

**INFLUENCE OF MANAGERIAL SKILLS ON GROWTH OF PROJECTS IN KENYA:
A CASE OF UWEZO FUNDED YOUTH PROJECTS IN THIKA TOWN**

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**Research Project Report Submitted in Partial Fulfillment of the Requirement for the
Award of Master of Arts Degree in Project Planning and Management of the University of
Nairobi**

2018

DECLARATION

This research project report is my original work and has not been presented to any other institution for the award of Diploma, Undergraduate Degree or Master Degree certificate.

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DEDICATION

This project report is dedicated to my beloved parents Samuel Kamau Nduati and Jane Wambui Nduati, my beloved wife Ann Nyambura, son Lawrence Nduati, my brothers; Njanja and Morris & my beloved sister; Jerusha for their support and encouragement during the entire time of the study.

ACKNOWLEDGEMENT

I would like to acknowledge the great support I have received in compiling this research project report. First, to Dr. Mercy M. Mugambi, my supervisor, who have really supported me in consolidating my work. Secondly, my sincere thanks to my Lecturers; Prof. Macharia, Prof. Embeywa, Dr. Bulinda, Dr. Luketero, , Dr. Lily, Mr. Makhoha, Mr. Maurice Masinde, Ms Mutonga, Ms Mwang'ombe, Ms Joyce and Mr Lango. Thirdly to all the scholars' whose ideas and works I have cited in this research project report, without which would have been possible to put this project report together. My colleagues from University of Nairobi M.A PPM class of 2016 for their encouragement and support all along the study. Lastly to the respondent who spared some time to respond to the questionnaires and those that participated in the interview.

TABLE OF CONTENTS

DECLARATION	i
DEDICATION	ii
ACKNOWLEDGEMENT	iii
TABLE OF CONTENTS	iv
LIST OF TABLES	ix
LIST OF FIGURES.....	xi
ABBREVIATIONS AND ACRONYMS	xii
ABSTRACT	xiii
CHAPTER ONE: INTRODUCTION.....	1
1.1 Background to the Study	1
1.2 Statement of the problem	3
1.3 Purpose of the Study	4
1.4 Objectives of the study.....	4
1.5 Research questions	4
1.6 Significance of the Study	5
1.7 Delimitation of the study.....	5
1.8 Limitation of the study	5
1.9 Assumption of the study.....	6
1.10 Definition of significant terms.	6
1.11 Organization of the study	7
CHAPTER TWO: LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Concept of Project growth.....	8
2.3 Concept of Uwezo Fund.....	9

2.4 leadership skills and growth of Uwezo funded youth projects	10
2.5 Marketing skills and growth of Uwezo Funded youth Projects	11
2.6 Financial Management skills and growth of Uwezo Funded youth Project	13
2.7 Monitoring and evaluation skills and growth of Uwezo funded youth projects	15
2.8 Theoretical framework	17
2.8.1 Contingency Leadership Theory	17
2.8.2 Systems Theory of Management	17
2.9 Conceptual framework	18
2.10 Research Gap.....	20
2.11 Summary of Literature	21
CHAPTER THREE: RESEARCH METHODOLOGY	23
3.1 Introduction	23
3.2 Research design.....	23
3.3 Target population	23
3.4 Sample size and sampling techniques	24
3.4.1 Sample size.....	24
3.4.2 Sampling procedures	25
3.5 Research instruments.....	25
3.5.1 Piloting of the instruments.....	25
3.5.2 Validity of the research instrument	26
3.5.3 Reliability of instrument.....	26
3.6 Data collection procedure.....	26
3.7 Data analysis technique.....	27
3.8 Ethical considerations	27
CHAPTER FOUR: DATA PRESENTATION, INTERPRETATION AND DISCUSSION	30

4.1 Introduction	30
4.2 Questionnaire Return rate.....	30
4.3 Personal information of the respondents	30
4.3.1 Level of education	31
4.3.2 Age of the respondents	31
4.3.3 Duration in the group.....	32
4.4 Information about the project.....	32
4.4.2 Source of initial funding.....	33
4.4.3 Additional project funding.....	34
4.5 Leadership skills and Growth of Uwezo funded youth projects	34
4.5.1 Responses on leadership Courses attendance	35
4.5.2 Teamwork in project operation.....	35
4.5.3 Consultation over the project.....	36
4.5.4 Networking with other youth groups.....	36
4.5.5 Leadership skills and growth of Uwezo funded youth projects.	37
4.6 Marketing skills and Growth of Uwezo funded youth projects	38
4.6.1 Methods of marketing products.....	38
4.6.2 Difficulties experienced in marketing products.....	39
4.6.3 Marketing skills and growth of Uwezo funded youth projects	39
4.7 Financial Management skills and growth of Uwezo Funded youth projects	40
4.7.1 Ways of managing finances in the project.....	40
4.7.2 Sourcing extra funding from Uwezo	41
4.7.3 Any difficulties experienced in repayment of the Uwezo fund Loan.....	41
4.7.4 Rating of financial management skills of the beneficiaries.....	42

4.7.5 Financial management skills and growth of Uwezo funded youth projects	42
4.8 Monitoring and Evaluation skills and growth of Uwezo funded youth projects	43
4.8.1 Monitoring and evaluation carried out carried out	43
4.8.2 Periodic report writing.....	44
4.8.3 Rating of monitoring and evaluation skills.....	45
4.8.4 Monitoring and evaluation skills and growth of Uwezo funded youth projects	45
4.9 Growth of Uwezo funded youth Projects	46
4.9.1 Expansion of the project	46
4.9.2 Creation of employment opportunities	47
4.9.3 Increase in working capital of the projects	47
4.10 Factors or additional information that may affect growth of Uwezo funded youth projects	48
4.11 Inferential statistics	49
4.12 Discussion on the findings	51
4.12.1 Leadership skills and growth of Uwezo funded youth projects	51
4.12.2 Marketing skills and growth of Uwezo Funded youth Projects	52
4.12.3 Financial Management skills and growth of Uwezo Funded youth Project.....	52
4.12.4 Monitoring and evaluation skills and growth of Uwezo funded youth projects	53
CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS.....	54
5.1 Introduction	54
5.2.1 Leadership skills and Growth of Uwezo funded youth projects	54
5.2.2 Marketing skills and growth of Uwezo funded youth projects	54
5.2.3 Financial management skill and growth of Uwezo funded youth projects	55
5.2.4 Monitoring and evaluation skills and growth of Uwezo funded youth projects	55

5.2 Conclusion.....	56
5.3 Recommendation of the study.....	56
5.6 Suggestion for further studies	57
References	58
Appendices.....	62
Appendix 1: Letter of Transmittal of Data Collection instruments	62
Appendix 2. Questionnaire for youths in Thika under Uwezo fund.....	63
Appendix 3- Interview Schedule for Youth Fund officer	69
Appendix 4: Krejcie & Morgan Table.....	70
Appendix 5: NACOSTI research permit.....	71

LIST OF TABLES

Table 2.1 Research gap.....	20
Table 3.1 Target population.....	24
Table 3.2. Sample size.....	24
Table 4.1 Questionnaire return rate.....	31
Table 4.2 Responses on level of education.....	31
Table 4.3 Responses on the age of the respondents.....	31
Table 4.4 Responses on Duration of the group	32
Table 4.5 Responses on Initial funding of the project.....	33
Table 4.6 Responses on source of initial funding of the project.....	33
Table 4.7 Responses on additional project funding from Uwezo.....	34
Table 4.8 Responses on leadership Courses attendance.....	35
Table 4.9 Responses on whether they had teamwork in project operation.....	35
Table 4.10 Responses on Consultation over the project.....	36
Table 4.11 Responses on networking with other youth groups	36
Table 4.12 Responses on Leadership skills and Growth of Uwezo funded Youth projects	37
Table 4.13 Responses on methods of marketing products	37
Table 4.14 Responses on Difficulties experienced in marketing products	38
Table 4.15 Response on marketing skills and growth Uwezo funded Youth projects.....	39
Table 4.16 Responses on ways of management of finances in the project	38
Table 4.17 Responses on whether they had sourced any extra funding from Uwezo	39
Table 4.18 Responses on whether they experienced any Difficulties in repayment of loan.....	40
Table 4.19 Responses on Rating of financial management skills	41
Table 4.20 Responses on financial management skills and growth of youth projects.....	42
Table 4.21 Responses on any M & E that has been carried out on the project	43
Table 4.22 Response distribution periodic report writing.....	44

Table 4.23 Responses on rating of monitoring and evaluation skills.....	44
Table 4.24 Responses on monitoring and evaluations skills and growth of youth projects.....	45
Table 4.25 Responses on project expansion.....	46
Table 4.26 Responses on creation of employment by the projects.....	46
Table 4.27 Response distribution on increase in working capital of the projects	47
Table 4.28 Responses on additional information that may affect growth of youth projects.....	48
Table 4.29 ANOVA.....	49
Table 4.30 Significance of the variables in the model.....	50

LIST OF FIGURES

Figure 1: Conceptual Framework.....19

ABBREVIATIONS AND ACRONYMS

AU – African Union

CEDA – Citizen Entrepreneurial Development Agency

CYI – Common Youth Initiative

GOK – Government of Kenya

IGA – Income Generating Activity

ILO – International Labour Organization

UNDP – United Nation for Development Program

UYF – Umsobmvu Youth Fund

WHO – World Health Organization

YFF – Young Farmers Fund

ABSTRACT

The Kenyan Government has committed huge financial resources to the youths. Despite establishment of Uwezo fund, Kenyan youths are not utilizing the funds as it was projected by the government. A report by District Youth Officer in Thika indicates that twenty eight youth groups have taken up Uwezo fund amounting to Kshs 1,560,000 as at 31st December 2016. The total amount repaid as at 30th June 2017 was Kshs 631,890, translating to 40.71 % repayment rate. Only 18.5% of the youth groups have fully settled their loan, 81.5% of the youth groups have not yet fully settled their loan with 40.7% of the youth groups failing to pay any amount on the loan. High default rate and low repayment rate indicates that Youth projects are not running well in Thika. It is in this regard that this study assessed influence of managerial skills on growth of projects in Kenya. A case of Uwezo funded youth projects in Thika Town. The following objectives guided the study: To verify influence of leadership skills on growth of youth projects, to establish influence of marketing skills on growth of Uwezo funded youth projects, to assess the extent to which financial management skills influence growth of Uwezo funded youth projects and to verify the extent to which M & E skills influence growth of Uwezo funded youth projects. Descriptive survey design was employed for study. The study targeted 28 youth group projects funded under Uwezo Fund in Thika town. The sample had 162 respondents out of which 150 responded. Data was obtained using two instruments; Interview Schedule and Questionnaire. Quantitative data from interview schedule and questionnaire was analyzed by use inferential statistics and descriptive statistics while qualitative data was thematically analyzed based on specific objectives. From the study, it was noted that majority of the youths indicated not to have attended leadership course organized by Uwezo fund. This indicates that the course was organized after the beneficiaries had received the funding. Good leadership might have attributed by high number of the youths who had secondary school education and above. Most likely they were elected as leaders. The study indicated that youths faced challenges in marketing their products. They also faced challenges in repaying the loans due to lack of adequate financial management skills. They also carried out monitoring and evaluation of their projects though they had no clear framework. The study found that managerial skills have a positive influence on growth of Uwezo funded youth projects. The study recommends that before funding is done on a group, an elaborate and extensive training should be carried out in order to prepare youths in advance. The training of youths should focus on the following areas; Business management, market research, market strategies, monitoring and evaluation strategies and business leadership. An elaborate monitoring and evaluation framework of the fund should be set to ensure proper utilization of the fund and youths to taken through M & E training in order to establish a baseline against which to measure progress of their projects.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Youth population is rapidly growing leading to exert of pressure on employment thus creating a serious challenge to policy makers (UNPD, 2000). International Labour Organization (ILO, 2017), estimates that global unemployment rates and level will remain high. It is estimated that unemployment rate may rise in from 5.7% in 2016 to 5.8% in 2017. This stands for 3.4 million extra jobless people world-wide. Difficulties faced by youths were brought forward by the onset of the global financial crisis in 2008 which had a great impact on the youths. In 2016, youths were estimated to account for 35% of unemployed population globally (ILO, 2017).

