participation. While Kampala, (2011) and Viennet, and Pont, (2017) associate poor policy implementation to poor policy formulations process. Thus, the focus of this study is organizational factors that influence

the national youth policy implementation. They include formal legal distance, organizational autonomy and organizational culture and their influence on national youth policy implementation.

1.3 Research Questions

i. How does formal legal distance affect the implementation of National youth policy?
ii. How does the autonomy of an organization affect the implementation of National youth policy?
iii. How does the organizational culture affect the implementation of the National youth policy?

1.4 Study Objective

1.4.1 Main Objective

To examine the influence of organizational factors in the implementation of National Youth Policy in Kenya.

1.4.2 Objectives of the Study

i. To investigate the influence of formal legal distance on the implementation of National Youth Policy in Kenya.
ii. To investigate the influence of organization autonomy on the implementation of National Youth Policy in Kenya.
iii. To examine the influence of organizational culture on the implementation of National Youth Policy in Kenya.

1.5 Justification of the Study

The study have both academic and policy justifications.

1.5.1 Academic Justification

The findings from this study may complement other studies on Policy implementation that have previously been done by researchers such as Viennet, and Pont, (2017) and Campos, and Reich, (2019). The finding of this study may provide researchers, academicians with unexplored knowledge on policy coordination in cross-cutting youth programs.

1.5.2 Policy Justification

Policy implementation is an integral part of public policy processes for any government. Therefore, this study may seek to fill this gap by examining the influence of organizational factors in the implementation of National Youth Policy in the context of Kenya. Through the finding of this study policymakers, practitioners, and law makers in the legislature may gain insight into organizational attributes that enable or restrain the implementation of cross-cutting programs and also the execution of joint projects for the youth.

National Assembly and County Assembly in Kenya may find this study helpful as a reference when developing policy programs and policy instruments such as governing laws. As for the state departments and government agencies, the study results may help them in designing regulations, rules, and procedures to operationalize the youth policies.

1.6 Scope and Limitation of the Study

The focus of this study is to assess the influence of organizational factors in the implementation of National Youth Policy in Kenya. The three key elements that was examined entail the formal legal distance of an organization, the autonomy, and the culture of an organization. Although there are other factors that influence the implementation of a youth policy, for this particular study, the areas of focus were on the three mentioned. The scope of the study was Nairobi County. It was chosen given that most of the government institutions and youth serving organizations, and NGOs under the study are located. In addition, the ministry and functions of youth affairs have not been devolved and therefore suitable county to collect data for this study.

Based on the covid-19 situation in the country and the world at large, the study faced a lot of limitations starting from the data collections that is on face to face meetings. Some respondents were not able to be met especially the key informants, however, the researcher mitigated this by employing the zoom platform to collect the data required. This also extended the study period due to closure of the institutions and working from home paradigm where the data collection period was extended hence increasing the cost of carrying out this study. However, this was mitigated by outsourcing more resources from personal savings.

1.7 Literature Review

1.7.1 Overview

This part seeks to unearth some of the literature that exists about the study. This assist to understand and discover the gaps in the literature on the effect of organizational factors in influencing the implementation of the youth policy. This section also reviewed the works of different scholars in regard to legal distance, organization autonomy, and culture which are the variables to be examined.

1.7.2 Formal Legal and Policy Implementation

According to a study conducted in the Flemish government to assess the influence of organizational factors on cross-cutting policy programs, one of the factors examined was the extent to which closeness of public organization to state laws affects coordination between government ministries and agencies (Molenveld, 2016). It was presumed that the lower the legal distance which means their connection with the government, the greater the ability of public institutions to cooperate with other inter-ministerial policy programs. However, after the study examined the hypothesis, it was discovered that actually, the legal identity has no influence towards promoting or hindering crosscutting policy programs. This, therefore, means that regardless of the legal status of a public organization, the civil servants can decide to either embrace a collaborative approach towards developing and implementing policy (Molenveld, Verhoest, Wynen, 2020). However the study failed to interrogate the legal frameworks on particular sector and its effect on the implementation of a policy. Hence, this particular study mitigated it by examining the formal legal framework and its influence on policy coordination and implementation of the National youth policy in Kenya.

Laliberte, (2020) observed that the relationship between government organizations in terms of the formal legal status. That the legal autonomy of an organization in the government can determine their power, task, and longevity. The public organization that draws their power directly from the Executive tend to lose their autonomy and become subject to the State. There is also the vulnerability of the autonomous organizations that are closer to the government to have less power to make certain decisions (Hualing, 2019). This can affect their ability to coordinate with other intergovernmental institutions or promote depending on their degree of engagement and laws that

guide them. The argument posed by the scholars was short of evidence-based findings that point to the laws or policy instruments that can affect the implementation of a policy. They focused more on the aspects of organization autonomy without substantiating the legal attributes that influence the collaboration of various government ministries and agencies. This study endeavored to explore the legal framework broadly in terms of how that affects the implementation of the youth policy.

According to Schillemans (2013) government, departments and agencies can work together if they adopt a shared goal, norms and are able to embrace a working relationship that recognizes the contributions of each organization without disregarding the other. The author puts this into perspective by describing how the stewardship theory encourages collective behavior in achieving a set out objective. The author did a study to examine the stewardship and agency theory with an aim to understand how the two play out towards promoting joint effort between public organizations in the Government department and agencies. As for the findings, the stewardship theory inspires government institutions to work jointly in developing, preparing, and implementing policy with a joint effort between and among other organizations.

However, the agency theory is more individualistic in its approach. It encourages the separation of government ministries by creating compartments. The authors also looked at power held by government institutions and how that influences coordination (Viennet & Pont, 2017). However, it did not examine the legal instruments where power is deemed to affect positively or negatively the implementation of a policy in a coordinated manner. This study explored and examined the legal components that influence the implementation of crosscutting policy programs within the youth sector (Sourigna, & Ali, 2018).

1.7.3 Organization Autonomy and Policy Implementation

Maggeti and Verhoest, (2014) examined bureaucratic autonomy by looking at the structural aspects such as task, budget, organizational forms, and how that can affect the independence of an organization. The control of public organizations can be influenced by the nature of autonomy. The authors argue that the task assigned to the organization has little impact on the autonomy of an organization, unlike when their budget is interfered with, which can lead them in being subjects to the executive government in the case of departments and public agencies. The authors also

explored the relationship between autonomy, accountability, and democratic legitimacy. It is suggested that the legitimacy of autonomous public institutions is not derived from elected government officials but rather from the senior civil servants that have authority over the successful implementation of a policy. Accountability of government organizations that are autonomous is not clearly depicted in the argument by the scholars and how that affects the implementation of a given policy. The scholars did not give the application of bureaucratic autonomy to any given social sector something that this study seeks to interrogate and how that affects coordination.

According to Emerson, Nabatchi and Balogh, (2012), collaborative actions can be achieved in governance by adopting an integrative framework to collaborative governance. This is demonstrated by allowing cross-boundary activities between stakeholders within the government and outside the government. Collaborative governance promotes joint efforts in public management processes and practices that are embedded with rules and organization norms. Collective action in making policies across boundaries of the government departments, agencies, and ministries enables stakeholders to tap into the resources and network with an aim to achieve a common goal.

According to Guy, (2018) policy coordination has its benefit and limitation which makes it difficult to fully adopt it in all policy programs when doing the implementation. Some of the benefits entail avoiding duplication of policies, programs which helps to save on cost. It also helps to address cross-cutting problems such as the youth issues that have the potential to affect activities of other departments and sectors in the government. The negative effect of joint working together of government ministries across their boundaries creates conflict that affective the successful coordination of the program meant to be implemented jointly.

Hustedt and Salomonsen, (2017) argues that coordination in government activities can be encouraged between civil servants by networking and collaboration of civil servants in their respective mandate. That can be achieved by developing a joint project or addressing a particular social problem jointly. Establishing a committee whose membership is drawn from different ministries can enhance inter-ministerial working relationships. In addition, the scholar also opines

that designing structures and procedures that bring together diverse stakeholders can also inspire working together of government officials. The study however failed to provide sufficient evidence on why policy coordination can be applied in one program and not the other. For that reason, this study explored more the influence of autonomy in policy coordination for the effective implementation of a policy.

According to Yesilkagit and Van Thiel (2008) observed in the analysis of 200 Dutch public organizations studied that semi-autonomous public sector organizations are prone to the external influence exerted by political actors. The scholars note that public sector organizations with less autonomy are likely to experience high political effect in the policy making process. The scholars focused on policy and financial autonomy in examining the extent to which political actors influence semi-autonomous public sector organizations.

As for financial autonomy, Alawattage, and Azure (2019) noted that social accountability is demanded from the public, where the public organization reserve the right to act independently of other government organization such as the ministries in charge of those semi-autonomous public organizations. The study focused on developed countries in examining the influence of political actors on the bureaucratic autonomy of public sector organizations and did not give a look at what can transpire in developing countries in Africa. Their analysis also was shallow in examining the policy and financial autonomy of semi-autonomous public sector organizations. It is on that basis that this study strives to not only look at the policy and financial aspect but other enabling factors that can affect the implementation of a youth policy.

Verhoest and Wynen (2018) examined the use of performance management techniques by autonomous public agencies by investigating 400 public agencies. They explored the structural and task related organization elements that influence public agencies to utilize performance management instruments. The findings from the study indicated that the level of managerial autonomy on public agencies is not a major determinant in influencing public sector organizations to apply the evaluation tools.

Bertelli (2016) asserts that the accountability of policy workers is an undertaking that can be complex to the people. However, the scholar underscores the importance of evaluating the working of politicians those that are elected, and the policy makers. According to the scholar accountable governance is not an easy thing to achieve more especially if the citizens are not able to identify policy workers and relate clearly with their activities. A citizen perspective to the working of democratic countries is perceived as a viable approach in assessing and understanding the formulation and implementation of the policy by the bureaucrat. Even though the scholar gives an account of democratic accountability and aspects that characterize policy workers from a citizen point of view, the scholar did not examine the effect of youth as a category that does impact in evaluating policy work. The author of the article also did not sufficiently assess the relationship between democratic accountability and the implementation of a public policy.

Scott and Thomas (2017) argue that there is a lot of literature that has evolved over time on the concept of collaborative governance. The literature developed by most scholars is inclined on the factors that motivate stakeholders in public and private entities to engage in collaborative efforts. According to Scott and Thomas, there is little that has been done to examine the incentives that drive Public managers to participate in collaborative activities that seek to address a public issue.

It is on this basis that the scholars examined those factors that motivate them. Such elements are the role they play in joint efforts, some public managers come in as leaders in developing or implementing a policy, project, or program. There are those that act as followers that sustain the relationship between actors in the government and outside the government institutions. The followers are most engaged in collaborative activities such as a task force or particular committee, if it is only within their interest and where there is a similar goal to be achieved. There are also public managers that come in as encouragers to strengthen and bring in new entrants in the network of undertaking the joint effort.

According to Emerson, Nabatchi, and Balogh (2012) they analyzed the diverse perspective through which collaborative governance fits into different sectors and disciplines such as environment, public administration, and matters of conflict management. The drivers such as leadership, incentives, and interdependence have an impact on how public officials make use of collaborative

initiatives. The scholars also expounded on the dynamics of collaboration, system context, and the collaborative actions that result in what the scholars referred to as a collaborative governance regime. Although the scholars have analyzed the various theoretical and practical applications of the integrative framework, they fell short of explaining the effect of applying the integrative framework while developing policy and implementation. The scholars did not assess the rate of acceptance of this framework when implementing cross-cutting policy issues such as those in youth.

1.7.4 Organizational Culture and Policy Implementation

Carey and Crammand (2015) underscored the importance of setting up an organizational culture that promotes joint working between individuals, departments, and ministries across different sectors. The scholars argue that bottom-up and top-down approach needs to be balanced when integrating rules and norms that seek to promote a collective initiative within and across a ministry in implementing a policy and program. The culture that is followed by strong leadership willing to get people to operate in a coordinated and with a collective mindset has an impact in executing policies that go beyond the boundaries of a public organization.

According to Tang, and Wang (2020) for joint activities to be manifested, there is a need for strong linkages to the departments in government for a successful coordinated activity. It is from the connection that relationship and joint areas and objectives are established to steer the development and implementation of a particular policy and program. Additionally, the study also points out the importance of equipping the staff involved in a joint initiative with proper skills such as coordinating skills, flexibility, and with the right attitude for them to embrace the collaboration across ministry and departments. The study however failed to depict the long-term impact of the joint initiative in bringing a policy to action. It is against this background that this study interrogates the effect of coordinated joint engagement in the implementation of a youth policy in Kenya.