The United Nation defines youth as a person of ages 15 - 24. Further, World Health Organization (WHO) has identified youth in the following categories; youth adolescent (10-19), Youth (15-24) and young people (10-24). Africa Union (AU) consider youth as person between 15 and 34 years. The new constitution of Kenya define youths as persons in the country who are between age of 18 and 35 (GOK, 2010). According to Stauffenberg (2000), youths aged between 18-35 years in Caribbean are provided with business development loans and capacity building by youth business trust. However, the trust faces various challenges which include; weak financial performance, poor marketing as well as laid back tolerant attitude of participating governments towards default.

Regionally, the Ministry of National Service Sports and culture in Namibia, in collaboration with the common wealth secretariat established Common Youth Initiative (C.Y.I) in March 2005. The objective was to improve the livelihood of youth through creation of employment, generation of income thus poverty eradication among young people. Small loans were advanced on basis of business idea, accompanied with necessary business support services and training of youth with an objective of creation or expansion of Income Generating Activities (IGA) thus job creation (Christoph, 2005). South Africa government established Umsobmvu Youth Fund (UYF) in 2001. The aim was to enable creation of job and development transformative skills to enable youths aged 18-35 years to pursue self-employment opportunities in South Africa. Ahaibwe (2014), indicates that the youths have faced performance challenges associated with monitoring and

evaluation of different activities as different program and services are delivered from external partners.

Murathi and Weda (2015) cite that in Botswana, the government realized that 67.6% of her youths were facing many challenges due to unemployment. This made the government to introduce Citizen Entrepreneurial Development Agency (CEDA) and Young Farmers Fund (YFF). The main objective was to solve problems that were being experienced in Botswana which include; unemployment, poverty, low involvement of youths in agriculture sector, rural-urban migration. The loan was for all citizens of Botswana citizen of ages between 18 and 40 years and attracted interest rates of 5%, however, despite this low interest, there are default challenges.

In Kenya about 75,000 youths attempt to enter the labour market but only 15% get absorbed into formal employment. The emerging challenge affecting the education sector relates to skills mismatch with the labour market (UNDP, 2010). However, the Kenyan labour market was expected to reach 14.5 million by 2015 (KNBS, 2015), Meaning the Kenyan economy would have to create over 4.5 million jobs more (KIPPRA, 2016). In the last four decades, Kenya recognized underemployment and unemployment challenge thus the successive government administrations have made employment creation a priority and as the core policy (Republic of Kenya, 1969; 1983; 2008b; 2008c). During the implementation of second medium term plan (2008-2012), policies aiming at employment creation as the main objectives were formulated and majored more the youths. Crucial schemes in the sector include; Labor sector plan, Human Resource Development sector and youth (2008-2012) in addition to Kazi Kwa Vijana programme which was aimed to employ 200,000 and 300,000 young people (UNDP 2013). To address the problem of youth unemployment, the Kenyan government launched Uwezo found, a vision 2030 flagship, that targeted at helping women youths and persons living with disability get money to grow their business and organizations at their respective constituency stage thus leading to growth of economy and also accomplishment of the MDGs (millennium development goals). On 8th September 2013, the fund was launched and enacted as legal notice No.21 of the Public Financial Management Act 2014 and published on 21st Feb 2014 (PFM ACT, 2014).

According to Njaramba and Ngugi (2014), Managerial skills influence owner's perception regarding their enterprises. Inadequate managerial training and skills lead to failure of an enterprise which is facilitated by inexperience and culture of the organization which act as a hindrance to growth of small and medium enterprises (SMEs). According to O'Gorman (2001), manager or owners behavior can also influence to the growth, in terms of his/her personality, managerial skill and style. The entrepreneurs' behavior or management attitude on change can adversely affect growth of an enterprise (Leopolous, 2006; Naicker, 2006). In a study conducted in Gauteng South Africa, on success of an enterprise factors in SMEs, came into a conclusion that inadequate managerial and technical skills affect development of an enterprise (Brink et al, 2003; Rogerson, 2008). Another study in South Africa conducted on SMEs showed that inadequate training and skills in management caused failure. In a sample of 1000 entrepreneurs selected for the study, 90% believed that SMEs failure was caused by inadequacy of managerial skills (Rogerson, 2008). Govender and Parumasur (2010) noted that business managers need to more and more learn new skills to manage challenges and also for the growth of the organization. Development of managerial skills is important for an organization to accomplish its objective (Camphor, 2008). Martin and Staines (2008) in their study on competencies in management of small firms noted that lack of personal qualities, managerial skills and inexperience were the main reasons why small firms fail. He further noted that high growth of firms and low growth of firms is determined by education, experience and training of senior manages.

1.2 Statement of the problem

The Kenyan government commits huge financial resources to the youths since it undertook a policy of financial devolution. Despite establishment of Uwezo fund, Kenyan youths are not utilizing the funds as projected by the government. Youths are still thriving in poverty despite that the fund is available at no interest. Youth that have accessed the Uwezo Fund have not yet come up with entrepreneurial projects that help them engage in income generating Activities (IGA). According to status report released by the Ministry for Public service, youth and gender affairs in June 2016, 19,461 youth group had benefited from the Kshs 5,119,680,571. Thika town was allocated Kshs 17,168,599 where 260 were the beneficiary groups (which consist of youths, women and people with disability) (GOK 2016).

A report by District Youth Officer in Thika indicates that twenty eight youth groups have taken up Uwezo fund amounting to Kshs 1,560,000 as at 31st December 2016. The total amount repaid as at 30th June 2017 was Kshs 631,890, translating to 40.71 % repayment rate. Only 18.5% of the youth groups have fully settled their loan, 81.5% of the youth groups have not yet fully settled their loan with 40.7% of the youth groups failing to pay any amount on the loan. High default rate and low repayment rate indicates that Youth projects are not running well in Thika. It is in this regard that this study assessed the influence of managerial skills on growth of projects in Kenya. A case of Uwezo funded youth projects in Thika Town. The skills that were investigated include leadership, marketing, financial management, monitoring and Evaluation.

1.3 Purpose of the Study

The purpose of the study was to investigate influence of managerial skills on growth of projects Kenya. A case of Uwezo Funded youth projects in Thika Town.

1.4 Objectives of the study.

The study sought to achieve the following objectives:

- i. To establish influence of leadership skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town.
- ii. To establish influence of marketing skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town.
- iii. To assess influence of financial management skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town.
- iv. To examine the influence of monitoring and evaluation skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town.

1.5 Research questions

The study was guided by the following research questions.

- i. How does leadership skills influence the growth of Uwezo funded youth projects in Thika Town?
- ii. What is the influence of marketing skills on growth of Uwezo funded youth projects in Thika Town?

- iii. To what extent does financial management skills influence growth of Uwezo funded youth projects in Thika Town?
- iv. To what extent does monitoring and evaluation skills influence growth of Uwezo funded youth projects in Thika Town?

1.6 Significance of the Study

Successful growth of Uwezo funded youth projects largely depend on managerial skills. The study hoped that by documenting managerial skills on growth of youth projects would be significant to the ministry of Public service, youth and gender affairs and other donors on the aspect to consider when funding youth projects in order to enhance proper implementation. The study also hoped to help the government of Kenya (GOK) through the state actors concerned in making policy regarding the youths. The fund manager officers in the ministry of Public service, youth and gender affairs and youth group leaders would greatly benefit from the study. Youth who are intended to benefit from the funds are hoped to increase knowledge and be aware of existence of the fund. The findings would advance knowledge on influence managerial skills influencing growth of Uwezo funded youth projects and be a basis for future study to those intending to carry out further research.

1.7 Delimitation of the study

The study focused on influence of managerial skills on growth of projects in Kenya. A case of Uwezo funded youth projects in Thika town. The study was conducted in Thika town targeting all the Uwezo funded youth projects. The managerial skills that were investigated include: leadership, financial management, marketing and monitoring and evaluation. Participants of in the study were youths who had been advanced the fund and youth fund officer.

1.8 Limitation of the study

The study was faced with following limitations; the youth respondents were honest for they thought that we were government officer carrying out investigation, some respondents thought that the research was to benefit them financially. To counter this, the researcher created a rapport, built confidence with them and made them aware that the research was for academic purpose only.

1.9 Assumption of the study

The study assumed; (i) Managerial skills are the single most aspect that influence growth of Uwezo funded youth projects. (ii) Money borrowed from Uwezo Fund was invested by the beneficiary youth group in the informal sector to undertake small business enterprises. (iii) The beneficiary youth groups got into business without requisite managerial skills to run the proposed business projects and turned them into IGA. (iv) Respondents were willing to spare time and respond to the items in the questionnaire

1.10 Definition of significant terms.

Financial management skills: Refers to ability to prepare a plan on how available funds can be used effectively.

Leadership skills: Refers to the ability of a person to influence other people in order to attain a set objective.

Managerial skills: Refers to skills needed to keep a project running such as financial management skills, Leadership skills, marketing skills and monitoring and evaluation.

Marketing Skills: Refers to the ability to promote and sell services or products, including advertisements and market research.

Monitoring and evaluation skills: Refers to systematic collection and analysis of information at regular intervals about ongoing projects in order to compare the actual project impacts against the set objectives to factitive decision making.

Uwezo fund: Refers to revolving fund set aside by the government specifically for the youth, Women and People With disability to borrow and create small business. The funds are collateral free and are to be repaid back to the government at no interest.

Uwezo Funded Youth Project: Refers to a project by youths people towards making profit

1.11 Organization of the study

The study is organized in five chapters. Chapter one covers background to the study, statement of the problem, purpose of the study , objectives of the study, research questions, significance of the study, and limitations of the study , delimitations of the study, assumptions of the study as well as definition of significant terms as used in the study. Chapter two contains literature review organized in themes such as the review of literature on the same field of research. The key variables discussed in the chapter were; leadership skills, marketing skills, financial management skills, and monitoring and evaluation skills on growth of Uwezo funded youth projects in Thika Town. Besides, it covers the theoretical framework, conceptual framework, and summary of literature review. Finally a highlight of knowledge gaps have also been presented. Chapter three covers research methodology, highlighting the research design, the target population, sample size and sampling procedure, research instruments, validity and reliability of the research instruments, methods of data collection, operationalization of variables, and ethical considerations in research. Chapter four covers data presentation, interpretation and discussions. Finally, chapter five presents summary of the study, conclusions and recommendations. Suggestions for further research have also been presented.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers Introduction, Concept of project growth, Concept of Uwezo fund on growth of projects, Leadership skills and growth of Uwezo funded youth projects, Marketing skills and growth of Uwezo funded youth projects, Financial management and growth of Uwezo funded youth projects, Monitoring and Evaluation and growth of Uwezo Funded youth projects, Theoretical Framework, Conceptual Framework, Literature Review summary and Research gaps.

2.2 Concept of Project growth

The growth of SMEs positively contributes to increase of employment and lead to equitable distribution of growth benefits (Gichira, 1998). SME sector accounts for 87% of jobs created in the country and absorbs about 77% of the total number of employees (GOK, 2007). The growth of SME can be defined in terms of turnover, income and profit increase leading to an increase in the number of employees or capital investment and increase in the overall worth of the enterprise (Fisher, 1998). National Baseline Survey (GOK, 1999) indicates that there are various indicators that are used to measure growth, size, longevity, employees and entrepreneurial size.

According to Mullei and Bokea (1999), business growth stage involves the growth and development of self-employment businesses; as the entrepreneurs gain experience, possibilities for expansion and growth of business become available. Business expansion is linked to the success; growing business is successful when it achieves its objectives. According to Leldom (1990), enterprise growth can either be vertical or horizontal. Growth of business vertically consist of transformation and graduation to more developed SMEs. Further, horizontal business growth involve formation of many enterprises at the same stage. Growth of business vertically is necessary for any business set-up as it is linked to employment creation. Mundia (2017) indicates that majority of firms in developing countries consist of small and medium sized firms (SMEs). The study indicates that understanding what affects small firm's decisions on expansion is crucial since small firms are important for employment generation, economic growth and poverty elevation. According to UNIDO report (2003) SMEs are a major source of income

provider, employment and a ground for entrepreneurial growth. Growth has various dimensions as noted by Gupta et al (2013). It is quantified using sales volume of the business. Qualitatively, it can be described using features such as product quality, market share as well as goodwill of the customer. Some organizations have used such ways to realize growth. They use a holistic approach that entail all channels for growth in their strategic planning (Thornton, 2012). Mazzarol and Rebound (2009) indicate that for a firm to realize sustainable growth, it should scan the environment for opportunities and allocate resources for successful exploitation of resources. Firms with high growth have a direct contribution to national development and through provision of employment and poverty elevation.

2.3 Concept of Uwezo Fund

Vision 2030 flagship aims for an equitable and socially just society with no extreme poverty and thus one of the main development agendas are poverty reduction and social equity. In order to address inequalities in the society, the Kenyan government has been on task to implement various initiatives which include avoiding gross disparities, average annual incomes, while rewarding talent and investment risks, 46% reduction in poverty, implementation of opportunities and access to social services and increased community empowerment. The vision for youth, gender and persons with disability in vision 2030 is equity of gender in power and resources distribution, improvement of the livelihood for less fortunate groups and globally competitive, responsible and prosperous youths. Specific flagship projects and initiatives that have been identified under the vision 2030 include; poverty reduction and reduced income disparities, regional and gender parity in accessing of education and empowerment of community through increased efficiency and devolved fund impact.

The Kenyan government has come up with various funds to help in accomplishment of the above initiatives. Uwezo fund is among the funds introduced, which is a vision 2030 flagship targeting at aiding youths, women and people living with disability to access finances so that they can promote their business at constituency level, thus leading to growth of economy towards the realization of vision 2030 and millennium development goals. Uwezo fund aims giving opportunities for mentoring to the beneficiaries to help them take advantage of 30% government procurement priority through its ability to incubate enterprises, catalyze innovation, promotion of

industries, and creation of employment opportunities and growth of the economy. Objectives under which the fund came into existence include; expansion of access to finances in promoting women and youths enterprises and business for economic growth, creation of employment for women, youths and people living with disability and to devise an alternative funding framework which is driven by community (www.uwezo.go.ke).

2.4 Leadership skills and growth of Uwezo funded youth projects

Leadership skills in this study refers to how a person can influence a group of people to achieve a common objective. A group of people can be a company or firms own manager. Chambers and Conway (1992) notes that leadership consist of innovation, employee motivation, creation of a good organization, and so on. In relation to growth of Uwezo funded youth projects, above mentioned statement plays a great part on influencing success in growth of Uwezo funded youth projects. Project managers' lead by formulating value and ethics of the project, and transform the way projects carry out business in order to scale up its, effectiveness and efficiency (Dana 2001). An effective leadership is on which insist on encouraging over demands and its regulation can be appropriate within a certain group members. Those guys who respond negatively on orders thrive well when their concerns are highlighted and well appreciated positively (Hakala, 2009).

According to Dana (2001) organizing tasks and workshop for company management helps them become aware of positive leadership styles' effectiveness. When leadership offers feedback that is positive and members of the group respond with good work, results can be beneficial point that lead to a more content and more successful projects. Entrepreneurs and managers need to be flexible because a group member responds differently to various leadership styles in different manners. Some members simply like being left alone while others need good feedback and encouragement. Great understanding of the effect your leadership has on a person is a sign of a capable manager (Landale, 2005). According to Mundia (2017), an organization should have adequate leadership skills to enhance achieving enterprise objectives. Adequate leadership skills in Planning, organizing, controlling and leading can play a great role in increasing annual profits for an organization.

Gachina (2016) noted that Leadership skills positively affected the SME's. Further, the study advocated that SME owners should intensify their skills in leadership so as to further improve the performance of their businesses. To enhance this skills, business owners can consider enrolling for leadership courses and also through attendance seminars, workshops, sensitization meetings and reading further. Ongera, Nyakundi and Nyang'au (2016) in their study on factors influencing access to Uwezo fund by citizens in Kenya in Nyamira County found out that group dynamics had a negative influence in accessing the Uwezo fund. The majority of those who responded indicated that conflict and leadership of groups influenced access to Uwezo Fund.

2.5 Marketing skills and growth of Uwezo Funded youth Projects

In this study, marketing means a way of selling services or products and promotion including advertising and market research. According to Boone and Kurtz (1992), advertising is referred to as non-personal communication that is used in promoting a service, idea or product through an established financier. Several advertising and methods of delivery which include; television banners, commercials, newspapers, logos on cloths, Web sites, magazines, billboards and radio stations. Common forms of advertising include: persuasive, informational and institutional.

Personal selling is commonly referred to as one of the best methods of promotion since it enhances connection between a seller and a consumer. In this technique, a salesman is in position to listen and know the needs of a buyer through inquiry and obtaining information from them. Moreover, activities of personal selling are in a position to produce a long-standing relationship between sellers and consumers that frequently bring up many purchases in repeat. Moreover, Personal selling may come up through videoconferencing, telephone conferences, and computers. The main challenge that face personal selling, is that it's expensive. Some of sevicees and products promoted via this method life insurance, real estate and automobiles, among many more products (Churchill and Peter, 1995).

Sales promotion is one way of creating awareness of a product. Some techniques used in this methods are really good in revealing potential products to customers for the atleast once and further act as a components for promotion during early stages of introduction of new product. In the effort of building product awareness, some sales promotion methods have more advantage in

obtaining customer details during the time of exposing them to the promotion. Thus, this method can be a good tool for gathering information about a customer (i.e., generation of sales lead). It can further be used in following-up efforts of marketing products (Nyagaka 2009).

Muraga (2013) cites that there is lack of market structures and sites for display and marketing of youth enterprise products. There is also limited international exposure for Kenyan youth entrepreneurs due to lack of sufficient resources to facilitate such exposure. In order for youths to be successful, they need a good capacity building support and training to support them comprehend and understand how to apply a vast range of concepts in business such as value addition, purchasing, risk management, sales on credit, income planning and allocation, basic keeping of records, product pricing and costing, market knowledge, negotiating and bargaining techniques, developing a market plan, processing, production and packaging methods (Makokha 2013)

Karanja et al 2013 indicate SMEs face many challenges that prevent them from reaching their goals. One of the main challenge in marketing is lack of information. Many SMEs depend on traditional forms of information such as business friends and personal contact with the customers. This is caused by lack of skills by SMEs and poor network system. Lack of understanding of marketing is a challenge. Most of SMEs do not practice the marketing strategies which recognize the supremacy of Customers. SMEs need to adopt promotional strategies in publicity, sales promotion and advertising in order to influence demand. SMEs can use different media to sell their products e.g. radio for its wide coverage and television since it combines visual and audio. I may however be limited to some parts of the country. SMEs have limited networks to exchange information. Mumbi, (2011) indicate that Major challenges faced by young entrepreneurs include selling products outside the country, competing with prices from competitors, dealing with competition, keeping up with level of technology, organizing events to market the business and setting aside finance for marketing , designing and promotion.

According Kenya National Bureau of Statistics (KNBS 2016), companies normally advertise their products in order to create awareness among the consumers. However a survey by MSME revealed that most MSMEs did not market or advertise their goods and services at all and instead

they depended on quality of products and customer satisfaction. It is doubtful whether the youths in Thika town carry out marketing of their products prepare well. Thus, this makes it important to assess marketing skills within their groups.

2.6 Financial Management skills and growth of Uwezo Funded youth Project

Financial management skills refers to aptness of the youths to manage money given by the fund officers in charge of Uwezo fund or other sources through appropriate keeping of records, financial supporting and budget. One of the major resources in project is finance which it's not possible to operate without thus attention should be directed to it if projects for youths are survive. Some tasks of finance in youth groups need to be monitored, recorded, and planned. Financial management is a key activity in projects in general and organization due to great demand for a good project planning (Massie 2006).

Financial planning involves coming up with objectives, examination of resources and assets, estimation of future, determination financial needs and setting up a road map to accomplish monetary objectives (Madison 2009). He further, confirmed that, a procedural approach for attainment of effective financial management performance is budgeting and financial planning. Further, sustainability of any project depends on effective financial management starting from the first stage to the last stage. It is crucial to prepare a budget important for any amount of money that is received (Kiogora, 2009). Nevertheless, it in doubt as to whether youth projects in Thika sub-county formulate and use budgets accordingly. Thus, it is important to investigate financial management skills within the groups.

Schoonover (2010) notes that project officers understand the project well and are aware of its stages in terms of products, management, finances, competition and market. In spite of well laid plans, some youth groups in Thika town are still experiencing low growth rate and are not in a position to pay back the loan advanced to them by the Uwezo fund. Correspondingly, (Sanga, 2009) indicted that planning of finance begin with evaluation of the current financial position, he further suggested that a person should understand debts, credits and where their financial position stands. Connell (2008) reckon that financial management and planning belongs to all in a project. Further, he stress that everyone is a financial planners and that every person has a plan

at particular stage. Comparing the mentioned opinion, some youths in the involved in projects, do not believe they financial planners thus being isolated in running the project. Therefore, this threatens growth and expansion of their projects.

Pandey (1997), indicate that the ground for financial analysis, decision making and planning, is information on finance. Information on finance is required to show, contrast and evaluate the sustainability of the projects. Information on finance of an organization is found in financial statements of an organization. They have more information that business leaders can use to analyze project performance in the past. The function of financial statements in an organization are basically to monitor the value of services and goods in and out of an organization in terms of money. Therefore, youths should have a sound financial management plan to ensure their projects grow (Stoner et al 2007).

Financial accounting is that which entails book keeping that records daily activities of finance and preparing the accounts. Financial information can be given to those individuals who need such data for making decision and purpose of making records. According to Chandra (2007), keeping of is linked to an activity that is organized. Only through the data that an entity records daily that the business knows what it has accomplished and well plan what activities to carry out in future.

Systems for keeping records pose a great challenge to an organization. Moreover, they are crucial since they give a basis for reports required in making, banks governmental agencies and potential funders trust the organization. They further provide a picture of the direction an organization is heading and how it is doing. Some organizations, like the youth projects and small firms, may not enjoy good keeping of records for it may be costly and may qualified personnel and facilities. Maintaining appropriate records it may be expensive. Good business record keeping helps in sustaining and expanding an organization and in its absence business runs at risk having financial crisis and wastage of money and opportunities to expand (Sanga, 2009). Chepkoech (2016) in her study on factor influencing performance of Uwezo fund supported projects in Bomet County found that majority of beneficiaries who received Uwezo fund were not trained and this led to misuse of the fund. Those who were trained on how to write

proposal so that they could benefit from the funding, the training covered less on record keeping and financial management.

2.7 Monitoring and evaluation skills and growth of Uwezo funded youth projects

In this study, monitoring and evaluation means systematic collection and analysis of information at regular intervals about ongoing projects in order to compare the actual project impacts against the set objectives to facilitate decision making. According to UNDP 2009, M & E makes it possible to establish if the intended goals have been achieved or not. If there are deviations, corrective measures that are required to ensure that desired results delivered are achieved. The Global conference on Youth Enterprise Employment and Livelihoods Development (YEELD 2008) identified problems that face M & E and their impact on evaluation as: Monitoring and evaluation process diverse in nature, inflexibility, inability to come up with intended program outcome or impact, adaptability, lack of a well-designed impact evaluation that is characterized to program intervention to ethical consideration, change of beneficiaries and incorporation of Gender in monitoring and evaluation difficulty.

According to Patton (1999), monitoring and evaluation means regular crosschecking of the various activities in a project to ensure its continuance as stipulated in the set objectives. Successful implementation of any project depends on monitoring and evaluation which is a systematic collection and analysis of data and which should be continuous on specific indicators in providing stakeholders and management with an indication of project progression and objective achievement. M & E thus forms an important part for success of the project. Lack of accurate and timely information poses a challenge to manage a project or program effectively and efficiently. M & E of project undertakings provides a project and program managers with good avenue for learning from previous encounters, service delivery improvement, allocation of resources, and demonstration of results so as to be accountable to key stakeholders. Sustainability and success of a project greatly rely on constant results on the project continuing activities (Mark, Hanry and Julness, 2000).