According to Christensen, Danielsen and Laegreid (2016) interventions on crisis management in a country require coordination and cooperation across administrative boundaries. They argue that a lot of research has been done on complexity, collaboration, and coordination in public

organizations but little has been done to examine the coordination in government institutions at the emergence of a crisis. It is on this that the scholars sought to analyze different coordination methods for crisis management. Coordination is viewed by scholars as a remedy to crisis management and also a potential failure in addressing government problems especially in times of crisis.

From the analysis of the six countries in Europe, coordination in most countries is not inclined on the hierarchical or networking arrangement in administration but they mostly apply a hybrid approach depending on the level and nature of the problem at hand (Molenveld, Verhoest, Voets, & Steen, 2020). It is noted by the scholars that the administrative culture that promotes coordination in crisis management seems to have been ingrained in public administration. Although the scholars gave a background view of coordination in European countries, they failed to depict its application in African countries. The scholars also did not adequately examine the impact of organizational culture in bringing a policy to action. The policy implementation angle of coordination was not sufficiently covered by the analysis made by the scholar. Therefore, this study gives an African perspective of coordination by examining the cultural implications on the implementation of the youth policy in Kenya.

O'flynn, Buick, Blackman, and Halligan, (2011) conducted a study to examine the ways in which joined-up initiatives operate and the manifestation of the joined-up government in Australia. This was experimented using the established Indigenous coordination centers (ICC). The scholars analyzed the factors that promote Joined-Up governments and those that hinder the effective working of joined-up activities. This is manifested through government officials, departments, and ministries working harmoniously across the boundaries of the institutions in designing and implementing policy, service delivery, and community engagements. From the findings of the study, it was also observed that programmatic focus and centralizing of government decisions as barriers to the effective working of the indigenous coordination centers.

According Bachmann and Nwibo, (2018), although the ICC had some challenges in its implementation. There are other ICC sites that reported success in integrating the joined-up approach. The success of the sites is attributed to leadership across organizations that embrace

shared responsibility, trust, inclusiveness, and high-quality communication between and among actors working with the centers. From the finding of the study, it was noted by the scholars that leadership ability to create systems, structures, and programs that are in tandem with the needs of other actors across the bordering of government institutions was found to enhance joint up initiatives in Indigenous coordination centers.

Haiduc, (2019) also noted deficiency in skills for joint working across staff in the department which affected the relationship with Indigenous coordination centers. Therefore, the authors argued that there is a need to invest in coordination and collaboration skills to strengthen joined-up working. According to the scholars, an absence of training for coordinative skills is detrimental to government organization staff to work beyond the boundaries of their institution. Even though the study gave a detailed working of coordination in Australia. The study did not adequately examine culture adequately on how it affects the implementation of policy within different sectorial in departments and government agencies. It is for that deficiency that this study explores the effect of culture in the implementation of the Kenya National Youth policy.

Sorensen and Torfing, (2011) analyzed the increasing demand for public innovation and how that can be enhanced through governance networks and collaboration. According to scholars, innovation being a concept that cuts across multiple disciplines has attracted diverse definitions. Innovation is conceptualized as a process, activity that seeks to generate new ideas, thoughts with an objective to produce changes in society. This innovation as per the scholars is applied in different contexts and levels of government. The scholars identified the importance of integrating innovation in collaborative initiatives as a means to promote what the scholars refer to as collaborative innovation. The scholars argue that innovation in the public sector is a popular concept that has been explored, however, the promotion of collaborative innovation has not been adequately explored hence a focus on it. To enhance innovation in the public sector, the scholar noted the importance of multi-stakeholder engagement.

The scholars justified the essence of collaborative innovation by analyzing three theories, that is economic innovation theory, planning theory, and public administration theory. It is evident that innovation cuts across various disciplines as demonstrated by the theories. According to the

scholars, creating and sustaining networks and partnerships in the public organization serves to promote innovation in service delivery. From the study of the scholars, they did not sufficiently interrogate the application of collaborative innovation in public policy implementation and how that is practiced in different structures of the government. This study, therefore intend to objectively explore the impact of innovation as culture in enabling the implementation of youth policy in Kenya.

Shokatian, and Ghazinoory, (2019) observed that policy makers experienced difficulties in developing policies due to what they refer to as wicked problems. The networks formed in policy spaces influence the collective action of actors engaged in the policy process. The scholars noted the uncertainty such are the cognitive, strategic, and institutional uncertainty that limit progressive interaction between actors in policy networks and arenas. A case in point that the scholars analyzed is the zinc debate in the Netherlands that brought divergent opinions about banning the use of zinc. The zinc was perceived by some actors as a hazard to the environment whereas the proponents argued against its effect to an extent that it created factions such as the sustainable building arena and the policy networks such as the Environment and product network.

According to Zubrzycka-Czarnecka (2020) the barriers in the policy process are lack of interaction, diverse perception, and the absence of network management and the standards in conducting them. The scholars assert that actors in the policy space have challenges in working jointly. That the actors although they are dependent on each other they have a deficiency in engaging in collective action. From the scholars, the network perspective of examining the policy activities in the case of environmental issue provide an understanding to the underlying issue in joint initiatives. Although the scholars explained the policy networks, games, and arenas in the context of the Environment. The analysis did not sufficiently depict the relationship between the policy networks and the implementation of a policy. As such, this study examined the influence of policy network interactions in the implementation of the Kenya National youth policy.

1.8 Theoretical Framework

1.8.1 The Transformative Approach

The study adopted transformative approach advanced by Christensen, and Lægreid, (2018). According to this approach, the decisions and actions taken by bureaucrats are influenced to some

extent by the organization structure in regard to degree of power vested on public leaders, organization autonomy and environment in terms of stakeholders within and outside public organization.

Thus, through this theory we get comprehensive perspective into structural and cultural factors that enhance or impede implementation of public policy. For this particular study, we focus on the National youth policy in Kenya. This approach connects well with the organizational factors that this study examined, that is the issues of the organization autonomy in decision making, legal framework and the organizational culture. The factors that determine implementation of a youth policy can be reflected from the three perspectives advanced by the transformative approach. The three perspective are brought out as the structural instrumental perspective, environmental and cultural-institutional perspective. The variable of the study is supported by ideas developed by Christensen, and Lægreid, (2018) considering that government decisions affect the lives of people and how public policies are implemented for the social wellbeing of the citizens. The role of public administrators in bringing to life the decisions of a public organization cannot be ignored considering they have a say and powers to direct or redirect how particular programs are to be developed and implemented.

The structural instrumental perspectives provide the view that formal structural features within a public organization dictate the task and powers allocated to public leaders. It is in this that sets limitations on how far a government ministry can make decisions in advancing a Public policy; bearing in mind that youth issues are cross cutting and hence require collaborative and effective coordination between and among ministries to deliver on the objectives of a youth policy (Onyango, 2019). There are also norms and administrative rules in public organizations which can promote or constrain the decisions made by internal actors in public administration. The theory affirms that legal identity in public organizations offers some level of autonomy which as discovered in the study highly influences implementation of the National youth policy (Christensen and Lægreid, 2018).

Although the implementation of public policy, in this case national youth policy is a faction of the government. The external environment in terms of international organizations such as United

Nations through ratification of treaties, conventions has influence in development and realization of the objectives in the youth policy. The attitude and values towards the youth policy is also an organizational aspect that this approach affirms, which notably affect actualization of public policy. The approach examines technical and institutional environment which applies to the study.

For the technical environment we have the resources that are available to enable decision making and action taking, if there are inadequate financial resources then some of the youth programs fail the threshold to be actualized and limit the leadership from undertaking the implementation of that project or program. As for the institution environment we have issues of myths and symbols that as evidenced in the study influence decision making in public administration (Christensen and Lægreid, 2018).

The culture of a public organization poses a fundamental role in the functions of the organization. It is developed or promoted by the leadership and actors in the organization. The history of the organization as demonstrated by the theory influences the decision making and action taking. However, the leadership can adopt new traditions that should help advance the mandate of the public institution. The past practices and experiences of public administrators does have a bearing on the decisions made for the youth policies. If bureaucrats possess a negative culture towards matters of the youth then this affects the realization of the goals set out in the policy. However, this study discovered that in the context of Kenya, the culture among youth officers minimally affected or rather influenced the implementation of youth policy (Christensen and Lægreid, (2018).

1.9 Conceptual Framework

The conceptual framework below demonstrates the variables applied in the study and the relationship between the variable. The study examined how organizational factors, that is formal legal distance, organization autonomy and organizational culture does affect the implementation of the National Youth policy in Kenya. The formal legal distance, whose focus is on the legal framework, legal identify and autonomy within the youth sector was measured by examining the current laws that touch on youth matters. Legal framework encompasses the laws that have been developed such as the National Youth Council Act, 2009 that established the National Youth Council and enabling laws that enforce implementation of youth policies. Onto the organization

autonomy, the study measured the variable by assessing the level of independence of public organization, departments and agencies in executing youth work. This was done in terms of evaluating the hierarchy of authority, nature of task, objectives and coordination. The variable on organizational culture was measured through assessing the degree of ownership of the youth policy by the youth officers in the Ministry in charge of youth affairs. There was also assessing the approach of leadership, institution values and norms that characterized the implementation of the youth policy. From the study, it was evident that the existing laws, the degree of authority and the existing organization culture significantly influenced the level of implementation of the youth policy. However, organization autonomy was dominant in influencing the effective implementation of the national youth policy, followed by the legal elements, organization culture was the least in affecting implementation.

The study measured the implementation of National youth policy in Kenya as the dependent variable through assessing the number of projects, programs and institution established as proposed in the implementation matrix of the youth policy. It went further to look at the performance of the National Youth Council and the elections done then for youth representatives to the councils. The survey and interviews conducted also sought to understand the utilization of youth Budget in implementation of the national youth policy. The ultimate goal was to examine if the National youth policy was effectively and efficiently implemented in view of the organizational factors and as anticipated by the stakeholders in the youth sector in Kenya.

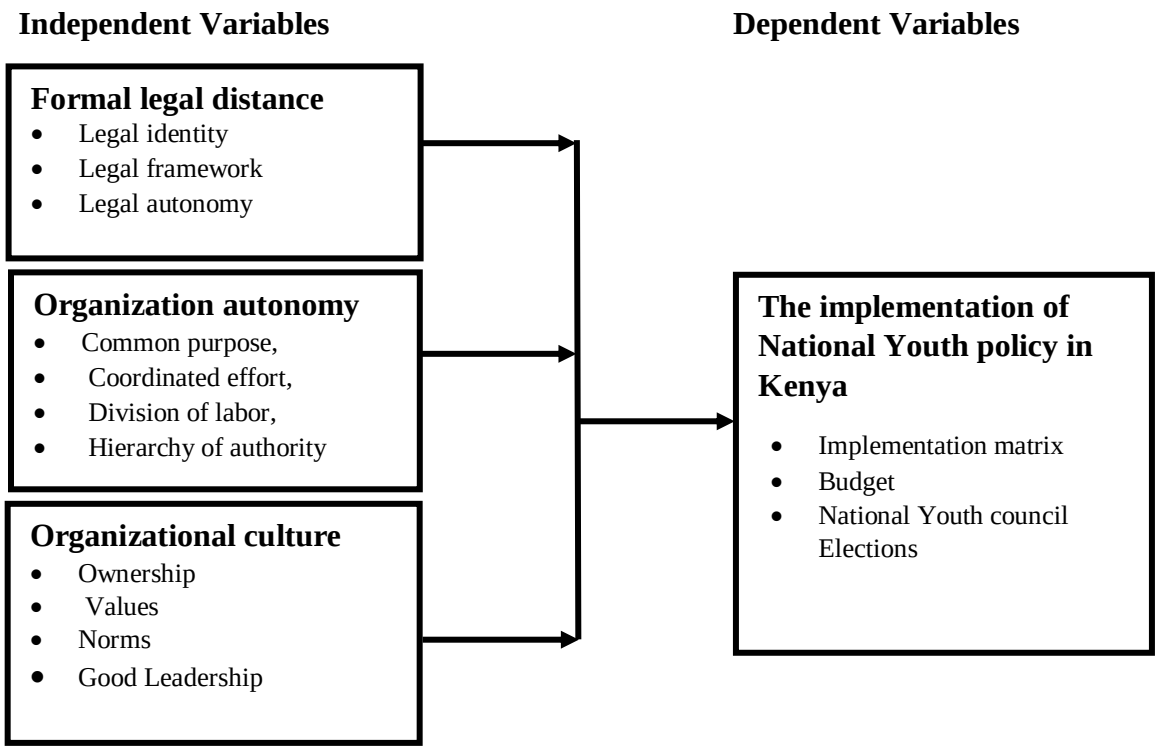

Figure 1.1: Conceptual Framework

(Source; Author)

1.10 Definition and Operationalization of Key Concepts

Youth: According to White, Wyn, and Robards, (2017) refers to a socially constructed age, based on cultural and historical beliefs and upholding. However, this study adopted the definition of the constitution of Kenya, 2010 that defines youth as someone whose age range between 18 years old to the age of 35.