In the past one decade, organizations that offer aid have continued to face a lot pressure that they be more effective, efficient and oriented on results. A lot of them have set up agendas that are

result oriented and Result Based Management (RBM). However, in recent times, its' known as 'managing for development results' (Harry and Haltry, 1999). That is why youth in projects require to accept and implement in full concept of M & E to guarantee successful growth of projects. Donor community is concerned with results that help to demonstrate effectiveness of the intervention. In the context of monitoring and evaluation it is realized as an element at the same time. The weakness in Monitoring and Evaluation have come as a challenge in development thus need to improve the systems that are largely recognized. According to Patton (1999), a review that was compared with several main development agencies approaches and strategies to project level Monitoring and Evaluation system indicated that there was a need to better it.

Medium business and large scale project officers and managers urge on important aspects of implementation of projects, milestones of the project, import quality, production quality sustainability and processes (Wickham, 2008). However, the youth, the leaders and members of staff are never taken through monitoring and evaluation training because of finance challenges and incompetency in project management in establishing a baseline against which to check the progress. Hence, when project officers and members of the team are looking after a project, they get competency in M&E skills thus they are in a position to notice variance from project schedule in time and make necessary amendments. (Mulwa, 2007) note that this help ensure that youth projects are fully implemented. Execution of management work in a project, project officers set clear performance guidelines, check them and record actual performance. Comparison against the result, plans and standards is carried out. Communication of the result and deviations are made to persons working on a project, outstanding performance are rewarded and corrective actions taken where there is need (Boltes and Hubbard, 2007).

One of the reason why project fail is due to lack of monitoring and control (Standish group project chaos report, 2005). Monitoring helps the management to know and determine pending challenges and a project or program success. Further, it presents a ground for corrective measures, both operative and substantive to help improve a project design or a program, way of implementing and results quality. Moreover it aids in reinforcement of earlier positive result (UNDP 1997). Sammy and Wanyoike (2015) noted that most of the respondent had no formal

training in M&E. the study further indicate that for monitoring and evaluation to effective, project team need to learn how to apply technical and systematic methodologies of M&E. It is evident from the literature reviewed that monitoring and evaluation might be an important skill towards ensuring good performance and proper management of youth projects.

2.8 Theoretical framework

In this study, Contingency Leadership Theory and System Theory of Organization will be adopted.

2.8.1 Contingency Leadership Theory

Contingency Leadership theory was put forward by Fred Edward Fiedler Austrian psychologist in 1994. It is based on the principle that an organization is an open system which continually interacts with its environment. It assumes that organization operations efficiency depends on its ability to scan and comprehend situational factors like environment. The strengths of this theory is that managers of organizations can effectively apply it to manage individual differences across organizations which are facing different contingency variables and are in need to be managed differently. It also emphasizes the need for managers to manage their organizations depending on complex varieties of important environmental and internal contingencies. The theory also put a lot of emphasis on the dynamic nature of organizations, people and situations and how they change over time. This enables organizational management to be tailored to the prevailing circumstances in achieving desired goals and objectives. The main disadvantage of this theory lies in its rigid nature, that is, it looks at a firm as being in a position to add relevance in the environment always thus it remaining at equilibrium. Researcher therefore, adopted this theory since the growth of youth projects will be greatly determined by managerial skills in that particular project.

2.8.2 Systems Theory of Management

Systems theory was initially proposed in 1950 by Van Bertalanffy. Katatzkhan in 1966 later modified it to fit diverse organizational settings. This theory indicates that each system is put in a way that it has elements that are independent from each other but are interrelated. It is therefore important for the management at the top to understand how the system theory operates. The

assumption of this theory is that there is an interdependence between people and also exists an impact of the external environmental on structure of the organization. The relevance of this theory to the study is that it connects a person, group or department within the youth project to work as a one unit. This theory therefore propose that the responsibility of ensuring that the growth of youth projects do not only depend on those in charge, but also to everyone in the organization . Therefore everyone should co-ordinate to ensure flow of information.

2.9 Conceptual framework

This study conceptualizes managerial skills which include leadership, marketing, financial management and monitoring and evaluation as this independent variable and growth of Uwezo funded youth projects in Thika town as the dependent variable figure relationship between variables. A concept refers to as a symbolic image represents an idea that is abstract. Chin and Kramer (1999) defined a concept as a complex mental formulation of experience. Theoretical framework refers to as a theory on which the study is based. In this case, conceptual framework is the conceptualization of a theory as shown above. The above framework illustrates the relationship between managerial skills and growth of Uwezo funded youth projects. The independent variable managerial skills is characterized by leadership skills, marketing skills, financial management skills and monitoring and evaluation skills. The Dependent variable in this study will be the growth of youth projects in terms of project expansion, creation of employment and increase in working capital.

Independent variables

Moderating variable

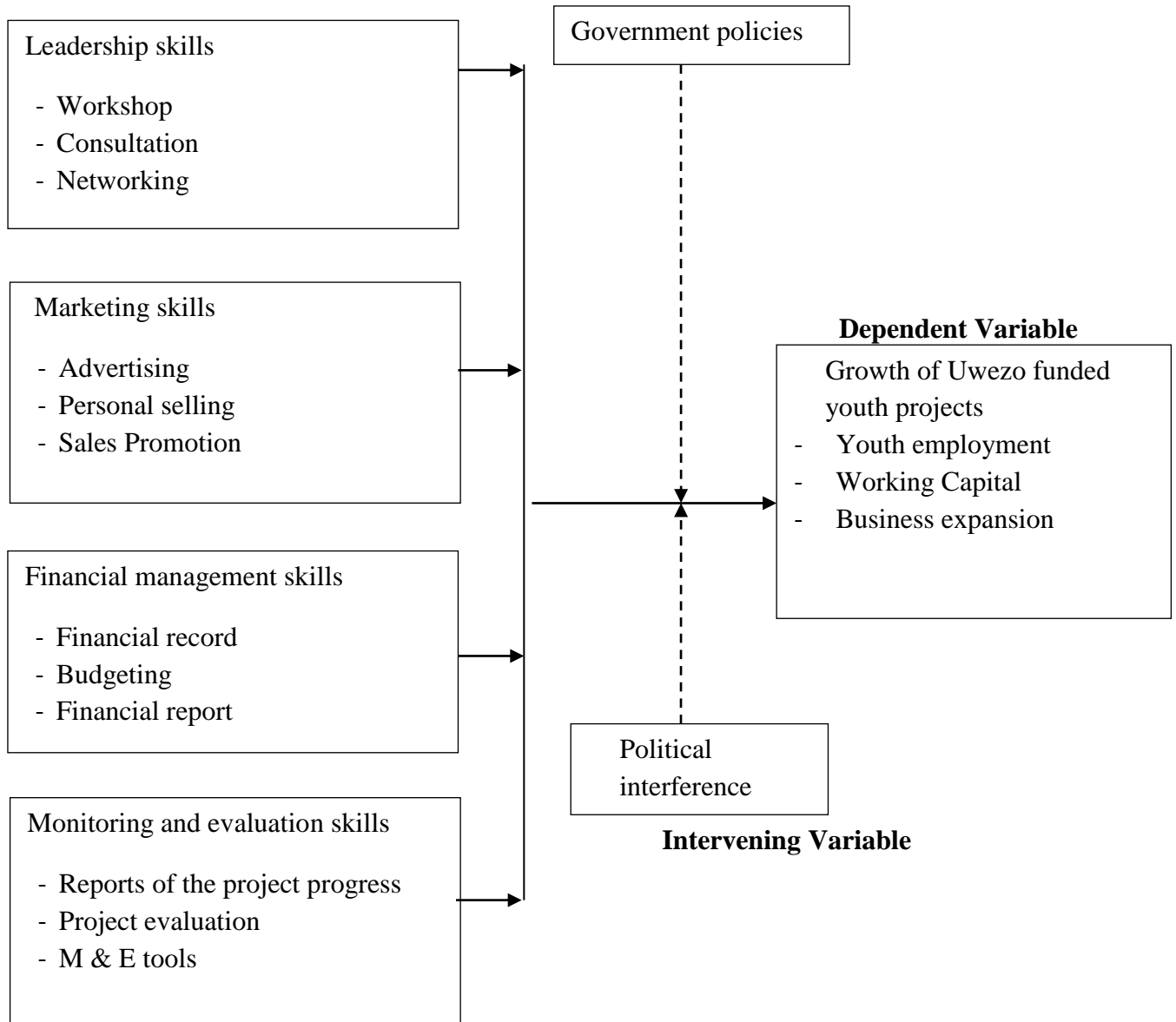


Figure 1: Conceptual framework

2.10 Research Gap

Table 2.1 Research Gap

Variable	Indicators	Author (Year)	Title of Study	Findings	Knowledge Gaps
Leadership skills	<ul style="list-style-type: none"> • Leadership course • Consultation • Networking 	Ongera, Nyakundi and Nyang'au (2009)	Factors influencing Access of Uwezo Fund by citizens. A Case of Nyamira County	Group Dynamics had a negative influence on access of Uwezo fund , whereby majority of respondents felt that conflict and Leadership of groups influenced access to Uwezo fund	The author identified lack of leadership skills as a major hindrance in accessing Uwezo fund. This study sought to identify the influence of Leadership on growth of youth projects Funded under Uwezo, which was not highlighted in their study
Marketing Skills	<ul style="list-style-type: none"> • Advertising • Personal selling • Sales Promotion 	Mumbi, (2011)	Determination of unique marketing challenges encountered by young entrepreneurs in Nairobi	Major challenges faced by young entrepreneurs include selling products outside the country, competing with prices from competitors, dealing with competition, keeping up with level of technology, organizing events to market the business and setting aside finance for marketing , designing and promotion	The author identified marketing challenges that affect young entrepreneurs in running their businesses. He however, failed to acknowledge that marketing skills is a challenge that affect young entrepreneurs and greatly influence the growth of their projects. Thus this study aims at filling this gap.
Financial Management skills	<ul style="list-style-type: none"> • Financial record • Budgeting 	Chepkoech, (2016)	Factors influencing performance of Uwezo fund supported	Majority of beneficiaries who received Uwezo fund were not trained and this led to misuse of	The author acknowledged that financial management skill is a crucial factor to business success. The study sought to bring to light influence of financial management skills on

	<ul style="list-style-type: none"> Financial report 		<p>projects in Bomet County</p>	<p>the fund. Those who were trained on how to write proposal so that they could benefit from the funding, the training covered less on record keeping and financial management</p>	<p>growth of youth projects. These skills were not discussed by the author hence this study sought to fill that gap.</p>
<p>Monitoring and Evaluation skills</p>	<ul style="list-style-type: none"> Constant reports of the project progress M & E tools Project evaluation 	<p>Sammy and Wanyoike (2015)</p>	<p>Influence of project Monitoring and Evaluation on performance of Youth funded agribusiness projects in Bahati</p>	<p>The study showed that most of the respondent had no formal training in M&E. the study further indicate that for monitoring and evaluation to be effective, project team need to learn how to apply technical and systematic methodologies of M&E.</p>	<p>From the study, it was clear that M&E is a very crucial practice for any project to flourish. This study sought to highlight influence of monitoring and evaluation skill as a managerial skill that affect growth of youth projects.</p>

2.11 Summary of Literature

This chapter expalined in detail managerial skills as the independent variable of the study highlighting various characterics of the independent variable. The study has discussed influence of managerial skills in terms of leadership skills, marketing skills, financial managemnt skills and M & E skills on growth of youth projects in relation to the various components of the dependent variable. The components of the dependent variable include the creation of employment, expansion of youth projects, and working capital of the youth projects. The theoretical framework addresses some theories that are relevant to the study. Contingency and systems theory indicate that internal business environment are important in determination of leaders performance. Studies that have been conducted have not established the relationship that

exist between managerial skills and growth of youth projects. Available theories do not exactly define how growth of youth projects may be impacted on managerial skills. This clearly indicates that there is a knowledge gap and this study aims at shedding more light on growth of projects. A case of Uwezo Funded youth projects in Thika Town.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the research methodology used in the study. It focuses on research design, target population, sample size and sampling technique, research instrument, data collection procedure, data analysis technique, and ethical considerations.

3.2 Research design

Descriptive survey design was employed for the proposed study. Descriptive survey design is used to get data that can aid in determining specific behaviors of a large group (Kombo and Tromp, 2006). Moreover, Mugenda and Mugenda (2003) noted that, the aim of research that is descriptive is to obtain adequate and relevant Information in short-time. Best and Khan (2009) agreed with other scholars who argued that descriptive surveys describes and interprets phenomena that are ongoing and relevant effects or developing trends. This design was chosen since the proposed study was collecting information from a large population of youths for the purpose of answering research questions.

3.3 Target population

Wiersma and Jurs (2005) define target population as all members of a hypothetical or real set of events, people or objects which a researcher wishes to generalize the results of the research study. This study therefore targeted 28 Uwezo funded youth groups with an average of 10 people dealing with income generating projects and a District Youth fund officer in Thika town.

Table 3.1 Target population of youth projects.

Stratum	No. of youth groups	Target Population
Agriculture	2	20
Service	20	200
Youth Officer	1	1
Trade	6	60
Total	28	281

Source: District Youth Fund Officer, 2017

3.4 Sample size and sampling techniques

In this section the sample size and the sampling procedure used were discussed here under;

3.4.1 Sample size

According to Mugenda and Mugenda (2003) where there is time and resources, a researcher may take a bigger sample to ensure a higher level of confidence in a study. A sample size of 162 respondents was used in the study in Thika Town drawn from the 28 youth groups. The sample was arrived at using sampling table for coming up with the sample size from a population of Krejcie and Morgan table, (1970). (See Appendix 4)

Table 3.2 Sample size**Sampling Matrix**

Stratum	No. of youth groups	Target Population	Sample size
Agriculture	2	20	11
Service	20	200	115
Youth Officer		1	1
Trade	6	60	35
Total	28	281	162

Source: District Youth Fund Officer, 2017

3.4.2 Sampling procedures

Sampling design is a plan for coming up a sample from a given population. It further refers to a technique or the systematic way in which a researcher would use in selection of items for the sample. Researchers have developed different formulae to describe sample size (Kothari 2004). Stratified sampling was used in order to ensure that various youth groups that benefitted from Uwezo fund were included in the survey. The targeted all the 28 youth groups in Thika town. Simple-random sampling was adopted to select 161 respondents from the groups and a youth officer was picked for the research making a total of 162 respondents. Youth fund officer was purposively selected since he was familiar with the youth groups and their projects.

3.5 Research instruments

Collection of data was done using two instruments; Interview Schedule and questionnaire. The questionnaire was structured and divided into five sections. Section A captured details of the Youth personal information such as level of education, age and number of years served, sections B contained information about the projects section C,D,E and F captured data on managerial skills; leadership, marketing, financial management and Monitoring and Evaluation. Interview schedule was designed to guide on the interviewing the youth fund officers on the influence of the four management skills; leadership, marketing, financial management and Monitoring & Evaluation on growth of projects in Kenya. A case of Uwezo funded Youth Projects in Thika town. The researcher used Questionnaire and Interview schedule since they helped to get the views, opinions and perceptions of the respondent. Such information would have only be collected through questionnaire and interview schedule.

3.5.1 Piloting of the instruments

After developing the instruments, a pilot test was carried out to check on validity and reliability of instrument. The pilot test targeted 16 respondents. Mugenda and Mugenda argue that a sample of 1-10% of the study is enough for the piloting study instrument. The researcher randomly selected 16 respondents from Thika town which represented 9.88% of 162 subjects. The respondents were not involved in the actual study. Once the process was done, the tools were modified to fit the context and preparation for the exercise began. After the piloting, all ambiguities on items were modified and others discarded.

3.5.2 Validity of the research instrument

Validity refers to the degree to which an evidence support any inferences that are made by a researcher based on the data collected in from particular instrument (Orodho, 2009). It verifies as to whether the researcher openly measures what was to be measurer or the extent to the researchers' results are true (Joppe, 2000). In order to ascertain the extent of the research instruments the researcher conducted a pre-test of 5 respondents from the sample to test the instrument. Validity was established through close consultation with my supervisor and peer review with colleagues to ensure that the questionnaire captured all themes in the objective. Experts from department of ODeL were consulted on the relevance of the questions to the topic under study.

3.5.3 Reliability of instrument

Mugenda and Mugenda (2003), define reliability as a measure of how a research instrument generate steady data or results after repeated trials. Split-half method was used to assess the reliability of the instruments. The same questionnaire was administered to the sample which was divided into two halves, thereafter correlation co-efficient was applied to compare the correlation between the two scores. The computed coefficient was calculated using Spearman-Brown prophecy formula. A coefficient of 0.8 was obtained. According to Mugenda and Mugenda (2003) a value of 0.8 is considered reliable, thus the instrument was considered reliable.

3.6 Data collection procedure

Data was collected by first obtaining clearance letter from the university and research permit from National Commission for Science, Technology and Innovation (NACOSTI) which was shared with the respondents during the actual study. Before carrying out the research, proper documentation and printing of copies was done early enough. The researcher and the research assistant made field visits to obtain data on variables under investigation from the sample population. Questionnaires were distributed and a follow up on the third day was made to ensure they were returned. The youth officer was interviewed in order to give some clarification on issues related to management of youth groups and their growth. This was thematic on the following areas financial management, marketing, monitoring and evaluation and leadership and their influence on growth of youth projects.

3.7 Data analysis technique

Data was collected using questionnaires that were systematically organized in a manner that facilitated analysis through descriptive statistics and inferential statistics. Quantitative data from the questionnaires and interview schedule was analyzed using descriptive statistics to establish the relationship between variables. Qualitative data was analyzed qualitatively based on the content analysis. They were analyzed using the statistical techniques such as frequencies and percentages. Data was analyzed with help of statistical package for social science (SPSS) program version 17.0.

The researcher also used multiple regression analysis which was used to predict influence of independent variable on the dependent variable. Since there were four independent variables in this study the multiple regression model assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:-

Y= Influence of managerial skills

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = leadership skills

X_2 = Financial management skills

X_3 = Marketing skills

X_4 = Monitoring and evaluation skills

ε =Error Term

3.8 Ethical considerations

The researcher obtained introduction letter from University of Nairobi and a research permit from the National Council for Science and Technology (NACOSTI) to carry out the study. Respondents were made aware that participation was voluntary and were also assured of confidentiality of the information they provided and that the information was used only for the

purposes of the study. The questionnaires did not require respondents to fill in their names in order to maintain confidentiality.

Table 3.2: Operationalization of variables

Objectives	Type of Variable	Indicator	Measuring Indicators	Scale	Tools of analysis	Type of analysis
To establish influence of leadership skills on growth of Uwezo funded youth project.	Independent	Leadership skills	<ul style="list-style-type: none"> • Leadership course • Consultation • Networking 	Nominal interval ordinal	Percentage Mean score	Descriptive statistics
Assessment of the extent to which marketing skills influence growth of Uwezo funded youth projects	Independent	Marketing skills	<ul style="list-style-type: none"> • Advertisement • Sales promotion • Personal selling 	Nominal Interval Interval ordinal	Percentage Mean score	Descriptive statistics
To establish the influence of financial management on skills growth of Uwezo funded youth project	Independent	Financial management skills	<ul style="list-style-type: none"> • Availability of financial reports • Availability of budgets for the projects • Bookkeeping evidence • Evidence of regular cash flow 	Nominal Nominal Nominal	Percentage Mean score	Descriptive statistics

To assess the extent to which M & E influence the growth of Uwezo funded youth project	Independent	Monitoring and evaluation skills	<ul style="list-style-type: none"> • Availability of monitoring tools • M & E tools • .No of times M&E is carried out 	Interval Ordinal Interval Ordinal Ratio	Percentage Mean score	Descriptive statistics
Growth of Uwezo funded youth projects	Dependent	Growth of projects in Kenya	<ul style="list-style-type: none"> • Increased working capital • No of youths employed • Business expansion 	Nominal Nominal Nominal Nominal	Mean score	Descriptive statistics Inferential statistics

CHAPTER FOUR
DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Introduction

This chapter covers data analysis, presentation and interpretation of the study findings. The subtitles are arranged according to the objectives of the study. Data was collected from youths who benefited from Uwezo fund in Thika town based on the influence of managerial skills on growth of Uwezo funded youth projects. Data was interpreted as per the research questions. Presentation of the data was done using frequencies and percentages which were guided by the questionnaire of the study.

4.2 Questionnaire Return rate

The study targeted 162 respondents from 28 youth groups in Thika. Analysis was done and presented in the table 4.1

Table 4.1 Questionnaire return rate

Target respondents	Actual responded	Return rate
162	150	92%
TOTAL	150	92

A total of 162 questionnaires were distributed among the youths of which 150 questionnaires were duly filled and returned representing a response rate of 92%. A response rate of 80 to 90% is enough for descriptive survey study (Nachimais and Nachimais, 2008). Therefore return rate was considered excellent for the analysis of the study findings.

4.3 Personal information of the respondents

This section indicates the personal information of the respondents which includes level of education, Age of the respondents and duration of the group.

4.3.1 Level of education

The level of education of the youths was established in order to find out their ability to practice skills gained in colleges and school. Results were tabulated in Table 4.2

Table 4.2: Distribution of responses on level of education of respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Primary	73	48.7	48.7	48.7
Secondary	49	32.7	32.7	81.3
Colleges	15	10.0	10.0	91.3
University	13	8.7	8.7	100.0
Total	150	100.0	100.0	

From the results indicated in the Table 4.2, 73 (48.7%) respondents had primary education, 49 (32.7%) respondents had secondary education, 15 (15%) respondents had college education and 13 (8.7%) respondents had university education. This implies that a lot of training was supposed to be carried out since majority had primary education and required guidance on project running.

4.3.2 Age of the respondents

The age of the respondents was considered in order to determine the dominant age group of the beneficiaries since Uwezo fund targeted youths in range of 18 – 35 years. Respondents were asked to indicate their age groups and results were tabulated in Table 4.3

Table 4.3: Responses on Ages of the respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid below 25 years	18	12.0	12.0	12.0
25 - 34 years	124	82.7	82.7	94.7
35 - 44 years	8	5.3	5.3	100.0
Total	150	100.0	100.0	

Results in Table 4.3 indicate that majority of respondents were 18 - 35 years represented by 132 (94.7%) respondents. However 8 (5.3%) respondents were above 35 years at the time the study was being conducted. It was noted that they had registered as youths when they were close to 35 years.

4.3.3 Duration in the group.

The researcher wanted to know the period in which the youths have been in the group. The respondents were asked to indicate their duration in the group and the results were analyzed and tabulated in Table 4.4

Table 4.4: Responses on duration in the group

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid				
between 1 - 2 years	24	16.0	16.0	16.0
less than 1 year	34	22.7	22.7	38.7
between 2 - 3 years	11	7.3	7.3	46.0
above 3 years	81	54.0	54.0	100.0
Total	150	100.0	100.0	

Table 4.4, 24 (16%) of the respondents had been in their group for 1-2 years, 34 (22.7%) of the respondents had been on the group for less than 1 year, 11 (7.3%) of the respondents had been in the group for 2-3 years and 81 (54%) of the respondents had been in their group for above 3 years. This indicate that majority of the youths joined their groups with anticipation of the funding from the government and start their projects. Such groups are likely to collapse at norming stage thus negatively affecting the growth of Uwezo funded youth projects.

4.4 Information about the project

This section captures information about the project which include Initial fund of the project, source of initial funding and continuation of the funding.

4.4.1 Distribution of responses one the amount Initial funding from Uwezo fund.

The researcher was interested to know the initial funding of their projects. The results were obtained and tabulated as shown in Table 4.5

Table 4.5 Distribution of responses on amount of money in the Initial funding

	Amount in Kshs	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Below 10,000	46	30.7	30.7	30.7
	10,000 - 50,000	48	32.0	32.0	62.7
	50,000 - 100,000	20	13.3	13.3	76.0
	above 100,000	36	24.0	24.0	100.0
	Total	150	100.0	100.0	

From Table 4.5, 48 (32%) respondents indicated their initial funding from Uwezo was 10,000-50,000, 46 (30.7%) respondents indicated that they received below 10,000, 36(24%) respondents indicated that they received above 100,000 as their initial funding and 20 (13.3%) respondents indicated that they received 50,000-100,000.