Formal Legal Distance: It is the extent to which an organization can make decisions that comply with the law without being directly answerable to the government (Lanz, Lee, & Stolzenburg, 2019). As for this study, it implies the degree of control that is legitimately placed on a given public organization in terms of its mandate, values, and plans.

Organizational Autonomy: It means power of an organization to make independent decisions without absolute control from another institution in the government (Verhoest and Wynen, 2018).

For this study, it means the degree to which government agencies and departments can coordinate their activities internally without the ministerial authority.

Organizational Culture: It entails the values, norms, and traditions of public organizations that are not officially enlisted into the official organization rules and regulations (Christensen et al, 2016). They are mostly informed by past and present procedures of engaging in public organization activities. As for this particular study, we conceptualize organizational culture in terms of its individual and organizational characteristics in enhancing or hindering cross-border coordination of activities between or among organizations.

Implementation of National Youth Policy: The study examined the influence of organizational factors that are formal legal distance, organization autonomy, and organizational culture by assessing their strength and weakness in the implementation of National Youth Policy. The strong influence encompasses the programs, projects, and objectives set out were fully implemented and therefore had a significant outcome on the youth. While the weak influence means there are less or zero visible execution of the youth programs, projects, and institutions established to support the youth.

1.11 Research Hypotheses

1.11.1 Main Hypothesis

Organizational factors influence the implementation of the National Youth Policy in Kenya.

1.11.2 Specific Hypotheses

i. Formal legal distance influences the implementation of National Youth Policy in Kenya influenced by the formal legal distance.
ii. Organization autonomy influences the implementation of National Youth Policy in Kenya is influenced by organization autonomy
iii. Organizational culture influences the implementation of National Youth Policy in Kenya.

1.12 Methodology

1.12.1 Research Approach

The study combined both qualitative and quantitative techniques as its research methodology, given that it enables the researcher to gather both the qualitative and quantitative data which the researcher adopted in the questions developed (Creswell, 2014). It is from the qualitative data that the study gets an in-depth understanding of some of the perceptions that underlie legal distance, organization autonomy, and organizational culture when collecting data from the key informants and some open-ended questions from the questionnaires to be administered. As for the quantitative data, it assists the study in gathering information on the frequency of the situation as regards legal distance, autonomy, and organizational culture. For instance, the rate at which organization autonomy influences implementation of youth policy. Additionally, the techniques adopted helps the study make a comparison between the collected finding from both ends of quantitative and qualitative data.

1.12.2 Research Design

The study adopted longitudinal research design since data collected over the period of time from 2007 when the policy was first implemented to 2013 when the review was supposed to be done but delayed up to 2018. This deign uncovers the programs, activities, and changes that transpired from the period the National Youth Policy was approved up to five years that needed to be revisited. The design enables the researcher to trace the events and situations of that policy concerning the implementation. As the study seeks to examine the influence of organizational factors in the implementation of the National Youth Policy in Kenya.

1.12.3 Type of Data

The study relied on both secondary and primary. Secondary data was collected through a review of relevant literature on organizational attributes and policy implementation. The study also adopted document analysis which is the organized from analyzing text by classifying the meaning attached to words, statements that point to a person, action, event that was undertaken (Bhattacherjee, 2012). This supported in reviewing some of the relevant documents linked with the implementation of the policy. This can entail strategic plans, reports on programs and projects, related policy documents. Primary data was collected through semi-structured questionnaires that

was administered to Youth officers in the Ministry in charge of youth affairs and appropriate individuals working in non-governmental (NGOs) youth-serving organizations. Further, the study obtained primary data from open-ended questions that was applied during key informant interviews.

1.12.4 Study Area

Area of study was Nairobi County where the Ministry of ICT is based and other unit of analysis Youth Agenda, Youth Congress are based. It was also selected because it is a home of key non-governmental youth serving organizations.

1.12.5 Target Population

The study was conducted in the Ministry of ICT, Innovation and Youth Affairs and two vibrant youth serving organizations that have been active in advocating for the rights of the youth in Kenya, namely, and also individual youth. The reason for settling for the Ministry is because the youth activities have not yet been devolved and therefore the development of a policy remains at the central government which also plans on ways of implementing the policy at the local levels of the government. As for the non-governmental organization, the study identified them because of their consistent activities that seek to promote and protect the rights of the young people regarding the policies created by the State. The youth form an important segment in this study, given that they are the key stakeholders in the implementation of the youth policy hence being part of those to be studied.

The study had a target population of 104 youth, 25 youth officers and 8 key informants concerned with policy implementation totaling to 137 respondents within the ministry of youth affairs purposively selected for the study.

Table 1.1: Target population

Category	**Youths**	**Youth Officers**	**Key Informants**	**Total**
Kasarani Constituency	42	12	4	47
Embakasi North Constituency	28	5	2	25
Embakasi Central Constituency	34	8	2	34
Total	**104**	**25**	**8**	**137**

Source: Ministry of ICT, Innovation and Youth affairs (2020)

In regard to key informant interview, total of 5 key informants were interviewed. The five KII informants included regional coordinator Nairobi county (*KII 001*), county director in charge of youth (*KII, 002*), chief executive office of youth agenda (NGO) (*KII, 003*), county director national government (*KII, 004*) and convener youth congress (NGO) (*KII, 005*). All these were interviewed in different time using a key informant interview questionnaire. They were interviewed in different time period through a zoom platform based on the covi-19 situation Kenya and others were interviewed on one on one session.

1.12.6 Methods of Data Collection

The study employed questionnaires, surveys, and key informant interviews as instruments for collecting data.

1.12.6.1 Questionnaires

The study used semi-structured questionnaires that encompasses open and closed-ended questions. This helps the researcher gather qualitative and quantitative data to enrich the information collected. The open-ended questionnaire to be administered to prospective respondents to enable the study to gather an in-depth understanding of the issues and prevents the respondents from being limited to express themselves, for instance, the questions designed for key informants. The closed-ended is focused on gathering quantitative data for example questions designed for formal legal distance, organization autonomy, and organizational culture. However, both are vital in assembling evidence from the respondents about the questions posed to them.

1.12.7 Sample Size and Sampling Procedures

The study applied purposive sampling to identify potential respondents given that the respondents have the potential to generate rich information that may be relevant for the researcher. From the Ministry of ICT, Innovation and Youth Affairs, individual youth, and the two non-governmental organizations (NGO) the study targeted 137 respondents (Yin, 2011) who are Youth officers and that have been actively engaged in the issues that affect the youth population and youth themselves as defined by the Constitution of Kenya (Republic of Kenya, 2010)

Key informant interviews were conducted using the guiding interview questions that were semi-structured in collecting qualitative data. It is assumed that those key informants have a lot of experience and information on matters to do with developing youth policy and they might have been involved directly or indirectly in the implementation of the policy.

This could be through the mobilization of resources, establishing institutions, youth advocacy, and representation of the young people in the different forums. By so doing the researcher was able to gather other technical doings and procedures involved in the realization of the policy. The formal actors involved in the process can also be discerned from the documents that was reviewed.

1.12.7.1 Sampling Size

Taro Yamane formula of (1967) was employed in establishing the sample of the population. Following formula, the sample was calculated from the target population as follows;

$$n = \frac{N}{1 + N\ (e^2)}\ ; where, n = sample\ size$$

N=Total Population size

While e = error margin (0.05)

$$sample\ size\ (n) = \frac{137}{1 + 137\ (0.05^2)}\ ;$$

$$thus, sample\ size\ (n) = 102.3077\ equivalent\ to\ 102\ respondents$$

Thus n = 102 respondents.

Table 1.2: Sample of the respondent's distribution

Category	Youths	Youth Officers	Key Informants	Sample size
Kasarani Constituency	31	8	2	41
Embakasi North Constituency	21	5	1	27
Embakasi Central Constituency	25	7	2	34
Total	**77**	**20**	**5**	**102**

Source: Field Data (2021)

1.12.8 Validity and Reliability

For this particular study, the validity of the findings was achieved through triangulation. This was manifested through key informant interviews, questionnaire administering, and also document review. This is whereby the questions administered to the individual Youth officers in the Ministry of ICT, Innovation and Youth affairs and the Youth officials in the NGOs was reflected in the key informants for the study. The researcher also proceeded to record the details such as the time, venue, collect actual response without biases of influencing the answers and also conduct a pretest as a way to validate the findings that come afterward in the actual administering of the questionnaires. Further, the researcher also searched for related evidence through the available documents such as the reports from the department for Youth affairs in the Ministry and also from the Executive Directors of the NGOs.

This study ensured reliability by rechecking the procedures followed, the research instruments developed to collect data, and also doing testing and retesting of the questions administered to the response. The data was entered into the SPSS and review done to reduce errors. Additionally, the researcher ensured reliability by critically analyzing the collected data and determining if it responds to the research questions.

1.12.9 Data Analysis

Data was analyzed qualitatively and quantitatively. Qualitative data was analyzed through thematic analysis techniques whereby the researcher read and reread the data at the same time taking note of the important ideas. Where there was need, the data was transcribed to help in the analysis of the information obtained. Further, the concepts were coded based on the characteristics of the data. Thereafter the data related to the codes was collated and afterward, codes arranged into relevant themes. The themes were informed by the research question and the variables namely: formal legal distance, organization autonomy, and organizational culture. The analysis of the themes guided the researcher in determining if they do respond to the research objectives of the study. In a bid to attain accuracy in the data sets, the researcher reviewed the initial process identifying useful ideas, themes, and coding while naming and defining the themes.

The descriptive statistical method was applied in analyzing quantitative data. This method is suitable for the study given the presence of quantitative data that was collected that needs to be

summarized (Healey, 2011). It is by using the descriptive analysis by use of a tool like SPSS, Statistical Package for Social Science (SPSS) that the study refined data that is accurate and easy to understand. Additionally, the tool assisted in attaining the frequencies, median, mode, average, standard deviation, and descriptive tendencies. The rationale behind using the tool is that it assisted in analyzing the qualitative data and categorical variables in discrete and continuous in the questionnaires for the prospective respondents. Through this technique, the study was able a numerical representation of the data analyzed that helped in the interpretation and presentation of the qualitative data.

Moreover, a multiple regression was done to examine the relationship between the valuables. The multiple regression analysis produces three outputs which are model summary to indicate how best the variables are explained by the model. Also, ANOVA was used to examine whether there exists a relationship between variables whether there is a statistical difference between the variable. Lastly, coefficient of determination was done to determine the variability of variables from one another.

1.12.10 Ethical Consideration

Since this study involved the participation of human beings, there are ethical factors that the study took into consideration. The study adhered to ethical principles of research through first seeking approval from the Ministry and NGOs where data was collected, then also administering the informed consent letter and assuring the respondents on the confidentiality of the data obtained from them. This was done via explaining to them the details of the consent letter and addressing any clarity that may arise. The researcher also exercised integrity when recording, interpreting, and presenting the findings obtained from the study areas. The University values about collecting data and also reporting the findings shall also shape the researcher's ethical orientation.

1.13 Chapter Outline

The study contains four chapters. Chapter one contains the background of the study, research problem, research questions, the objectives of the study, the justification of the study, the scope of the study, literature reviews, overview of the study, conceptual framework, definition and operationalization of key terms, research hypotheses, methodology, research design, target

population, instrument of data collection sampling size, data analysis and ethical consideration. Chapter two provides a historical and contextual background of the study. Chapter three presents data findings, analysis, and discussion. The last chapter covers summary, conclusion, and recommendations.

CHAPTER TWO

HISTORICAL AND CONTEXTUAL BACKGROUND OF THE STUDY

2.1 Introduction

This particular chapter is focused on the historical and contextual background of the study. The developments that have taken place in regard to issues affecting the youth and policy from the post-independence period up to the time when the government through the Ministry of State of Youth Affairs developed the National Youth Policy. Since independence the government has come up with various policies seeking to address problems affecting the general citizens without a focus on youth specifically in terms of developing a policy. The chapter reveals some of the legal and institutional developments that have taken place more especially on advancing the youth issues in Kenya. It also examines the youth projects and programs that have been established and the reasons that informed their creation. The historical view in the formulation and actualization process of youth policy and organizational factors that does impact implementation of a youth policy.

There are four sections in this chapter, this entail youth and Policy, youth and policy implementation, Legal and institutional enablers on youth and Youth Policy developments in Nairobi City. For each of the sections there are sub sections that elaborate various aspects of the sections in details.