4.4.2 Source of initial funding

The source of initial funding was established in order to understand whether the youths only depended on Uwezo fund alone. The results were obtained and analyzed in the Table 4.5

Table 4.6 Responses on Source of initial funding of the project

	Source of funding	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	member contribution	52	34.7	34.7	34.7
	Government	30	20.0	20.0	54.7
	Donor	48	32.0	32.0	86.7
	Others	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

From the Table 4.6 above 52(34.7) respondents indicated that they initially funded their projects, 48(32%) respondents showed that they received their initial funding from the donor, 30(20%) respondents indicated they received their initial funding from the government, 20(13.3%) respondents indicated that they received initial funding from other sources. Contribution by members indicate that the youths were committed to the success of their projects. Those who received initial funding from the government are most probably who started their groups to benefit from the Uwezo fund. Community based donor may have given the youths initial funding as way to empower them to start and run their projects.

4.4.3 Additional project funding

The researcher was interested to know whether the respondent continued to get funding after obtaining the initial fund. The results were obtained and analyzed and displayed in the Table 4.7

Table 4.7 Responses on additional project funding from Uwezo

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	79	52.7	52.7	52.7
	No	71	47.3	47.3	100.0
	Total	150	100.0	100.0	

Results in Table 4.7 indicate that 79(52.7%) respondents received additional funding while 71(47.3%) respondents indicated that they did not get additional funding for their project funding. Those who sourced extra funding may have cleared their first loan while those who did not source extra funding might have defaulted their loan or they are still repaying.

4.5 Leadership skills and Growth of Uwezo funded youth projects

This objective sought to determine influence leadership skills on growth of Uwezo funded youth projects in Kenya. Investigation was on whether the beneficiaries had attended any leadership course offered by Uwezo fund, whether they had teamwork in the running of their projects, whether as part of the leadership they had been sorting any consultation over their project and

whether they had any networking with other youths. The findings are as presented in subsequent tables

4.5.1 Responses on leadership Courses attendance

The Respondents were required whether they had attended any leadership course organized by Uwezo fund. Results were obtained and analyzed and shown in Table 4.8

Table 4.8 Responses on leadership Courses attendance

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	42	28.0	28.0	28.0
	No	108	72.0	72.0	100.0
	Total	150	100.0	100.0	

From Table 4.8 108(72%) respondents reported that they had not attended any leadership course organized by Uwezo Fund while 42(28%) respondents indicated that they have attended a leadership course organized by Uwezo fund. In attendance of the majority of the youths on leadership training indicate that they lacked proper skills to learn their project. This may lead to collapse of their projects.

4.5.2 Teamwork in project operation.

The researcher sought to know whether the respondent were having teamwork in the course of running their project. Results were obtained and analyzed and tabulated in Table 4.9

Table 4.9 Responses on whether they had teamwork in project operation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	108	72.0	72.0	72.0
	No	42	28.0	28.0	100.0
	Total	150	100.0	100.0	

Results in Table 4.9 indicate 108(72%) respondents had teamwork during the operation of their project while 42(28%) respondents indicated not to have teamwork in operation of their projects. Majority of the respondents had teamwork, this indicate that their projects were run well thus experiencing growth of the projects. Those who did not have teamwork in operation of the project experienced difficulties in operating their project.

4.5.3 Consultation over the project

The researcher was interested to know whether the respondent were consulting over their projects. Results were obtained and tabulated in Table 4.10

Table 4.10 Responses on Consultation over the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	29	19.3	19.3	19.3
	Yes	121	80.7	80.7	100.0
	Total	150	100.0	100.0	

From table 4.10 121(80%) respondents have been consulting about their projects while 29(19.3%) respondents reported not to have consulted over their projects. Majority consulted over their projects and this helped to run the project efficiently since they got guidance. Those who did not consult may have faced challenges in running their projects.

4.5.4 Networking with other youth groups

Respondents were asked to indicate whether they networked with other groups. Responses were obtained and analyzed and shown in Table 4.11

Table 4.11 Responses on networking with other youth groups

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	112	74.7	74.7	74.7
	Yes	38	25.3	25.3	100.0
	Total	150	100.0	100.0	

Results in Table 4.11 indicate that 112(74.7%) respondents did not have been networking with other beneficiaries while 38(25.3%) respondents indicated that they had been networking with other beneficiaries. Majority of the respondents did not network with other groups which means that they didn't share knowledge and ideas which are crucial for growth of projects. Those who networked may have used ideas and knowledge to grow their projects

4.5.5 Leadership skills and growth of Uwezo funded youth projects.

The study sought to establish whether leadership skill led to growth of Uwezo fund youth projects. Data was obtained from the respondents analyzed as shown in Table 4.12

Table 4.12 Responses on Leadership skills and Growth of Uwezo funded Youth projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	42	28.0	28.0	28.0
	Disagree	24	16.0	16.0	44.0
	Agree	24	16.0	16.0	60.0
	strongly agree	60	40.0	40.0	100.0
	Total	150	100.0	100.0	

Table 4.11 shows that 60(40%) respondents strongly agree that leadership skills have led to growth of their projects, 42(28%) respondents strongly disagree that leadership skills have led to the growth of Uwezo funded youth projects, 24(16%) respondents disagree that leadership skills

have led to growth of Uwezo funded youth projects, 24(16%) respondents agree that leadership skills have led to the growth of youth projects. District youth fund officer indicated that leadership is crucial in running a projects and advocated youths to enroll for leadership courses so that the can get the right skills before and after funding.

4.6 Marketing skills and Growth of Uwezo funded youth projects

This objective sought to establish the influence of marketing skills on growth of Uwezo funded youth projects. The indicators that were investigated include; Method of marketing products they use. The respondents were also to indicate whether they face challenges in marketing their products and whether agree or disagree that marketing had led to the growth of Uwezo funded youth projects.

4.6.1 Methods of marketing products

The study sought to establish on the method that the youths use to market their products. Results from the respondent were obtained and tabulated in table 4.13

Table 4.13 Responses on methods of marketing products

	Frequency	Percent	Valid Percent	Cumulative Percent
Advertising	60	40.0	40.0	40.0
Personal selling	42	28.0	28.0	68.0
Valid sales promotion	21	14.0	14.0	82.0
Others	27	18.0	18.0	100.0
Total	150	100.0	100.0	

Results in Table 4.12 indicate that 60(40%) respondents preferred to use advertising method to market their products, 42(28%) respondents reported that they use personal selling to markets their products, 21(14%) respondents indicated that they use sales promotion as a way to market their products and 27(18%) respondents indicated that they use other methods to market their products. This indicates that youths lack clear marketing structures for marketing their products.

4.6.2 Difficulties experienced in marketing products

The researcher was interested to know whether the respondent faced difficulties in marketing their product. Data obtained was analyzed as shown in Table 4.14

Table 4.14 Responses on Difficulties experienced in marketing products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	116	77.3	77.3	77.3
	No	34	22.7	22.7	100.0
	Total	150	100.0	100.0	

Table 4.14 indicate that majority of the respondents 116(77.3%) reported that they encountered difficulties in marketing their products while 34(22.7%) respondents indicated that they did not face some difficulties in marketing their products. Challenges faced may have been resulted by choice of an effective marketing method. This indicates that beneficiaries need more training on marketing in order to understand market structures.

4.6.3 Marketing skills and growth of Uwezo funded youth projects

The study sought to establish whether marketing skills have led the growth of Uwezo funded youth projects. The respondents responded and results were analyzed and tabulated in Table 4.15

4.15 Response on marketing skills and growth Uwezo funded Youth projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	14	9.3	9.3	9.3
	Disagree	29	19.3	19.3	28.7
	Agree	61	40.7	40.7	69.3
	strongly agree	46	30.7	30.7	100.0
	Total	150	100.0	100.0	

Results in Table 4.14 indicate that 61(40.7%) respondents agree that marketing skills have led to growth of their projects, 46(30.7%) respondents strongly agree that marketing skills have led to the growth of their projects, 29(19.3%) respondents disagree that marketing skills have led to the growth of their projects and 14(9.3%) respondents strongly disagree that marketing skills have led to the growth of the of their projects. District youth officer reported that youths should be trained how to carry out marketing so that they can improve their marketing skills

4.7 Financial Management skills and growth of Uwezo Funded youth projects

This objective sought to establish the influence of financial management skills of growth of Uwezo funded youth projects. Indicators that were used focused on management of finances in the project, whether they sourced extra funding from Uwezo, whether they faced any difficulties in repayment of the loan. Beneficiaries were also asked to rate their financial management skills and to indicate whether Financial management skills have led to the growth of Uwezo funded youth projects.

4.7.1 Ways of managing finances in the project

The researcher was interested to know ways in which the respondents used to manage their finances. Responses for the respondents was obtained and tabulated in Table 4.16

Table 4.16 Responses on ways of management of finances in the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Budget	25	16.7	16.7	16.7
	Report	40	26.7	26.7	43.3
	Record	85	56.7	56.7	100.0
	Total	150	100.0	100.0	

Results in table 4.15 85(56.7%) respondents reported that they use records to manage their finances in their projects, 40(6.7%) respondents indicated that they reports to manage their finances while 25(16.7%) respondents report they used Budget to manage their projects. Youths using records to manage finances indicate that they have a knowledge in record keeping. Minority used budget to manage their finances. They need to be trained on how to prepare budgeting in order to manage their finances well.

4.7.2 Sourcing extra funding from Uwezo

The researcher sought to know whether the respondents have sourced extra fund from Uwezo. Results from the respondents were analyzed and tabulated in Table 4.17

Table 4.17 Responses on whether they had sourced any extra funding from Uwezo

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	58	38.7	38.7	38.7
	No	92	61.3	61.3	100.0
	Total	150	100.0	100.0	

Results in Table 4.16 indicate that 92(61.3%) respondents have not source extra funding from Uwezo fund while 58(38.7%) respondents have sourced extra funding from Uwezo fund. Majority had not sourced extra funding, this may be due to outstanding loan balance that they had not cleared. Those who sourced extra funding had completed repaying their loan balances.

4.7.3 Any difficulties experienced in repayment of the Uwezo fund Loan

The study sought to establish whether the youths experienced difficulties in repayment of their loan. Responses from the respondents were analyzed and presented in Table 4.18

Table 4.18 Responses on whether they experienced any Difficulties in repayment of Uwezo fund loan

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	68	45.3	45.3	45.3
	No	82	54.7	54.7	100.0
	Total	150	100.0	100.0	

Results in table 4.18 indicate that 82(54.7%) respondents' beneficiaries did not experience difficulties in repayment of the loan while 68(45.3%) respondents reported to experience

difficulties in repayment of the loan. District youth fund officer indicated that 18.5% had fully settled their Loan while 81.5% had not fully settled their loans. He further noted that some 40.7% had defaulted their loans.

4.7.4 Rating of financial management skills of the beneficiaries

The researcher asked the respondents to rate their financial management skills. Results were obtained, analyzed and presented in Table 4.19

Table 4.19 Responses on Rating of financial management skills

		Frequency	Percent	Valid Percent	Cumulative Percent
	very adequate	55	36.7	36.7	36.7
	fairly adequate	59	39.3	39.3	76.0
Valid	Adequate	23	15.3	15.3	91.3
	Inadequate	13	8.7	8.7	100.0
	Total	150	100.0	100.0	

Table 4.19 indicate that 59(39.3%) respondents rated their financial management skills as fairly adequate, 55(36.7%) respondents rated their financial management skills as very adequate, 23(15.3%) respondents rated their financial management skills as adequate and 13(8.7%) respondents their financial management skills as inadequate.

4.7.5 Financial management skills and growth of Uwezo funded youth projects

The study sought to assess whether financial management skills have led to the growth of Uwezo funded youth projects. Responses were obtained and tabulated in Table 4.20

Table 4.20 Responses on financial management skills and growth of Uwezo funded youth projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	85	56.7	56.7	56.7
	Agree	45	30.0	30.0	86.7
	Disagree	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

Results in table 4.20 indicate that 85(56.7%) respondents strongly agree that financial management skills have led to the growth of Uwezo funded youth projects, 45(30%) respondents agree that financial management skills have led, 20(13.3%) respondents disagree that financial management skills have led to the growth of Uwezo funded youth projects. District youths fund officer noted that they have carrying out financial literacy training to the youths. He further indicated that more trainings were required for them to run their projects well.