2.2 Youth and Policy

2.2.1 Youth Participation in National Development Post-independence

The youth for a long time has been given little attention as a special group transitioning from childhood to adulthood. Kenya is considered a youthful population with a majority of the citizens being youth, this is despite less concern to their needs. At independence in the year 1964 the government established the National Youth Service through the enabling of an Act of parliament which aimed at integrated the youth in National development by providing them with an opportunity to be trained in informal jobs such as road construction, tree planting and trained on paramilitary skills.

The policy that existed then were sectorial based and had no leaning on any special group such as the youth. The National Youth Service Act has since been reviewed with incorporation of other aspects that might interest the youth (Muthee, 2010). With the increasing population of the youth

unemployment has become one of the challenges that the government has been grappling with. Although unemployment affects all the age, the number of the unemployed youth especially for those eligible has been on an upward trend. The government came up with different policy frameworks to address some of these issues, such policies are the Sessional paper No. 2 on Jua kali and Small-Scale Enterprises and National Poverty Eradication plan of 1999 to 2015.

Youth in Kenya are a resource and asset to the National economy. This category of the population has been found to perform an important role in the social, economic and political progression of the nation. The youth in Kenya defined by age between 18 and 34 account for 29 percent of the population, as well those below 35 years account for 75 percent of the general population of Kenya (KNBS, 2019). According to (Hope, 2012) given the increase in population the youth are the abundant asset that exist in Kenya which the government can leverage on hence meaningful engagement of the youth in policy formation and implementation of policy should be compulsory. Even though the youth make up a huge number in terms of population they are still faced with life challenges such as unemployment, exclusion in the national development matters and inadequate access to social services.

Although the government has strived to come up with programs and policies that do intend to solve challenges facing the youth. The policies and National development plans such as the National Poverty Eradication Plan have not adequately addressed the systemic issues such as poor coordination of projects and programs slated for the youth (Mutuku, 2011). With the existence of numeric strength of the youth in terms of population. In the year 2002 the government then began to have deliberations and intent on ways of empowering the youth as they had promised in the campaign trails that led to formation of the National Rainbow Coalition government. The government came up with a raft of measures and strategies on how to address the issues affecting the young people.

This led to the formation of the National Youth Steering committee that was mandated to come up with a framework on addressing youth concerns and issues. One of the responsibilities was to spearhead the formation of the Kenya National Youth Policy that gained momentum in 2006 when it was first presented to the public. Though the approval of the policy which was enacted by

parliament is the Kenya National Youth Policy, 2007 under sessional paper No. 3 of 2007.The youth policy was intended to act as a guide and framework for the government in establishing programs, projects and institutions that would empower the youth. One of the implementing institutions proposed by the policy is the National Youth Council. In addition, the policy also proposed the creation of inter- ministerial committee.

The National Youth Council which was established through an act of parliament is mandated to act as a bridge between the youth and the government. The organization is expected and required to act as a voice of the youth on the matters that affect the youth. Prior to the development of the policy the government in created a youth Ministry that is the Ministry of State Department for youth affairs responsible for issues, concerns and needs of the youth. Given the leadership then in the ministry they come up with a strategic plan that runs from 2007 to 2012. The strategic plan lays out the challenges and the interventions on solving youth matters (Hope, 2012).

2.3 Youth and Policy Implementation

The process that follows after a policy has been adopted by the ministry and parliament is what is referred to as policy implementation. This entails the bringing into action policy proposals through the government coming up with projects, programs and enabling strategies and institutions such as the case of the National Youth Council. The organization was formed as proposed by the Kenya National Youth Policy, 2007. In the implementation of any policy, there are actors involved from the government, citizens and non-governmental organizations.

The bureaucrats have autonomy in the approach in which a policy is to be implemented. This autonomy is exercised through the discretion of the government actors. They have an influence to the policy being implemented since they can decide to give meaning to the policy proposal and their willingness to convert and translate the policy into action. The willingness of bureaucrats to action a policy determines if the programs and projects that are to be established to serve importance to the beneficiaries (Tummers and Bekkers, 2014). For instance, the Kenya National youth policy had an objective of identifying ways of empowering the youth. One of the ways this has been actualized is the formation of the Youth Enterprise and Development Fund that was formed in 2007 and later converted into a State corporation.

Through the relevant government actors showing interest to the Public policy that has been developed, there are high chances of resources being directed towards the programs. However, it is expected of the government to have a budget for any policy that has been created. Therefore, Public Policy development is followed with financial support for it to be realized as envisioned. The freedom given to the government actors as policy implementers determines the effectiveness of policy delivery to the people. The significance given to the beneficiaries of the policy by the bureaucrats has an effect to the quality of their work towards the development and actualization of the policy goals (Tummers and Bekkers, 2014).

The involvement of various actors during the development of a policy is important more so to the government as the key policy implementers in public policy. The formation of an inter-ministerial committee at the implementation of the Kenya National Youth policy was to bring on board relevant ministries and government officials so that in one way or the other their input during the actualization of the policy would serve some importance. This is in due consideration that the youth policy is multi -sectoral and cross cutting in terms of the priority issues outlined in the policy document. In the policy we have issues of unemployment that would be supported by the ministry in charge of labour, we have issues of recreation and sports, Drug and substance abuse (KNYP, 2006). This issues therefore require the involvement of the other ministries to be able to address them effectively, hence the creation of the inter-ministerial committee.

According to (Kabo, 2017) the attributing factor to the failure and poor implementation of youth policy is inadequate inter-sectoral collaboration within the government. It is noted that when coordination of the youth program is not equipped with the right people to operationalize them, the chances of the programs succeeding are minimal. The scholar assert the need for joint working relationship between government ministries, departments, and non-state actors for them to be able bring the policies and programs into reality. As for the Kenya National youth policy, 2007 it was proposed that the National Youth Council is expected to act as a link between the youth and the relevant government ministries. One of the responsibilities of the National Youth Council is to coordinate youth activities at the National government. However, its effectiveness in coordinating and representing the youth has been in question by actors outside the government.

2.4 Legal and Institutional Enablers on Youth

2.4.1 National Youth Service Act. 1964 and National Youth Service Act, 2018

Since Kenya got its independence, the establishment of the National Youth service was one of the first initiatives of the government that specifically targeted youth. The institution is anchored by law through the National Youth Service Act, 1964 led to its creation. It is required to empower the youth with skills and the competence enable them offer service to the nation. In addition, the institution was also mandated to coordinate and assess youth training programs so as to impact them with the skills needed to carry out the assigned work. The youth are trained as paramilitary and therefore the 1964 Act envisioned to have the youth to be a reserve for the Kenya Army just in case there is shortage. Since its formation the organization has been recruiting and enrolling young people to its programs that mainly focused on vocational skills (Muthee, 2010).

The reforms in the institution has made it to be more than an institution of training on paramilitary (Muthee, 2010). It is now one of the organizations used by the government to address increasing rate of youth employment. Currently youth are trained on diverse skills that seek to develop them as individuals and also in terms of their careers. Youth that undergo the training are also imparted with the spirit of patriotism, self-disciple and the drive to serve their nation. The National Youth Service is one of the empowerment opportunities that has been developed by the government despite the perpetual challenges affecting the youth such as unemployment.

Although the National Youth Service was established by law at that time, unfortunately a youth policy was not in policy up to 2003 when there was an initiative from the government to formulate a youth policy. However, the National Youth Service has always been regarded as one of the efforts of the government to entrench the young people in the social and economic development of the Nation. This is due to the institution providing an opportunity to the youth to render their energy and trained skills in service of the nation.

2.4.2 National Youth Council Act, 2009

One of the enablers of operationalizing the National Youth Policy, 2007 was the establishment of the National Youth Council. It happens to be one of the action points of the youth policy which has since then been established. The council was created through an Act of parliament in 2009 and

it has also been revised to bring it up to date with emerging issues. However, its primary mandate set out in the law is still intact. The organization is discharged with the responsibility of representing the young people on matters of national development and also recommending to the government some of the ways of addressing the issues that affect the youth. They coordinate and act as a bridge between the government actors and the youth themselves. The council does it through different initiatives and activities of the council. In view of the emerging challenges and issues that face the youth. The council is also charged with the task of reviewing the policy and mobilizing resources to enable implementation of youth programs and projects.

2.4.3 Kenya Vision 2030

The government of Kenya developed the grand blueprint that would guide the future plans, programs, policies, and legal reforms for the Nation. The first medium term of the vision 2030 started in the year 2008 and runs up to 2012 when it is reviewed upon reflection on the progress made. The Youth is one of the people that are under the social pillar of the vision. In recognition of the challenges affecting the youth the medium-term plan identified flagship program that would be implemented which some of them seek to address rampant youth unemployment. Some of the flagship programs and projects entails: Youth Enterprise Development Fund, Youth empowerment Centers in every constituency and Affirmative Action Policy that was to ensure that thirty percent representation of youth in Public Service appointments, and in governance of the country. That there is youth representation in the social, political aspects and developments in the nation.

It was envisioned by the first medium term plan that by 2012 there should be a National Youth Council Bill in parliament. This has been realized as one of the action points of the Kenya National Youth Policy, 2007. In the year 2009 the National Youth Council was established through an Act of parliament, it has been operational since it was created to date. The empowerment of the youth is one of the plans of the government in the first and second medium-term plan. For instance, in the second medium term plan the government is required to implement the affirmative action on offering thirty percent of all the procurement opportunities to the youth. This is informed by the implementation of the Public Procurement and Disposable (preference and reservation) Regulation 2013 that also draws its powers from the Public Procurement and Disposal Act, 2013.

2.4.4 Ministry of State for Youth Affairs

In an effort to comprehensively integrate the youth in the national development plans and more so to mitigate the economic, social and political challenges bedeviling the young people. The government of Kenya set up the Ministry of State for Youth Affairs in December, 2005 to specifically deal with the issues affecting the youth. Through the leadership of the ministry they came up with the mission, vision, goals and developed a strategic plan that details the plans of the government in including the youth in the policy activities and empowering them (Mutuku, 2011). It is from the Strategic plan that the activities meant to empower the youth were outlined and clearly defined. For instance, the strategic plan provided the need to formulate a youth policy which the Ministry developed through consultation with stakeholders in the youth sector.

The need to formulate a National youth policy was necessitated by parents and other related actors due to the transition challenges from childhood to adulthood where the youth fall. Most youth were at risk of engaging in social ill due to unemployment and dropping out of school. This are some of the priority issues that the National Youth Policy, 2007 sort to address. The Ministry was mandated to also provide lead in the establishment of the National Youth Council and design programs that would solve the problems affecting the youth. One of the projects that was developed and funded in partnership with the International donors is the Kenya Youth Empowerment which was later commonly known as the "Kazi Kwa Vijana" Program. It was designed with the objective of providing employment opportunities to the youth of Kenya especially the less fortunate (Muthee, 2010).

2.5 Youth Policy Developments in Nairobi City

Nairobi City host the Ministry of ICT, Innovation and Youth Affairs and other key government departments and organization that spearhead the youth activities. We have a number of non-governmental organizations that champion for the rights of the youth that are located in Nairobi. This therefore made it attractive for most youth programs and projects to begin in Nairobi. Due to perceived opportunities in Nairobi. It has pulled youth relocating to the city. Nairobi County happens to be the most populated with youth. We have main offices that are mandated to act on youth affairs located in Nairobi, for instance the National Youth Council head office is in Nairobi and most of the youth empowerment centers are also in Nairobi.

CHAPTER THREE

DATA FINDINGS, DATA ANALYSIS AND DISCUSSION

3.1 Introduction

This chapter explains and highlights the results from the analysis of the collected data and presents the interpretations and discussions of the results. Moreover, it explains the relationship between the independent variable and dependent variable based on the study. First section presents the demographic characteristics and their response rate, gender, age employment status, education level, and experience in the work place and the ministry. This was followed by descriptive statistics based on the variables and lastly regressions analysis to establish the relationship between the variables. Data collected was analysed in this chapter in line with the study objectives.

3.2 Response Rate

Table 3.1, illustrates the respondent rate based on the total questionnaires distributed. From the results, out of the 77 questionnaires distributed, the retuned questionnaires were 61(79.2%) while unreturned were 16(20.8%). On the other hand, out of 20 questionnaires distributed to youth officers, the returned questionnaires were 17(85%) while unreturned were 3(15%).

Table 3.1: Response Rate for Youth and Youth Officers

Response rate	**Youths**		**Youth officers**	
Response	**Frequency**	**Percentage**	**Frequency**	**Percentage**
Returned	61	79.2%	17	85%
Not Returned	16	20.8%	3	15%
Total	**77**	**100.00**	**20**	**100**

Source: Field Data (2021)

The filled and returned questionnaires were 61(79.2%) for youths and 17(85%) for youth officers while not returned questioners were 16(20.8%) for youths and 3(15%) for youth officers respectively. The response rate indicated a good respondent rate described as statistically significant by Luck and Gaspelin (2017). According to luck and Gaspelin, the minimum significant respondent rate is 50%. From the findings, only 20.8% and 15% respectively were not returned for 0both youths and youth officers respectively because of unknown reasons. Lastly, the response

rate for key informants was 100% respondent rate means all the 5 key informants' respondent to the questionnaire.