4.8 Monitoring and Evaluation skills and growth of Uwezo funded youth projects

The last objective of the study was to examine the influence of monitoring and evaluation skills on growth of Uwezo funded youth projects. The study sought to find out whether the beneficiaries had done any monitoring and evaluation of their project and whether they prepared periodic reports on the project. Beneficiaries were required to rate their monitoring and evaluation skills and were also required to indicate whether monitoring and evaluation has led to the growth of Uwezo funded youth projects. Results were obtained and analyzed a shown below.

4.8.1 Monitoring and evaluation carried out carried out

The respondent was interested to whether the respondents had carried out monitoring and evaluation of their projects. Responses were obtained, analyzed and tabulated in table 4.21

Table 4.21 Responses on any monitoring and evaluation that has been carried out on the project

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	114	76.0	76.0	76.0
	No	36	24.0	24.0	100.0
	Total	150	100.0	100.0	

Results in table 4.21 indicate that 114(76%) respondents carried out monitoring and evaluation of their projects while 36(24%) respondents reported that they did not carry out monitoring and evaluation of their projects. Carrying out monitoring and evaluation indicate that the respondents kept track of their project and could avert risk that posed a threat to their project.

4.8.2 Periodic report writing.

The study sought to find out whether the respondents wrote period report in order to monitor their project progress. Results were obtained and tabulated in Table 4.22

Table 4.22 Response distribution periodic report writing.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	105	70.0	70.0	70.0
	No	45	30.0	30.0	100.0
	Total	150	100.0	100.0	

Table 4.22 indicate that 105(70%) respondents wrote periodic reports on progress of their projects while 45(30%) respondents reported not to have written periodic reports. Reports are important in running of project. Majority wrote periodic reports on the progress of their projects.

4.8.3 Rating of monitoring and evaluation skills

Respondents were requested to rate their monitoring and evaluation skills. Results were tabulated and presented in Table 4.23

4.23 Responses on rating of monitoring and evaluation skills

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very adequate	23	15.3	15.3
	fairly adequate	80	53.3	68.7
	Adequate	36	24.0	92.7
	Inadequate	11	7.3	100.0
	Total	150	100.0	100.0

Majority of the respondents 80(53.3%) as fairly adequate, 36(24.0%) respondents rated their monitoring and evaluation as adequate, 23(15.3%) respondents rated as very adequate while 11(7.3%) respondents rated as inadequate.

4.8.4 Monitoring and evaluation skills and growth of Uwezo funded youth projects

The study sought to whether monitoring and evaluation skills have led to growth of Uwezo funded youth projects. Responses were obtained and tabulated in Table 4.24

Table 4.24 monitoring and evaluations skills to growth of Uwezo funded youth projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	18	12.0	12.0
	Agree	26	17.3	29.3
	Neutral	18	12.0	41.3
	Disagree	48	32.0	73.3
	Strongly Disagree	40	26.7	100.0
	Total	150	100.0	100.0

Analysis in table 4.24 indicate that 48(32%) respondents strongly disagree that monitoring and evaluation skills have led to the growth of Uwezo funded youth projects, 40(26.7%) respondents disagree that Monitoring and evaluation skills have led to the growth, 26(17.3%) agree that monitoring and evaluation skills have led to the growth, 18(12%) respondents strongly agree that monitoring and evaluation have led to the growth, 18(12%) respondents were neutral.

4.9 Growth of Uwezo funded youth Projects

The study also sought to find out whether their projects have grown. The respondents were asked to indicate whether their projects have expanded, whether the project have created employment and whether their working capital for the projects have increased.

4.9.1 Expansion of the project

The study sought to find out whether their projects have expanded since that since they started. Results were obtained, analyzed and presented in Table 4.25

Table 4.25 Responses on project expansion

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	18	12.0	12.0
	Agree	36	24.0	36.0
	Neutral	24	16.0	52.0
	Disagree	26	17.3	69.3
	Strongly Disagree	46	30.7	100.0
	Total	150	100.0	100.0

Results in table 4.25 indicate that 46(30.7%) respondents strongly disagreed that their project has expanded, 36(24%) respondents agreed that their project have expanded, 26(17.3%) respondents disagreed that their project have expanded, 24(16%) respondents were neutral while 18(12%) respondents strongly agreed that their project have expanded.

4.9.2 Creation of employment opportunities

Researcher sought the find out whether the projects have created employment. Responses were obtained, analyzed and presented in table 4.26.

Table 4.26 Responses on creation of employment by the projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly agree	85	56.7	56.7	56.7
	Agree	45	30.0	30.0	86.7
	Disagree	20	13.3	13.3	100.0
	Total	150	100.0	100.0	

Analysis from Table 4.26 indicate that majority of the respondents 85(56.7%) strongly agreed that the project created employment, 45(30%) respondents agreed that the project has created employment while 20(13.3%) respondents disagreed that the project has created employment.

4.9.3 Increase in working capital of the projects

The researcher was interested to know whether the working capital the project has increased since they started their projects. Results were obtained, analyzed and presented in Table 4.27.

Table 4.27 Responses on increase in working capital of the projects

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Agree	100	66.7	66.7	66.7
	Agree	50	33.3	33.3	100.0
	Total	150	100.0	100.0	

Results in Table 4.27 indicate that 100(66.7%) respondents strongly agreed that the working capital of the project has increased while 50(33.3%) respondents reported that they agreed that their working capital has increased.

4.10 Factors or additional information that may affect growth of Uwezo funded youth projects

The researcher sought to know whether there are other factors that could affect the growth Uwezo funded youth projects. Results obtained, analyzed and presented in the Table 4.28

Table 4.28 Responses on factors or additional information that may affect growth of Uwezo funded youth projects

	Frequency	Percent	Valid Percent	Cumulative Percent
Funding procedures	30	20.0	20.0	20.0
Amount loaned	20	13.3	13.3	33.3
Training	24	16.0	16.0	49.3
Valid Government policies	36	24.0	24.0	73.3
Political interference	40	26.7	26.7	100.0
Total	150	100.0	100.0	

Results in Table 4.28 indicate that 40(26.7%) respondents believe that political interference affected growth of Uwezo funded youth projects, 36(24%) respondents indicated that government policy could affect growth, 30(20%) respondents noted that funding procedures could affect the growth, 24(16%) respondents reported that Trainings could affect that growth while 20(13.3%) respondents indicated that amount loaned could affect the growth of Uwezo funded youth projects.

4.11 Inferential statistics

The inferential statistics was used in the study to verify whether a relationship between the variables as well as the strength of that relationship was there. Inferential analysis targeted at reaching to a conclusion that goes further form data obtained between the independent and dependent variables in the study (leadership skills, marketing skills, financial management skills and monitoring and evaluation skills). Results were obtained and tabulated in Table 4.29.

Table 4.29 ANOVA

Model	Sum of square	Df	Mean square	f	Sig.
Regression	2.535	2	1.269	5.456	0.25
Residual	9.308	39	2.328		
Total	3.466	41			

*** ** significant at 5% level

Results in Table 4.29 indicate that F critical at 5% significance level was 3.466. Calculated F was found to be 5.456 which was greater the F critical, this indicated that the whole model was significant to the study. Significance value obtained was 0.25 which is less than 0.5 significance level of the study. This further indicate that model was statistically significant in prediction of how leadership skills, marketing skills, financial management skills and monitoring and evaluation influence growth of Uwezo funded youth projects in Thika town.

Table 4.30 Significance of the variables in the model

Model	Unstandardized coefficient		Standardized coefficient	T	Sig.
	B	Std error	Beta		
(Constant)					
Growth of Project	3.026	.733		2.127	.000
Leadership skills	.269	.225	.202	3.081	.293
Marketing skills	.172	.155	.147	2.578	.433
Financial Management skills	.201	.222	.016	2.960	.939
monitoring and evaluation	.233	.153	.232	3.229	.191

The study carried out multiple regression analysis to verify relationship between independent variables and dependent variable. The regression equation was:

$$Y = \beta_0 + 0.269x_1 + 0.172x_2 + 0.201x_3 + 0.233x_4 + \varepsilon$$

Where:-

Y= Influence of managerial skills

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = leadership skills

X_2 = Financial management skills

X_3 = Marketing skills

X_4 = Monitoring and evaluation skills

ϵ =Error Term

In accordance to the regression model employed, considering all determinants into account (leadership skills, marketing skills, financial management skills and monitoring and evaluation skills) constant at zero, increase in a unit in leadership skills resulted to 0.269 increase in growth of Uwezo funded youth projects, increase in a unit in marketing skills resulted to a 0.179 increase in growth of Uwezo funded youth projects, increase in a unit in financial management skills resulted to 0.201 increase in growth of Uwezo funded youth projects and a unit increase in monitoring and evaluation resulted to 0.233 an increase in growth of Uwezo funded youth projects, hence the most significant determinant was leadership skills. From the analysis Leadership skills had the greatest influence in growth of Uwezo funded youth projects, Monitoring and evaluation skills had a great influence while financial management skills and marketing skills followed respectively.

4.12 Discussion on the findings

In the reviewed Literature, Uwezo fund is a flagship project for vision 2030 by the government to help the youths to start small scale projects. The aim was to create employment among the youths who are facing the challenge of unemployment.

4.12.1 Leadership skills and growth of Uwezo funded youth projects

The first objective of this study was to establish influence of leadership skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Majority of the youths indicated did not attend leadership course organized by Uwezo fund. This indicates that the course was organized after the beneficiaries had received the cash. Good leadership might have been attributed by high number of the youths who had secondary school education and above. Most likely they were elected as leaders. Leadership skills was found to have a greatest influence on the growth of Uwezo funded youth projects. This is in agreement with study conducted by Gachina (2016) who found that Leadership skills have a positive effect on SME's. Organizing tasks and workshop for organizations management assist them to be aware of

positive leadership styles effectiveness. When leadership offers positive results and members of group reciprocate with good work, the results can be beneficial and this results to an effective and productive projects (Dana 2001). Youths need to be flexible because a group member responds to differently various styles of leadership on different ways.

4.12.2 Marketing skills and growth of Uwezo Funded youth Projects

The second objective was to establish influence of marketing skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Majority of the beneficiaries preferred advertising their products more than personal selling and sales promotion. Results indicated that 116(77.3%) respondents reported that they encountered difficulties in marketing their products while 34(22.7%) indicated that they do not face difficulties in marketing their products. This implies marketing skills is a challenge affecting the youths. Muraga (2013) noted that youths lack market structures for displaying their products and also have limited exposure due to lack of sufficient resources to facilitate their marketing. Karanja et al (2013) also indicated that SMEs face many challenges that prevent them from reaching their goals. One of the main challenge in marketing is lack of information. Many SMEs depend on traditional forms of information such as business friends and personal contact with the customers. This is caused by lack of skills by SMEs and poor network system.

4.12.3 Financial Management skills and growth of Uwezo Funded youth Project

The third objective was to determine influence of financial management skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Majority indicated to have adequate financial management skills. This was attributed by majority of youths have a high level of education. However more training should be conducted in order to enhance the financial management skills so that they manage their finances well and repay their loans without difficulties as reported. Financial management skills had a positive influence on growth of Uwezo funded youth projects. Chepkoech (2016) noted that beneficiaries of Uwezo fund in Bomet County were not trained well on financial management and this led to misuse of the fund. Those who were trained on how to write proposal so that they could benefit from the funding, the training covered less on record keeping and financial management. Budgeting, financial planning

is one systematic approach that help to attain an effective management performance and sustainability of a project and starts right from implementation to stage last phase (Madison, 2009).

4.12.4 Monitoring and evaluation skills and growth of Uwezo funded youth projects

The fourth objective was to examine the influence of monitoring and evaluation skills on growth of youth projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Majority indicated that they have been carrying out monitoring and evaluation of their project through periodic reports of the status of the projects. Youths should be trained on how to conduct monitoring and evaluation. The study found that this skill have a positive influence on growth of Uwezo funded youth projects. When project officers and members of the team are looking after a project, they get competency in M&E skills thus they are in a position to notice variance from project schedule in time and make necessary amendments (Mulwa, 2007). Successful growth of a project mostly rely on M & E which is supposed to be done routinely. It involves a collection and analysis of data systematically on specified indicators to give the management and stakeholders' development intervention indicating the extent to which the objectives are being achieved.

CHAPTER FIVE

SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the following; summary of the findings, conclusion of the study, recommendation of the study and suggestions for further studies.

5.2 Summary of the Findings

The study was based on influence of managerial skills on growth of projects in Kenya. A case of Uwezo Funded youth projects in Thika town. Responses from the respondents were obtained and analyzed. The findings are summarized in the subsequent sub sections.

5.2.1 Leadership skills and Growth of Uwezo funded youth projects

The first objective of this study was to establish influence of leadership skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. The study indicate that majority 108(72%) respondents reported that they did not attend any leadership course organized by Uwezo Fund while 42(28%) indicated that they had attended a leadership course organized by Uwezo fund. Results analyzed indicated that 108(72%) respondents had teamwork while 42(28%) indicated not to have teamwork. 121(80%) respondents had been consulting about their projects while 29(19.3%) reported to have consulted. From the results analyzed, 60(40%) respondents strongly agree that leadership skills have led to growth of their projects, 42(28%) strongly disagree that leadership skills have led to the growth of Uwezo funded youth projects, 24(16%) disagree that leadership skills have led to growth of Uwezo funded youth projects, 24(16) agree that leadership skills have led to the growth of Uwezo funded youth projects. Inferential statistics indicated that leadership skills has a positive influence on growth of Uwezo funded youth projects in Thika town.

5.2.2 Marketing skills and growth of Uwezo funded youth projects

The second objective was to establish influence of marketing skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Analysis of results indicated that 60(40%) respondents preferred to use advertising method to market their products, 42(28%)

reported that they use personal selling to markets their products, 21(14%) indicated that they use sales promotion as a way to market their products and 27(18%) indicated that they use other methods such to market their products. Majority of the respondents reported that they encounter difficulties in marketing their products. Majority also agreed that marketing skills have led to the growth of Uwezo funded youth projects and has a positive influence.

5.2.3 Financial management skill and growth of Uwezo funded youth projects

The third objective was to assess influence of financial management skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Majority use records to manage their finances and they have not sourced extra funding from Uwezo fund. Results indicated that 85(56.7%) respondents strongly agree that financial management skills have led to the growth of Uwezo funded youth projects, 45(30%) respondents agree that financial management skills have led, 20(13.3%) respondents disagree that financial management skills have led to the growth of Uwezo funded youth projects. This objective was found to have a positive influence to the growth of Uwezo funded youth projects.

5.2.4 Monitoring and evaluation skills and growth of Uwezo funded youth projects

The fourth objective was to examine the influence of monitoring and evaluation skills on growth of projects in Kenya. A Case of Uwezo funded youth projects in Thika Town. Majority of the respondents indicated that they carried out monitoring and evaluation of their projects. Results indicated that 48(32%) respondents strongly disagree that monitoring and evaluation skills have led to the growth of Uwezo funded youth projects, 40(26.7%) respondents disagree that Monitoring and evaluation skills have led to the growth, 26(17.3%) agree that monitoring and evaluation skills have led to the growth, 18(12%) respondents strongly agree that monitoring and evaluation have led to the growth, 18(12%) respondents were neutral. This variable was found to have a positive influence on growth of Uwezo funded youth projects.

5.2 Conclusion

From the finding of the study, it was noted that managerial skills have a positive influence on growth of Uwezo funded youth projects. Managerial skills have led to the growth of Uwezo funded youth project since working capital of youth projects have increased, employment has been created and also their project has expanded in terms of its operation. It is also evident that Uwezo funded youth projects are faced with several challenges in attempt to empower youths to be self-reliant. Most of the youths did not attend leadership course that was organized by Uwezo fund. This means that they did not benefit from information and it negatively affected running of their project. Youths should improve their skills in leadership so that they can do better in their projects. Skills should be improved by enrolling for short courses in leadership and further by attending seminars, reading more, and workshops. Marketing challenges that youths faced indicated that they lacked proper skills to market their products and this impacted negatively on growth of Uwezo funded youth projects. Loan repayment challenges was as a result of mismanagement of finances. Youths lacked proper monitoring and evaluation framework that negatively affected their monitoring and evaluation skills. Inadequate training and managerial skills is a great cause of organization failure which is facilitated by inexperience and organizational culture thus hindering growth Uwezo funded youth projects.

5.3 Recommendation of the study

Based on the findings, the following recommendations were made.

- i) Before funding is done on a group, an elaborate and extensive leadership training should be carried out in order to prepare youths in advance in project leadership.
- iv) Youths should come up innovative marketing strategies and ideas that will help them to sell their products and avert the challenges they are facing.
- iii) The government should consider merging Uwezo fund with other youth funds and form one large Public Private Partnership that will even allow individual youths to apply for the loan without joining any group.

iv) An elaborate monitoring and evaluation framework of the fund should be set to ensure proper utilization of the fund and youths to taken through M & E training in order to establish a baseline against which to measure progress of their projects.

5.6 Suggestion for further studies

The researcher suggested further studies which can be done on the following areas.

1. Social economic factors influencing the performance of youth projects. This is because there are few youths who are accessing the Uwezo fund.
2. Influence of managerial skills in other constituencies may be studied out since my study was limited to one constituency. This would help make a more conclusive report that will help the government in making its policies regarding the youths.
3. Impact analysis of Uwezo Fund on youths should also be carried out in order to establish how the fund has attributed to change of their lives.

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Appendices

Appendix 1: Letter of Transmittal of Data Collection instruments

Peter Kamau Nduati

P.O. Box 6968-01000

Thika

Date: 30th Jan, 2018

To Whom It May Concern

RE: Influence of Managerial Skills on growth of Projects in Kenya. A Case of Uwezo Funded Youth projects in Thika Town.

I am a postgraduate student at the University of Nairobi taking Masters degree in project planning and management. Currently, am carrying out a research project on **Influence of Managerial Skills on growth of Projects in Kenya. A Case of Uwezo Funded youth projects in Thika Town**

It's with pleasure that am informing on your selection to take part in the study. I therefore kindly request you to fill data in the questionnaire provided. Kindly respond to the items. Information obtained will be treated with utmost confidence and be used for solely academic purpose

Your willingness and co-operation in this exercise will be highly appreciated.

Yours Faithful

Peter Nduati

Appendix 2. Questionnaire for youths in Thika under Uwezo fund

This questionnaire is intended to gather general information on the influence of managerial skills on growth of projects in Kenya. A case of Uwezo Funded youth Projects in Thika Town and possible ways of enhancing such projects success. The questionnaire has five sections. Kindly respond to all question items honestly. Your response will be kept strictly confidential. Please tick (✓) in the appropriate box. Your assistance and cooperation will be highly appreciated.

SECTION A: Personal Information

1. What is your highest completed level of education? (please tick)

- a) Primary []
- b) Secondary []
- c) University []
- d) Others (specify).....

2. Age (please tick)

- a) Below 25 yrs. []
- b) 25-34 yrs. []
- c) 35-44 yrs. []
- d) Above 44 yrs. []

3. How long have you been in your group? (please tick appropriately)

- a) Less than 1 yrs. []
- b) Between 1yr – 2 yrs. []
- c) Between 2yrs - 3yrs []
- d) 3yrss and above []

SECTION B: Information about the project

Introduction

4. (i) How much was the initial funding of the project?

Below 10,000 []

10,000 - 50,000 []

50,000 - 100,000 []

Above - 100,000 []

(ii) What was the source of the initial funding?

Members contribution []

Government []

Donor []

Others []

(iii) Do you continue to get benefit after the initial funding?

Yes [] No []

SECTION C: Leadership skills and Growth

4. a) Since the funding was done have you undertaken any leadership course

Yes [] No []

b) (i) Have you had teamwork in your project?

Yes [] No []

(c) Do you do any consultation over the project?

Yes [] No []

d) (i) Have you done any networking with other groups over the running of the project?

Yes [] No []

e) Indicate whether leadership skills have led to growth of Uwezo funded youth projects

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

SECTION D: Marketing skills and Growth

5. a) (i) After initial implementation of the project, how did you market your products? Tick where appropriate. Through use of;

Advertising []

Personal selling []

Sales Promotion []

Others.....

b) (i) Do you experience any difficulties in marketing of your products ?

Yes [] No []

(ii) If yes, how do you overcome the above challenges?

.....

c) Indicate whether you agree/disagree that marketing skills has led to growth of Uwezo funded youths projects.

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

SECTION E: Financial Management skills and growth

6. a) After the obtaining the fund, how do you manage finances in the project? Tick (✓) where applicable. Through use of:

Budget []

Reports []

Record []

b) (i) Have you sourced for any extra funding?

Yes [] No []

(ii) Tick (✓) the source of your funding.

Financial Banks []

Microfinance []

Members contribution []

Other (Specify) .

c) (i) Do you experience any difficulties in repayment of the funds/loans?

Yes [] No []

d) How do you rate Financial management skills in your projects

Very adequate () Fairly adequate () Adequate () Inadequate ()

e) Indicate whether you agree/disagree that financial management skills has led growth of Uwezo funded youths projects.

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

SECTION F: Monitoring and Evaluation and growth

7. a) Since the start of the project:

(i) Have you carried out any monitoring and evaluation of the project?

Yes [] No []

(ii) If yes, what monitoring and evaluation tools do you use?

.....

b). Do you write periodic reports on the progress of the project?

Yes [] No []

c) How do you rate the monitoring and evaluation skills in the project

Very adequate () fairly adequate () Adequate () Inadequate ()

d) Indicate whether you agree/disagree that monitoring and evaluation skills have led to growth of Uwezo funded youth projects.

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

SECTION G: Growth of Project

8. Indicate whether you agree/disagree that your project has expanded since you received the fund

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

9. Indicate whether you agree/disagree that your project have created employment opportunities.

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

10 a) Indicate whether you agree/disagree that your project working capital have increased.

i) Strongly agree [] ii) Agree [] iii) Neutral [] iv) Disagree [] iv) Strongly disagree []

b) Kindly, indicate any other factor or additional information that may affect growth of youth projects that have not been captured in this questionnaire

i).....

ii)

iii)

iv)

v)

Thank You for Your Cooperation.

Appendix 3- Interview Schedule for Youth Fund officer

- 1 .For how long has the fund been in operation in Thika Town?

- 2 .In your own opinion what are the major challenges experienced by youths
 - i) Accessing Uwezo fund as groups?

 - ii) Accessing information about Uwezo funding procedures?

3. How has been the repayment rate in the constituency?

4. In your opinion what can be done to improve leadership skills of beneficiaries before and after Uwezo loan disbursement?

5. In your own opinion what do you think can be done to improve marketing skills of youths accessing Uwezo fund project in Thika Town?

6. In your own opinion what do you think can be done to improve financial management skills of youths accessing Uwezo fund project in the Thika Town?

7. What do you think can be done to improve monitoring and evaluation skills of youths accessing Uwezo fund project in Thika Town?

8. (i) What challenges are facing growth of youth projects in Thika Town?
 - (ii) How do you think the challenges above can be addressed to enhance growth of youth projects in Thika Town.

Thank You for Your Cooperation.

Appendix 4: Krejcie & Morgan Table

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size
 "S" is sample size.]

Krejcie, Robert V., Morgan, Daryle W., "Determining Sample Size for Research Activities",
 Educational and Psychological Measurement, 1970.

Appendix 5: NACOSTI research permit


THIS IS TO CERTIFY THAT:
MR. PETER KAMAU NDUATI
of UNIVERSITY OF NAIROBI, 0-20117
Naivasha, has been permitted to conduct
research in Kiambu County

on the topic: INFLUENCE OF
MANAGERIAL SKILLS ON GROWTH OF
PROJECTS IN KENYA. A CASE OF UWEZO
FUNDED YOUTH PROJECTS IN THIKA
TOWN

for the period ending:
20th February, 2019

.....
Applicant's
Signature

Permit No : NACOSTI/P/18/58678/21206
Date Of Issue : 20th February, 2018
Fee Received :Ksh 1000



P. Kalerwa
.....
Director General
National Commission for Science,
Technology & Innovation