3.3 Demographic Characteristics

Demographic characteristics were analyzed using frequency and percentage for statistical measures describing the sample in terms of their demographic characteristics, gender, age category, education qualification, employment status, and work experience. From the demographic characteristics, one can establish the response and distribution rate.

3.3.1 Distribution by Gender

Tables 3.2 elaborates the distribution by age, for youths, youth officers and the key informants. From the table, male respondents were 50(82.0%) while females were 11 (18.0%). This implies that there was an equal representation in terms of gender. However, it can be noted that the key informants were all male implying biasness in gender.

Table 3.2: Distribution by Gender for Youths and Youth Officers

Gender Response	**Youths**		**Youth officers**		**Key Informants**
	Frequency	**Percentage**	**Frequency**	**Percentage**	**Frequency**
Male	50	82.0%	11	64.7	5
Female	11	18.0%	6	35.3	
Total	**61**	**100.00**	**17**	**100%**	**5**

Source: Field Data (2021)

3.3.2 Distribution of Respondents by Age

The age of the respondents is paramount in establishing the policy since age can tell how the respondent is able to perceive the ideas regarding the study. The findings were presented in Table 3.2. From table 3.3 indicates that the majority of the respondents 18 (31.1%) were of age bracket between 23-26 years, followed by those who were aged group between 18-34 years who were 15(26.2%) of the total respondents. The age category 31-34 were 14(23%) of the total respondents and 26-30 years were 12(19.7%) of the total respondent's percent and the least were the age group

above 35 years were 2(3.2%). Thus, from these statistics, it can be noted that the respondent rate in terms of age category was evenly distributed.

On the other hand, the distribution of youth officers in terms of age bracket were; the majority were between age bracket 26-30 years and those above 41 years presented the majority of the respondents with 4(23.5%) respectively each. Those of age category of below 25 years, 31-35 and 36-40 respectively were equal with 3(17.6%) each.

Table 3.3: Distribution of Youth Respondents by Age Bracket

Age in years						
Age bracket		**Youths**			**Youth officers**	
		Frequency	**Percent**		**Frequency**	**Percent**
Valid	18-22	15	26.2	Below 25 years	3	17.6
	23-26	18	31.1	26-30 years	4	23.5
	26-30	12	19.7	31-35 years	3	17.6
	31-34	14	23.0	36-40 years	3	17.6
	Above 35	2		above 41 years	4	23.5
Total		61	100.0	Total	17	100.0

Source: Field Data (2021)

3.3.3 Distribution of Respondents by Level of Education

The education level is also paramount since it helps in understanding concepts of organizational factors and their influence on the implementation of national youth policy in Kenya. Table 3.4. Elaborates the results in terms of education level, the findings indicate that majority of the respondents had good level education with minimal level of education being certificate level accounting for 16 (26.2%).

Further, the results revealed that majority of the youth in terms of educational level were undergraduate degree 19(31.31%) of the total respondents followed with those with tertiary education being 18 (29.5%), and the least were the postgraduate who were 8 (13.4%).

On the other hand, the youth officer's education level majority had tertiary education and undergraduate level 5 (29.4%) for each, while those with a postgraduate degree and certificate level of education were 3(17.6%) and 4(23.5%) respectively. Implying equal distribution in terms of educational levels. This implies that the majority of the stakeholders in this sector have the required skills to understand the sector and organizational factors and how they influence implementation of national youth policy in Kenya.

Table 3.4: Distribution of Youth and Youth Officers Respondents by Education Level

Education Levels for youth and youth officers				
	youths		**Youth officers**	
	Frequency	**Percent**	**Frequency**	**Percent**
Certificate level	16	26.2	4	23.5
Tertiary	18	29.5	5	29.4
Undergraduate	19	31.1	5	29.4
Postgraduate	8	13.1	3	17.6
Total	**61**	**100.0**	**17**	**100.0**

Field data (2021)

3.3.4 Youth Distribution by Occupation

The study also sought to establish the distribution in terms of occupation. The results revealed that youth respondents, majority were employed that is 31(50.8%) of the total respondents followed by students who were 14 (23.9%), the unemployed and self-employed were 9(13.1%) and 7(11.5%) respectively. This implies that among the youth's respondents a good number being employed would understand the policy implementation process.

3.3.5 Distribution of youth Respondents by Occupation

The study also sought to establish the status of employment of the youth respondents. Table 3.5 illustrates the response rate in terms of status of employment.

Table 3.5: Distribution of youth response in terms of employment status

		Frequency	Percent
Valid	Student	14	23.0
	Employed	31	50.8
	Self employed	7	11.5
	Unemployed	9	13.1
	Total	60	98.4
Total		61	100.0

Source: Field Data (2021)

On the other hand, the study also sought to establish the distribution in positions that the youth officers hold in the ministry. The results revealed that respondents of the youth officers were the majority being 10(58.8%), followed by the directors of youth affairs being 5(29.4%) the least were program officers and project officers were 1(5.9%) each. This implies that they understood the organizational factors and their influence on youth policy implementations since they work in the sector responsible for policy implementation.

3.3.6 Distribution of Youth Officers by Occupation

The distribution of you officers in terms of occupation was also sought. Table 3.6 illustrates the response rate.

Table 3.6: Distribution of youth officers by occupation

		Frequency	Percent
Valid	Director of youth affairs	5	29.4
	Youth officer	10	58.8
	Program officer	1	5.9
	Project officer	1	5.9
	Total	**17**	**100.0**

Source: Field Data (2021)

3.3.5 Youth Officer's Years of Experience in the Sector

Table 3.7 indicate respondent distribution years of experience in the sector. Results show that majority of the respondents have been in the sector for a period of 2-5 years and 6-10 years accounted by 6(35.3%) respondents each respectively. Lastly, the respondent with experience of over 10 years is 5(29.4%) respondents. This implies that a large number of youth officers have been in the sector for a substantial number of years thus understanding organizational factors in the implementation of national youth policy in Kenya.

Table 3.7: Experience of youth officers

		Frequency	Percent
Valid	2-5 years	6	35.3
	6-10 years	6	35.3
	over 10 years	5	29.4
	Total	**17**	**100.0**

Source: Field Data (2021)

3.3.6 Key Informant Respondent

The research also sought to establish the total number of Key informants in the sectors. The number of key informants were five who are regional coordinator Nairobi County, County Director in charge of youth, Chief Executive Office of youth agenda (NGO), County Director National government and Convener Youth Congress (NGO).

3.4 Reliability Analysis

Reliability analysis was conducted by use of Cronbach's Alpha that measures items' internal consistency from the same scale. Table 3.8, illustrates the results of reliability in relation to their Cronbach Alpha value. The results revealed that all variables were reliable given their Cronbach Alpha value is greater than 0.7. Organizational autonomy depicted the greatest value of 0.902 followed by formal legal distance with the value of 0.842, the lowest was the organizational culture with a value of 0.785. Malhotra and Dash (2016), argues that the research can only proceed without any amendments when all the variable is reliable.

Table 3.8: Scale Reliability Coefficients

Constructs	Alpha value (%)	No of items	Comments
Formal legal distance	84.2	5	Reliable
Organizational autonomy	90.2	4	Reliable
Organizational culture	78.5	4	Reliable

Source: Field data (2021)

3.5 Validity Analysis

In establishing validity data collection instruments, sampling adequacy tests were employed. This helps in identifying whether the items included in the variables were validly proved appropriate in conducting subsequent analysis. Kaiser-Meyer-Olkin (KMO) test is illustrated in table 3.9 showing how Bartlett's test of sphericity and sampling adequacy test were performed. The findings are as shown in table 3.9.

Table 3.9, illustrates the values of scale which were found to be above the threshold that is 0.5 as proposed by Lenin Kumar, (2017) where; formal legal systems (0.8862), organizational autonomy (0.8425), organizational culture (0.8559). According to Lenin Kumar (2017), the acceptable degree of KMO used for sampling adequacy is 0.50, any value above 0.5 is even better. Bartlett's Test of Sphericity was used to establish whether samples selected from the population were equally distributed. The result indicates sampling adequacy depicted by the p-value which was less than 0.05 acceptable value.

Table 3.9: Bartlett's Test of Sphericity sampling adequacy test

Factors	KMO Test	Bartlett's Test of Sphericity			Determinant
		Approx. Chi-Square	Df	Sig.	
Formal legal distance	0.8862	874.631	21	0.000	0.024
Organization autonomy	0.8425	1106.496	21	0.000	0.009
Organizational culture	0.8559	679.040	21	0.000	0.055

Source: Field Data (2021)

3.6 Descriptive Statistics

3.6.1 Organizational Factors

Formal legal distance, organizational autonomy, and organizational culture were the organizational factors that were employed to determine the implementation of Kenya National Youth Policy. The respondents were asked to indicate their level of agreement or disagreement statements regarding the influence of these organizational factors on the implementation of Kenya National Youth Policy using the scale Strongly Disagree (1), Disagree (2), Neutral (3), Agree (4), strongly Agree (5).

3.6.1.1 Formal Legal Distance and the Implementation of the National Youth Policy

In order to establish the influence of formal legal distance on national youth policy implementation, five statements were formed and analyzed using mean and standard deviation to establish the relationship. From the findings, it was revealed that the majority of the respondent indicated that the Legal identity of semi-autonomous public organizations just agreed that it influenced the implementation of national youth policy in Kenya (mean=3.5, and Std. Deviation=1.164). However, the standard deviation (1.164) indicated diverse responses.

Moreover, in establishing whether the legal framework set up in the National youth policy worked well in the realization of the policy objectives. Results revealed that the respondents were not sure whether it influenced the implementation of the national youth policy in Kenya (mean= 3.07 and Std. Deviation=1.167). The study further sought to establish whether Parliament made laws that would ensure the successful implementation of the youth policy. Results revealed that the

respondents from the youths just agreed the statement that there were parliament laws which influences national youth policy implementation (mean=3.58 Std. Deviation=1.40).

On the statement whether the legal autonomy of public organization does not affect the implementation of the youth policy. Results revealed that majority of respondents disagreed (mean=2.07 Std. Deviation=1.40). Lastly, on the statement whether youth Programs and Programs created were influenced by the legal instruments of the National Youth policy. The result revealed that majority of the respondents just agreed that the youth programs created influenced national youth policy implementations (mean= 3.77 and Std deviation= 0.956). These findings were supported with the findings by Bach, (2012) which found out that legal autonomy enhances policy implementation in Germany. The overall mean revealed that formal legal distance depicted a minimal influenced implementation of national youth policy in Kenya (mean=3.138. Additionally, the Std deviation depicted that there were varied respondents (1.1684)

Table 3.10: Youth Respondent on Formal Legal Distance

	N	Mean	Std. Deviation
Legal identity of semi-autonomous public organizations such as the National Youth Council has greatly influenced program and project implementation.	61	3.5	1.164
The legal framework set up in the National youth policy worked well in the realization of the policy objectives.	61	3.07	1.167
Parliament made laws that would ensure the successful implementation of the youth policy.	61	3.58	1.240
The legal autonomy of public organization does not affect the implementation of the youth policy	61	2.07	1.315
Youth Programs and Programs created were influenced by the legal instruments of the National Youth policy.	61	3.77	.956
Valid N (listwise)	61		
Overall mean		3.138	1.1684

Source: Field Data (2021)

On the other hand, the youth officers were asked their opinion about the legal identity of public organizations and their effect on the implementation of the national youth policy. Out of 17 respondents, 12(70.6%) agreed with the statement while 5(29.4%) disagreed. Further, the study sought to examine the extent to which youth officers think the legal framework affects national youth policy 2007 and its actualization. The results revealed that 9(52.9%) respondents indicated that it highly affects the national youth policy. While 5(29.4%) indicated that affects averagely and lastly 3(17.7%) indicated that the effect is low. This implies that the legal framework affects national youth policy 2007 and its implementation.

Also, the study sought to establish whether lawmakers in parliament influence the manner in which a policy is implemented. The findings revealed that 14(82.4%) agreed while 3(17.6%) disagree. The respondents were asked to give reasons how youth draw their mandate from the laws. Some of the responses were; sponsors of the youth programs are guided by law; many youth programs must be guided by law.

For instance;

> *"Donors, sponsors and partners look to finance projects as per the institutions policy" (QSN, 001)*
> *"All youth programs are guided by the rule of law" (QSN, 007)*
> *"Policies are the laws by themselves and they guide how the youth programs are implemented and performed." (QSN, 009)*
> *"Sponsors and donors of youth programs focus on youth programs that follow the law" (QSN, 011)*
> *"Youth programs must be aligned according to the national youth policy" (QSN, 014)*
> *"Policy dictates how the programs are managed and help in facilitation process" (QSN, 015)*

These findings are in line with those by Viennet and Pont, 2017). From their findings the lower the legal distance which means their connection with the government, the greater the ability of public institutions to cooperate with other inter-ministerial policy programs. On the contrary, Molenveld, Verhoest, Wynen, (2020), found an inverse relationship between legal identity policy programs implementations among organizations.

3.6.1.2 Organization Autonomy and the Implementation of the Youth Policy

The study sought to establish the influence of organization autonomy on implementation of national youth policy in Kenya. The study used five statements to establish the relationship using mean and standard deviation. Results revealed that the majority of the respondent strongly agreed that Youth officers in the Ministry of Youth Affairs were fully committed to the implementation of the National Youth Policy in Kenya (mean=4.75, and Std. Deviation=1.1365). However, the standard deviation (1.365) indicated diverse responses.

Moreover, establishing whether the rules and norms for staff in the State Department for youth affairs enabled them to work jointly with other departments in implementation. Results revealed that the respondent just agreed with the statement (mean= 3.93 and Std. Deviation=0.680). The study further sought to establish whether Youth officers at the National, County, and constituency levels are highly skilled in the coordination of youth programs and projects hence the success in the realization of the national youth policy. Results revealed that the respondents from the youths just agreed with the statement (mean=4.25 Std. Deviation=0.596).

The study also sought to establish whether the leadership in the Ministry in charge of youth affairs was dedicated to the full implementation of the national youth policy through building a coordinative culture among the staff. Results revealed that the majority of the respondents just agreed with the statement (mean=3.77 Std. Deviation=0.893). The standard deviation indicated minimum diversity of responses.

Lastly, on the statement whether the youth felt part of the implementation of the National Youth Policy, 2007. The result revealed that the majority of the respondents just agreed with the statement (mean=3.85 Std. Deviation=0.963). These findings are in line with those by Carbery and Lynch, 2018). On the study on the impact of formal and informal distance on gender equality approaches. The overall mean revealed that organizational autonomy greatest influenced implementation of national youth policy in Kenya (mean=4.11) while the Std deviation of depicted that there were varied respondents (0.8975) implies minimum diverse responses.

Table 3.11: Descriptive Statics for Organizational Autonomy

Descriptive Statistics on organizational autonomy			
	N	Mean	Std. Deviation
Youth officers in the Ministry of Youth Affairs were fully committed to the implementation of the national Youth Policy.	61	4.75	1.365
The rules and norms for staff in the State Department for youth affairs enabled them to work jointly with other departments in implementation.	61	3.93	.680
Youth officers at the National, County, and constituency levels are highly skilled in the coordination of youth programs and projects hence the success in the realization of the national youth policy.	61	4.25	.596
The leadership in the Ministry in charge of youth affairs was dedicated to the full implementation of the national youth policy through building a coordinative culture among the staff.	61	3.77	.883
The youth felt part of the implementation of the National Youth Policy, 2007.	61	3.85	.963
Valid N (listwise) Overall results	61	4.11	0.8974

Source: Field Data (2021)

On the other hand, the descriptive statistics of youth officers depicted different results. Four statements were employed to establish the relationship between organizational autonomy and national youth policy implementation. The table below indicates the responses. The study sought to establish whether the Public organizations that are independent of ministries effectively implement youth programs more than those closely attached to the Parent Ministry. Results revealed that the majority of the respondent strongly agreed with the statement (mean=4.15, and Std. Deviation=0.45). However, the standard deviation (0.45) indicated minimum diverse responses.

Moreover, in establishing whether Government organizations have a higher level of managerial autonomy implement national youth policy successfully than those with a low level of managerial autonomy. Results revealed that the respondent just agreed with the statement (mean= 3.31 and Std. Deviation=0.680). The study further sought to establish whether Ministries and departments with a high level of external political influence are more committed to implementing youth programs and projects than those with a lower level of external political control. Findings indicate that majority of the respondents just agreed with the statement (mean= 4.27 and Std deviations= 0.596).

Lastly, the study sought to establish whether Public organizations with a high level of policy autonomy in policy decision-making are effective and efficient in national youth policy implementation. Results revealed that the respondents from the youths just agreed with the statement (mean=3.54 Std. Deviation=0.653). The overall mean (3.816) implies that the respondents agreed with most of the statements while the standard deviation (0.653) implies minimal deviations in the responses.

Table 3.12: Descriptive Statistics for Organizational Autonomy

Descriptive Statistics on organizational autonomy			
	N	**Mean**	**Std. Deviation**
Public organizations that are independent of ministries effectively implement youth programs more than those closely attached to the Parent Ministry.	17	4.15	0.45
Government organizations with a higher level of managerial autonomy implement national youth policy successfully than those with a low level of managerial autonomy.	17	3.31	.680
Ministries and departments with a high level of external political influence are more committed to implementing national youth programs and projects than those with a lower level of external political control.	17	4.27	.596
Public organizations with a high level of policy autonomy in policy decision making are effective and efficient in national youth policy implementation.	17	3.54	.883
Valid N (listwise) Overall results	17	3.816	.653

Source: Field Data (2021)

These findings are in line with findings by Kleizen, Verhoest, and Wynen, (2018) which revealed that organization reforms and policy implementation is based on organizational autonomy in addition, Pülzl and Treib, (2017) argue that implementing public policy is in line with bureaucratic autonomy of an organization. This autonomous power is eminent from the discretion of the organizational disposal.

3.6.1.3 Organization Culture and the Implementation of the National Youth Policy

The study examined the influence of organizational culture on the implementation of national youth policy in Kenya the study employed four statements to establish the relationship. The statements were analyzed using mean and standard deviation. The first statement on whether the Youth officers in the Ministry of Youth Affairs were fully committed to the implementation of the National Youth Policy. Results showed that the majority of the respondent just agreed with the statement (mean= 3.94 and std deviation= 0.773). On the other hand, the standard deviation (0.773) indicated minimum diverse responses.

The study further sought to establish whether the rules and norms for staff in the State Department for youth affairs enabled them to work jointly with other departments in implementation. The result shows that respondents were not sure about the statement (mean= 3.15 and Std. Deviation=0.820).

The study also sought to establish whether youth officers at the National, County, and constituency levels are highly skilled in the coordination of youth programs and projects hence the success in the realization of the national youth policy. Findings indicate that respondents just agreed with eh statement (mean=4.10 Std. Deviation=0.730).

Lastly, the study sought to find out whether the leadership in the Ministry in charge of youth affairs was dedicated to the full implementation of the national youth policy through building a coordinative culture among the staff influences national youth policy implementation. The results revealed that the majority of the respondents agreed with the statement (mean=3.98 Std. Deviation=0.567). The overall mean revealed that organizational culture positively influenced the implementation of national youth policy in Kenya (mean=3.766). These findings are in line with

those by Kampala, (2011) which indicated that organizational culture enhance implementation of youth policy. While the Std deviation depicted that there were minimal varied respondents (0.771)

Table 3.13: Descriptive Statistics for Organizational Culture

Descriptive Statistics on organizational culture			
	N	**Mean**	**Std. Deviation**
Youth officers in the Ministry of Youth Affairs were fully committed to the implementation of the national Youth Policy.	61	3.75	.773
The rules and norms for staff in the State Department for youth affairs enabled them to work jointly with other departments in implementation.	61	3.15	.820
Youth officers at the National, County, and constituency levels are highly skilled in the coordination of youth programs and projects hence the success in the realization of the national youth policy.	61	4.10	.730
The leadership in the Ministry in charge of youth affairs was dedicated to the full implementation of the national youth policy through building a coordinative culture among the staff.	61	3.98	.567
Valid N (listwise) Overall values	61	3.766	0.7706

Source: Field Data (2021)

On the other hand, descriptive statistics for responses by youth officers were done. Three statements were employed to establish the relationship. On the statement whether Public organization rules and norms have a higher influence on the implementation of national youth policy. The results revealed that the majority strongly agreed with the stamen mean= 4.75 and stud deviation=1.41). The standard deviation indicates diverse responses.

Moreover, on the statement whether Public servant attitude towards youth programs have no effect on the rate at which the national youth policy is realized. Results depict that majority of the respondents just agreed with the statement (mean=4.14, Std deviations=1.20). Lastly, the study sought to establish whether the leadership of a public institution influences the collaborative culture in the effective implementation of the national youth policy. Results revealed that the majority. Findings revealed that the majority of the respondents just agreed with the statement (mean=3.97, Std deviation=0.910). The overall mean (mean=4.31) revealed that the majority just agreed with all the statements while the standard deviation (1.22) depicted diverse responses.

Table 3.14: Descriptive Statistics for Organizational Culture for Youth Officers

Descriptive Statistics on organizational culture for youth officers			
	N	Mean	Std. Deviation
Public organization rules and norms have a higher influence on the implementation of national youth policy.	17	4.75	1.41
Public servant attitude towards youth programs have no effect on the rate at which the national youth policy is realized.	17	4.15	1.20
The Leadership of a public institution influences the collaborative culture in effective implementation of the national youth policy?	17	3.97	.910
Valid N (listwise) Overall values	17	4.31	1.22

Source: Field Data (2021)

Further on the relationship between organizational culture and national youth policy implementation. Respondents were asked to give their opinions in regards to the implementation of Kenya's National Youth Policy was in any way influenced by the structural and cultural organizational aspects underpinning government institutions. The majority of the respondents agreed with the statement.

Moreover, the respondents were asked to highlight some of the challenges facing the ministry in their pursuit of policy implementation. The majority of the respondents highlighted cultural issues, lack of government support, poor policy formulation, lack of proper funding.

For instance.

"Poor organizational culture" (QSN, 001)
"Lack of government support" (QSN, 006)
"Lack of public participation" (QSN, 007)
"There is lack of proper funding of the process" (QSN, 008)
"The government official did not support the process" (QSN, 010)
"Many government institutions were not supporting the process" (QSN, 013)
"Poor public participation" (QSN, 014)
"The government funding has not been adequate" (QSN, 015)

The youth officers were also asked whether youth officers in the Ministry were willing to implement youth policies. The majority of the respondents agreed that they are willing to implement the police. In regards to how to implement it. Several responses were given, majority of the respondents highlighted; to follow the due process, follow government guidelines, through proper public participation.

For instance

"The youth officers are always willing to involve public participation) (QSN, 001)
"The officers always engage the public in their pursuit to policy implementations" (QSN, 002)
"There are always guidelines guiding the process and the youth officers are always willing to follow them" (QSN, 012)
"The government guideline is always in place and officer follow them in regular times." (QSN, 014)
"There is always public participation in every stage of the policy implementations" (QSN, 016)

Further, the study sought to examine what needs to be done by the Ministry and civil society to support youth programs and projects in their implementation. Several opinions were given, majority indicated, more allocation of funds, public participation, regular review, and mentorship programs to the youths.

Some of the responses were

"Allocation of funds to support the youth programs" (QSN, 004)
"Mentorship programs for the youth regarding the national youth policy implementation" (QSN, 007)
"Collaborations between the ministry and civil society" (QSN, 008)
"Increase government funding" (QSN, 008)
Increase the formulation process to enhance speed implementation of the national youth policy" (QSN, 010)
"Proper planning and evaluation evaluations process" (QSN, 014)
"Increase budget allocation to support the youth programs within the country" (QSN, 015)

Lastly, the youth officers were asked to give their opinions on some of the successes that have been realized in the implementation of the 2007 Kenya National Youth Policy. The majority of the respondents indicated that its paved way for Kenya's national youth policy, 2019, increased funds for youths, and increased public understanding about the youth policy among others.

For instance,

"National Youth policy has led to increased youth fund allocations." (QSN, 001)
"Its paved way for realizations of Kenya national youth policy 2019," (QSN, 002)
"Through public participations, the policy awareness among the public has been realized" (QSN, 008)
"Allocation of funds to the youth programs" (QSN, 013)
"Led to establishment of youth development fund." (QSN, 015)
"Increased access to government procurement projects." (QSN, 016)
"Many youths have been able to understand the functions and objectives of the national youth policy" (QSN, 015)
"Lead to the establishment of national youth council" (QSN, 017)

In conclusion, the findings indicate that the youth officers were positive and willing to conclude the process of implementation of national youth policy despite several challenges involved. Thus, majorly the lack proper of public participation was the major challenge and lack of funds to run the process. Despite all these challenges, the national youth policy implementation can be realized. These findings agree with findings by Ahmadi, et al (2020) which postulates that organizational culture enhances leadership styles and cooperation which is paramount in policy implementation process. Moreover, the findings are further in line with those by Truntsevsky, (2019) which revealed that the culture of youth involvement is paramount in policy implementation process. On the other hand, Mitra, (2018) had a contrary opinion on the relationship between your involvement and policy implementation which depicts an inverse relationship with policy implementation.

Further the study sought to establish what was the experience of KII in working with the youth. The findings revealed that;

> *"The experience is educative and demanding since the work of coordinating the process of policy implementation regarding government programs is involving. Specifically, parliament initiatives, as well as collaborations with other organizations, and networking-that is needed enabled me to develop and improved working capacity" (KII, 001)*

> *"The experience is good because it has helped me learn new ideas based on the fact that a number of youths are highly experienced in terms of entrepreneur skills that helped me to learn too." (KII, 002)*
> *"Working with Youth has given me an experience on how to shape the individual's level of dependency in any field" (KII, 003)*
> *"It was an educative experience since our mandate is just coordinating programs and projects in the county itself as well as engaging the partners giving me an opportunity to have vast exposure" (KII, 004)*
> *"Working in the ministry has given me an opportunity to not only talk of issues affecting the youth and the youth programs but also how to handle these issues" (KII, 005)*

In seeking to find whether the key informants participated, three of the key informants indicated that they participated while two indicted they didn't. With the three who agree have been involved in the process they revealed that they were involved in policy formulation, public participation, and policy review for 2nd, 3rd, and 5th key informant respectively.

> *"I took part in formulations process" (KII, 002)*
> *"I participated in reviewing of the objectives of the policy" (KII, 003)*
> *"I was involved in the process of policy review" (KII, 005)*

Further the respondent was asked to respond on the objectives of the Kenya National Youth Policy. The following were the responses

> *"To create sustained development through building competent and qualified youth" (KII, 001),*
> *"The policy was meant to steer youth programs and attract more funding from the government in support of youth programs" (KII, 001)*
> *"Creating opportunities for youths for youth sustainability" (KII, 002).*
> *"Develop youth talent, creativity and innovation for wealth creation" (KII, 003)*
> *"The policy has an objective of ensuring youth issues have been incorporated in government funding" (KII, 004)*
> *"Effective civic participation and representation among the youth" (KII, 005)*

On the statement on how the laws in Kenya informed the implementation of the National youth policy. The responses were as follows;

> *"It led to the establishment of National Youth Council Act" (KII, 001)*
> *"The laws ensure that the trend that the policy works under is followed as provided in it" (KII, 002)*
> *"The laws point out how the formulations and implementation of the policies is conducted" (KII, 003)*
> *"The laws are based on policy. Laws indicates how the policy is formulated and implemented" (KII, 004)*
> *"The laws of Kenya really influenced policy since the laws are policies meant to enhance development" (KII, 005)*

The key informants were asked whether they believe that youth programs initiated after the policy has benefitted them and how. The four of the key informants agreed that it has benefited them with only one indicating it has not. For instance, those agreed indicated that;

> *"In 2013 to 2017, there was more focus on the national youth service as implemented by the national youth service" (KII, 001)*
> *"The issue of trainings, to some extent, vocation and polytechnics were actually anchored in the youth policy, the issue of engagement with youth serving organization." (KII, 002)*
> *"The policy has necessitated the smooth running of the programs in the ministry making our job easy" (KII, 004)*
> *"The policy has helped me understand how some of the youth programs are formulated and implemented for positive outcome." (KII, 005)*

Regarding how they engaged the youth in the process of implementing the National Youth Policy, 2007, just two engaged while three did not. From the responses for instance;

> *"We engage in sharing our views, thoughts and perspectives, and just providing, the kind of information that was required is incorporated in the policy" (KII, 001)*
> *"Engaged the youth in developing of the policy and collecting their views in regards to the content they think the policy will comprise of" (KII, 001)*
> *"We played part in terms of mobilizing youth to participate in the process, we held a number of forums in different parts of the country and the youth Congress in partnership with that time, the Kenya human rights commission, had an extensive nationwide network of youth" (KII, 005)*

The key informants were also asked to give their opinion whether organizational culture in the Ministry of youth affairs influenced the implementation of the National Youth Policy, 2007. The Majority disagreed with the statement; only two agreed the organizational has influenced implementation.

The key informants were asked to respond on challenges facing challenges affecting the implementation of youth programs. The following were the responses;

"Poor organizational culture" (KII, 001)
"Lack of government support" ((KII, 002)
"Lack of public participation" (KII, 003)
"Poor public engagement" (KII, 003)
"There is lack of proper funding of the process" (KII, 004)
"Many government institutions were not supporting the process" (KII, 004)
"Poor public participation" (KII, 005)
"The government official did not support the process" (KII, 005)
"The government funding has not been adequate" (KII, 005)

Further the study sought their opinion whether the National Youth Policy achieved the objectives as it was intended. The all the key informants agreed that the objective was achieved. For instance, the responses were;

"*There were a few programs that were formulated, even though they were not as robust and sustainable initiatives but they enhance achieving the objectives of the youth policy" (KII, 003).*
"There was the youth entrepreneurship summit, held every year to address issues of youth, youth unemployment, and to promote youth entrepreneurship that came as a result of the 2010 constitution." (KII, 004)

The key informants were asked to give recommendation for sustainable and effective implementation of the youth policy.

"Organizations have developed their own simplified versions of that policy thus let the youth policy also adopt the same" (KII, 001)

"I would like to recommend that the ministry try to do an evaluation on the national youth policy and establish the gaps in the implementation process" (KII, 002)
"Enhance public participation in any policy before implementation to ensure they are up to the objectives (KII, 003)

"The government should increase funding to the youth programs in order to realize the objectives of the policy" (KII, 004)

"Conduct an evaluation of the existing youth policy to establish the gaps" (KII, 005)

These findings agree with those by Tang, and Wang (2020) who found out that manifestation of joint activities creates a strong linkage to between departments in government hence successful coordinated activity. Further, administrative culture was found to promote coordination during

crisis management hence enhancing policy implementations. These findings have a strong foundation on the theoretical background which is the stages heuristic theory given by Laswell (1956), on the process of policy formulation and implementation which is the basis of this study.

3.6.1.4 Multiple Regression Analysis

The objectives of the study were the influence of formal legal distance on the implementation of National Youth Policy in Kenya, to investigate the influence of organization autonomy on the implementation of National Youth Policy in Kenya and to examine the influence of organizational culture on the implementation of National Youth Policy in Kenya. To test these objectives, a multiple linear regression was performed and this produced the three outputs that is model summary, analysis of variance (ANOVA) and coefficient of determination. On this basis the statistical relationship was established. The findings can be found in the table 3.16, 3.17 and 3.18 respectively.

3.6.1.5 Model Summary

The findings from the regression in Table 3.1 show a correlation value (R) of .892[a] implying that which depicts that there is a strong, linear dependence between the variables Organizational Culture, Organization Autonomy, Formal Legal Distance on national youth policy implementation. The R Square value (0.796) established that the model explains 79.6% the variations in national youth policy implementation. On the other hand, 20.4% accounts for other factors not included in the model.

Table 3.15: Model Summary for Youths

Model Summary										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.892[a]	.796	.785	.1317208	.796	72.838	3	56	.000	1.360

A. Predictors: (Constant), Organizational Culture, Organization Autonomy, Formal Legal Distance

B. Dependent Variable: Policy Implementation

The model summary of the youth officers revealed that the correlation value is (R) of .7222[a] implying that there is a strong, linear dependence between the variables, Organization Autonomy and organizational Culture on national youth policy implementation. The R Square value (0.522) implying that the variables explains 52.2% the variations in national youth policy implementation. On the other hand, 47.8% accounts for other factors not included in the model.

Table 3.16: Model Summary for Youth Officers

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.722[a]	.522	.505	.1984142
a. Predictors: (Constant), Organizational Culture, Organization Autonomy				

ANOVA

Analysis of variance (ANOVA) was also performed at 95% confidence level to establish the model fitness and the following results were established. The results are summarized in the table 4.9. From the ANOVA statistics, the study established the regression model was a significance level of 0.06% which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.05. Given the greater calculated value compared to the critical value (F=74.403, and p value=0.006) this indicate that these factors that's is formal legal distance, organization autonomy and organizational culture have a significant influence on national youth policy implementation in Kenya. In additions it also indicates that the model was significant at $p<0.05$.

Table 3.17A: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.805	3	1.268	74.403	.006[b]
	Residual	.972	58	.017		
	Total	4.777	61			

A. Dependent Variable: Policy Implementation

B. Predictors: (Constant), Organizational Culture, Organization Autonomy, Formal Legal Distance

On the other hand, ANOVA statistics for youth officers, the study established the regression model was a significance level of p value= 0.00 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 0.05 significance level. Given the greater calculated value compared to the critical value (F=31.665, and p value=0.000) this indicate that these factors that's organization autonomy and organizational culture have a significant influence on national youth policy implementation in Kenya.

Table 3.17B: ANOVA

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.493	2	1.247	31.665	.000[b]
	Residual	2.283	58	.039		
	Total	4.777	60			

A. Dependent Variable: Policy Implementation

B. Predictors: (Constant), Organizational Culture, Organization Autonomy

3.6.1.6 Regression Coefficients

A multiple linear regression was conducted to establish the extent to which the organizational factors that is formal legal distance, organizational autonomy and organizational culture influence national youth policy implementation. The composite values of organizational factors and national youth policy implementation was calculated in a multiple regression analysis performed to ascertained the influence of these factors that is formal legal distance, organizational autonomy and organizational culture on the national youth policy implementations in Kenya. Table 3.9 illustrates the findings.

The results revealed that formal legal distance, organizational autonomy and organizational culture influenced national youth policy implementation. Thus, from the statistics it can be concluded that multiple regression model can proceed since the estimates are not biased.

Table 3.18: Coefficient of Determination

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.085	.205		5.305	.000
	Formal Legal Distance	.283	.032	.610	8.772	.063
	Organization Autonomy	.318	.033	.601	9.738	.021
	Organizational Culture	.148	.038	.276	3.884	.000

a. Dependent Variable: Policy Implementation

Results revealed that all the three organizational factors that is formal legal distance, organizational autonomy and organizational culture had a positive influence on national youth policy implementation. Holding the three factors (FLD, OA, OC) Constance, youth policy implementation changes by 1.085 units. Results further indicated that a unit change in FLD leads to a 0.283 unit influence on policy implementation. Moreover, a unit change in Organizational autonomy leads to a 0.318 unit change on national youth policy implementations. And lastly the results also revealed that a unit change on organizational culture leads to a 0.148 unit change on national youth policy implementation as indicated in the model estimated is in model 4.1 below.

$$\boldsymbol{YPI = 1.085 + 0.283FLD + .318OA + .148OC} \quad \textit{I4.1}$$

From the model 3.1 it clear that the magnitude through which the three organizational factors influence the national youth policy implementation depict different statistical significance influence in terms of magnitude, directions of national youth policy implementation.

On the other hand Results revealed that all the three organizational factors that is formal legal distance, organizational autonomy and organizational culture had a positive influence on national youth policy implementation. Holding the two organizational factors (OA, OC) Constance, youth policy implementation changes by 1.085 units. Results further indicated that a unit change in Organizational autonomy leads to a 0.318 unit influence on national youth policy implementations. And lastly the results also revealed that a unit change on organizational culture leads to 0.148 unit

influence on national youth policy implementation as indicated. The model estimated is in model 4.1 below.

$$\boldsymbol{YPI = 1.588 + 0.315OA + 0.314OC}\ldots\ldots\ldots

CHAPTER FOUR

SUMMARY, CONCLUSION AND RECOMMENDATIONS

4.1 Introduction

This chapter explains the summary of the major findings and the conclusions and recommendations of the study. The findings were derived based on the objectives. The aim of the study was to establish the role of organizational factors in the implementation of national youth policy in Kenya. The objectives of the study were to investigate the influence of formal legal distance on the implementation of National Youth Policy in Kenya; to investigate the influence of organization autonomy on implementation of National Youth Policy implementation in Kenya, and to examine the influence of organizational culture on the implementation of National Youth Policy in Kenya.

4.2 Summary of Major Findings

That first objective was to investigate the influence of formal legal distance on the implementation of the National Youth Policy in Kenya. It was hypothesized that the Implementation of the National Youth Policy in Kenya is influenced by the formal legal distance. The results revealed that formal legal distance depicted a minimal influenced implementation of national youth policy in Kenya.

The second objective was to investigate the influence of organization autonomy on the implementation of the National Youth Policy in Kenya. This was hypothesized that the Implementation of the National Youth Policy in Kenya is influenced by organization autonomy. Results revealed that existence of a positive and significant relationship between organizational autonomy and national youth policy implementation.

The third objective was to examine the influence of organizational culture on the implementation of the National Youth Policy in Kenya. It was also hypothesized that Implementation of National Youth Policy in Kenya is influenced by organizational culture. The results revealed that organizational culture positively influenced the implementation of national youth policy in Kenya. In regards to key informant's responses it can be summarized as follows. First, the informants were requested to respond in regards to their experience in working with the youth. Majority of the respondents indicated that the experience with working with the youth was very much educative.

The respondents were asked if they took part in the development of the Kenya National Youth Policy 2007. Majority agreed to be involved for in the formulation process and public participation. Further, the respondent was asked about the programs and projects they implement with the objectives in the Kenya National Youth Policy.

Regarding how the Key informant engaged the youth in the process of implementing the National Youth Policy, 2007, just two engaged while three did not. Majority indicated that they were involve in public participation.

Further the key informant was asked to give their opinion whether the youth in National Youth Policy achieved its objectives as it was intended. The all the key informants agreed that the objectives were achieved.

The key informants were what you would recommend to ensure the sustainable and effective implementation of the youth policy. Majority, of the respondents indicated that the youths should be properly involved in public participation to ensure their views are captured in the policy.

4.3 Conclusion

From the findings, the study can conclude that effective national youth policy implementations are influenced greatly by organizational autonomy (0.318) followed by formal legal distance (0.283), and lastly, organizational culture (0.148). The study thus concludes that formal legal distance, organizational autonomy, and organization culture are the main determinants of national youth policy implementation.

4.4 Study Recommendations and Areas for Further Studies

The study recommends that the public sector adopt good organizational factors that positively influence youth policy implementation. In case of formal legal distance, the study recommends that all institutions in charge of youth should publicize all the activities and enhance public participation for easy understanding of the policy and help in implementation. In regards to organizational autonomy, the government should ensure that the youth sector has autonomy in

implementing its policies that guide the sector and also increase the fund's allocation to ensure that the sector is independent in terms of the national policy implementation.

Concerning the organizational culture, the study recommends that the government should ensure there is the full engagement of the civil society in the matters to do organizational culture. Moreover, it should ensure that there is full public participation in the case of policy formulations and follow the national youth policy of 2007 to form the basis of implementing the developed 2019 youth policy. Moreover, they should recognize the role of youth in the process. Public Participation, the study recommends that the government should ensure that there is public engagement in the process.

The study forms a major milestone in it contributed to the body of research in the field of public policy and governance. The study has highlighted that major theories' contribution to the fielded of public policy is the empirical background regarding the policy implementation.

Thus, the study however failed to consider the role of corruption in the implementation process. And other important concepts like leadership management and organizational structure that influence national youth policy implementation. Thus, further studies can be done on the role of corruption on national youth policy implementation, also the effect of leadership management on the national youth policy implementation, and lastly the role of organizational culture on the implementation of the national youth policy in Kenya.

The study further recommends proper formulations of policies that can subsequently lead to a positive outcome on the organizations. Policy implementers should consider proper public participation in the process. And also focus on issues that affect the general public that can be reduced to ensure the smooth running of the programs. Studies should be done to examine the influence of corruption, leadership management on implementation of national youth policy in Kenya.

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APPENDICES

Appendix I: Letter of Consent

Introduction

My name is Nyakiangana Zebby Elijah. I am a student at the University of Nairobi pursuing a Master of Research and Public Policy. Thank you for accepting to participate in this research on the "Organizational Factors in the implementation of National Youth Policy in Kenya''. This research is conducted in partial fulfillment of the requirements of a graduate student at the University of Nairobi. Kindly please sign this letter as a confirmation of your understanding of the terms and conditions of my research. Any information given is for academic purposes only and was kept confidential.

For this project, you are required to fill in a questionnaire administered to you. Please take note that your demographic data was taken as well. In my report, there no disclosure of the name of any description that may reveal your identity. There are no risks involved besides those that one does experience in everyday life. Your participation is voluntary and you have the right to withdraw from participating with no penalties.

This project has been approved by the University of Nairobi. If you would like to know more about this research project, feel free to contact my supervisor Dr. Otele Oscar on +254729276892. If interested in participating in this study, please sign this letter as a confirmation of your understanding of the terms of my research, the promise of confidentiality, and your voluntary participation.

Date……..

Signature……I appreciate your willingness and effort to participate in my study. Looking forward to working with you. In case of any question or clarification, you can contact me on +254702763003

Appendix II: Questionnaire for Youth Officers in the Ministry of State Department for Youth Affairs and the NGOs

Please I request you to answer the questions by putting a tick (√) against the correct choice(s).

SECTION A: PERSONAL INFORMATION

1. Please indicate your sex?
   - Male [ ]
   - Female [ ]
2. Indicate your age?
   - 25 years or below [ ]
   - 26-30 years [ ]
   - 31-35 years [ ]
   - 36-40 years [ ]
   - 41-45 ears [ ]
3. What is your position in this organization? (Please tick)
   - Director of Youth affairs [ ]
   - Youth officer [ ]
   - Program Officer [ ]
   - Project officer [ ]
4. What is the highest level of education attained?
   - Certificate Level [ ]
   - Tertiary Level [ ]
   - Undergraduate Level [ ]
   - Postgraduate [ ]
5. How long have you worked with the organization/Ministry?
   - Less than 2 years [ ]
   - 2-5 years [ ]
   - 6-10 years [ ]
   - Over 10 years [ ]

SECTION B: LEGAL DISTANCE AND POLICY IMPLEMENTATION

6. Do you think the legal identity of public organizations affects the implementation of a youth policy?

   Yes [ ]

   No [ ]

7. To what level do you think the legal frameworks on National Youth Policy 2007 affect the actualization of the policy?

   High [ ]

   Average [ ]

   Low [ ]

8. Do you think the law makers in parliament influence the manner in which a policy is to be implemented?

   Yes [ ]

   No [ ]

9. Do youth program draw their mandate from the laws created on the youth policy?

   Yes [ ]

   No [ ]

   Explain briefly how……

SECTION C: Organization autonomy and POLICY IMPLEMENTATION

10. To what extent do you agree with the following statements on the influence of organizational autonomy on the implementation of National Youth Policy in Kenya?

    Strongly Disagree – 1 Disagree – 2 Neutral -3 Agree – 4 Strongly Agree - 5

	Statements	**1**	**2**	**3**	**4**	**5**
i.	Public organizations that are independent of ministries effectively implement youth programs more than those closely attached to the Parent Ministry.					
ii.	Government organizations with a higher level of managerial autonomy implement youth policy successfully than those with a low level of managerial autonomy.					
iii.	Ministries and departments with a high level of external political influence are more committed to implementing youth programs and projects than those with a lower level of external political control.					
iv.	Public organizations with a high level of policy autonomy in policy decision making are effective and efficient in youth policy implementation.					

SECTION D: Organizational culture and POLICY IMPLEMENTATION

11. To what extent do you agree with the following statements on the influence of organizational culture on the implementation of National Youth Policy in Kenya?

Strongly Disagree – 1 Disagree – 2 Neutral -3 Agree – 4 Strongly Agree – 5

	Statements	**1**	**2**	**3**	**4**	**5**
i.	Public organization rules and norms have a higher influence on the implementation of youth policy.					
ii.	Public servant attitude towards youth programs have no effect on the rate at which the youth policy is realized.					
iii.	The Leadership of a public institution influences the collaborative culture in effective implementation of the youth policy?					

12. In your view, do you think the implementation of Kenya's National Youth Policy was in any way influenced by the structural and cultural organizational aspects underpinning government institutions?

……

……

…….

13. What are some of the challenges the Ministry faced during the adoption and implementation period of the youth policy?

……

……

…….

14. Do you think the youth officers in the Ministry have the willingness to implement youth policies and how*?*

……

……

…….

15. In your view, what needs to be done by the Ministry and civil society to support youth programs and projects in their implementation?

……

……

…….

16. In your own opinion, what are some of the successes that have been realized in the implementation of the 2007 Kenya National Youth Policy?

……

……

…….

Appendix III: Questionnaire for the Youth

Kindly please request you to answer the questions by putting a tick (√) against the correct choice(s).

SECTION A: PERSONAL INFORMATION

1. Please indicate your sex?

   Male [ ]

   Female [ ]

2. Indicate your age?

   18-22 years [ ]

   22-26 years [ ]

   26-30 years [ ]

   30-34 ears [ ]

3. What is your current occupation? **(Please tick)**

   Student [ ]

   Employed [ ]

   Self-employed [ ]

   Unemployed [ ]

4. What is the highest level of education attained?

   Certificate Level [ ]

   Tertiary Level [ ]

   Undergraduate Level [ ]

   Postgraduate [ ]

SECTION B: POLICY IMPLEMENTATION AND FORMAL LEGAL DISTANCE

5. To what extent do you agree with the following statements on the influence of formal legal distance on the implementation of Kenya National Youth Policy?

Strongly Disagree – 1 Disagree – 2 Neutral -3 Agree – 4 Strongly Agree - 5

	Statements	**1**	**2**	**3**	**4**	**5**
i.	Legal identity of semi-autonomous public organizations such as the National Youth Council has greatly influenced program and project implementation.					
ii.	The legal framework set up in the National youth policy worked well in the realization of the policy objectives.					
iii.	Parliament made laws that would ensure the successful implementation of the youth policy.					
iv.	The legal autonomy of public organization does not affect the implementation of the youth policy					
v.	Youth Programs and Programs created were influenced by the legal instruments of the National Youth policy.					

SECTION C: POLICY IMPLEMENTATION AND ORGANIZATION AUTONOMY

To what extent do you agree with the following statements on the influence of organization autonomy on the implementation of Kenya National Youth Policy? Strongly Disagree – 1 Disagree – 2 Neutral -3 Agree – 4 Strongly Agree - 5

	Statements	**1**	**2**	**3**	**4**	**5**
i.	State department for youth affairs is independent of any influence from internal and external actors in their implementation of a Youth Policy.					
ii.	The National Youth Council in Kenya acts independently in developing and implementation of youth related activities such as advising the government and coordinating youth activities.					
iii.	Youth officers mandated with managing youth matters conducted their affairs independent of external political influence.					
iv.	The formulation and implementation of Kenya National Youth Policy, 2007 was done independently of actors outside the youth space.					
v.	The youth felt part of the implementation of the National Youth Policy, 2007.					

SECTION D: POLICY IMPLEMENTATION AND ORGANIZATIONAL CULTURE

6. To what extent do you agree with the following statements on the influence of organizational culture on the implementation of Kenya National Youth Policy? Strongly Disagree – 1 Disagree – 2 Neutral -3 Agree – 4 Strongly Agree - 5

	Statements	**1**	**2**	**3**	**4**	**5**
i.	Youth officers in the Ministry of Youth Affairs were fully committed to the implementation of the Youth Policy.					
ii.	The rules and norms for staff in the State Department for youth affairs enabled them to work jointly with other departments in implementation.					
iii.	Youth officers at the National, County, and constituency levels are highly skilled in the coordination of youth programs and projects hence the success in the realization of the youth policy.					
iv.	The leadership in the Ministry in charge of youth affairs was dedicated to the full implementation of the youth policy through building a coordinative culture among the staff.					

SECTION E: POLICY IMPLEMENTATION

7. To what extent do you agree with the following statements on the Kenya National Youth Policy implementation of Kenya? Use Strongly Disagree – 1 Disagree – 2 Neutral -3 Agree – 4 Strongly Agree - 5

	Statements	**1**	**2**	**3**	**4**	**5**
i.	The policy was idealized in relation to the objectives of implementation					
ii.	Implementing organization is aware of the process and implemented effectively					
iii.	Target group were always involved in the implementation process					
iv.	Environmental factors are always considered in the process					

Appendix IV: Key Informant Guide

1. What has been your experience working as a youth officer in the organization?
2. Did you play any part in the development of the Kenya National Youth Policy 2007, if yes explain briefly?
3. What programs and projects did you implement with the objectives in the Kenya National Youth Policy?
4. How have the laws in Kenya informed the implementation of the National youth policy?
5. Do you believe that the youth programs initiated by the government after the adoption of the youth policy have sustainably benefitted them, give a brief explanation of your response?
6. In your view, do youth think the organization autonomy in Public organizations dealing with youth had an impact on the implementation of the National Youth Policy, 2007 in Kenya?
7. How have you engaged the youth in the process of implementing the National Youth Policy, 2007?
8. In your view, do you think the organizational culture in the Ministry of youth affairs influenced the implementation of the National Youth Policy, 2007?
9. What has been the contribution of the National Assembly in advocating for the implementation of the National Youth Policy, 2007?
10. What are some of the challenges affecting the implementation of youth programs?
11. Do youth think the Kenya National Youth Policy achieved its objectives as it was intended?
12. What would you recommend to ensure the sustainable and effective implementation of the youth policy?