

**INFLUENCE OF PROJECT IMPLEMENTATION PRACTICES ON  
PERFORMANCE FOR UWEZO FUND SUPPORTED PROJECTS IN ISIOLO  
COUNTY, KENYA.**

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**A Research Project Report Submitted in Partial Fulfilment of the Requirements for the  
Award of a Master of Arts Degree in Project Planning and Management of the  
University of Nairobi.**

**2020**

**DECLARATION**

I declare that this project proposal is my original work and has not been submitted for award of degree in any other university or college for examination or academic purposes.

Signature: .....Date:.....

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L50/12671/2018

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

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## **DEDICATION**

This piece of work is dedicated to my father Alex Nyaga Mwitari former education officer for his encouragement and passion for education, my son Alexander Mwenda and my two daughters Angie Kinya and Audrey Nkatha who endured with me for not being there always most of the weekends during the period of study

To God is all the glory forever.

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May God bless you all abundantly.

## TABLE OF CONTENTS

<b>DECLARATION</b> .....	i
<b>DEDICATION</b> .....	iii
<b>ACKNOWLEDGEMENT</b> .....	iv
<b>LIST OF TABLES</b> .....	viii
<b>LIST OF FIGURES</b> .....	x
<b>LIST OF ABBREVIATIONS AND ACRONYMS</b> .....	xi
<b>ABSTRACT</b> .....	xiii
<b>CHAPTER ONE: INTRODUCTION</b> .....	1
1.1 Background of the Study .....	1
1.2 Statement of the Problem.....	5
1.3 purpose of the study .....	7
1.4 Objectives of the study.....	7
1.5 Research Questions.....	7
1.6 Hypotheses Testing.....	8
1.7 Significant of the study .....	8
1.8 Delimitation of the study .....	9
1.9 Limitation of the study .....	9
1.10 Assumption of the study .....	9
1.11 Definitions of significant terms .....	10
1.12 Organization of the study.....	10
<b>CHAPTER TWO: LITERATURE REVIEW</b> .....	11
2.1 Introduction.....	11
2.2 Concept of performance of Uwezo fund supported projects .....	11
2.3 Technical capacity and performance of Uwezo fund supported projects .....	12
2.4 Project funding practices and performance of Uwezo fund supported projects .....	13
2.5 Project Management structures and performance of Uwezo fund supported projects .....	15
2.6 Project Monitoring and evaluation processes and performance of Uwezo fund supported projects .....	16
2.7 Theoretical framework.....	17
2.7.1 Stakeholder Theory .....	17

2.7.2 Public Choice Theory .....	18
2.7.3 Human Capital Theory.....	19
2.8 Conceptual framework.....	19
2.9 Summary of research findings .....	22
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>	<b>26</b>
3.1 Introduction.....	26
3.2 Research Design.....	26
3.3 Target population .....	26
3.4 Sample size and sampling procedure .....	27
3.4.1 Sample size .....	27
3.4.2 Sampling technique.....	27
3.5 Data collection instrument .....	28
3.5.1 Pilot testing of the instrument .....	28
3.5.2 Validity of the instrument .....	28
3.5.3 Reliability of the instrument .....	29
3.6 Data collection procedure .....	29
3.7 Data analysis technique.....	30
3.7.1 Regression Analysis.....	30
3.8 Operationalization of variables .....	31
3.9 Ethical considerations .....	33
<b>CHAPTER FOUR: DATA ANALYSIS, PRESENTATION, INTERPRETATION.....</b>	<b>34</b>
4.1 Introduction.....	34
4.2 Questionnaire return rate.....	34
4.3 Background Information.....	34
4.3.1 Gender of Respondents .....	34
4.3.2 Age of Respondents .....	35
4.3.3 Highest level of education of respondents .....	36
4.3.4 How long the group has been in existence.....	36
4.3.5 Category which group was funded .....	37
4.3.6 Ward of the respondents .....	37
4.3.7 The respondent's marital status. ....	38

4.3.8 The financial year when group funded .....	39
4.3.9 Type of business .....	40
4.3.10 Loan repayment status .....	40
4.4 Performance of Uwezo funded Projects in Isiolo North Constituency.....	41
4.5 Project funding practices on performance of Uwezo funded projects .....	42
4.6 Technical capacity on performance of Uwezo funded projects .....	43
4.7 Project management structures on performance of Uwezo funded projects.....	44
4.8 Monitoring and evaluation processes on performance of Uwezo funded projects .....	45
4.9 Hypotheses Testing.....	46
4.9.1. Technical capacity and performance of Uwezo supported projects in Isiolo North Constituency. ....	46
4.9.2. Project funding practices and performance of Uwezo supported projects in Isiolo North Constituency. ....	48
4.9.3. Management structures and performance of Uwezo supported projects in Isiolo North Constituency. ....	50
4.9.4. Project monitoring and evaluation and performance of Uwezo supported projects in Isiolo North Constituency. ....	52
<b>CHAPTER FIVE: SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS .....</b>	<b>55</b>
5.1 Introduction.....	55
5.2 Summary of the Findings.....	55
5.3 Discussion of the Findings.....	57
5.4 Conclusion .....	59
5.5 Recommendations.....	60
5.6 Suggestions for Further Studies .....	60
<b>REFERENCES.....</b>	<b>61</b>
<b>APPENDICES .....</b>	<b>64</b>
Appendix I: Letter of Transmittal.....	64
Appendix II: Research Questionnaire Uwezo funded groups.....	65
Appendix V: Map of the research site .....	71

## LIST OF TABLES

Table 2.1: Summary of research gaps.....	22
Table 3.1: Target population.....	27
Table 3.2: The sampling matrix.....	28
Table 3.3: Operationalization of variables.....	31
Table 4.1: Questionnaire Return Rate.....	34
Table 4.2: Gender of Respondents.....	35
Table 4.3: Age of respondents.....	35
Table 4.4: Highest level of education of respondents.....	36
Table 4.5: How long the group has been in existence.....	36
Table 4.6: Category which group was funded.....	37
Table 4.7: Ward of the respondents.....	38
Table 4.8: The respondent's marital status.....	38
Table 4.9: The financial year when group funded.....	39
Table 4.10: Type of business.....	40
Table 4.11: Loan repayment status.....	40
Table 4.12: Performance of Uwezo supported projects in Isiolo North Constituency.....	41
Table 4.13: Project funding practices on performance of Uwezo funded projects.....	42
Table 4.14: Technical capacity on performance of Uwezo supported projects in Isiolo North Constituency.....	43
Table 4.15: Management structures on performance of Uwezo funded projects.....	44
Table 4.16: Monitoring and evaluation on performance of Uwezo funded projects.....	45
Table 4.17: Model summary on technical capacity and performance of Uwezo supported projects.....	47
Table 4.18: Analysis of variance (ANOVA) for technical capacity and performance of Uwezo supported projects.....	48
Table 4.19: Regression coefficient for technical capacity and performance of Uwezo supported projects.....	48
Table 4.20: Model summary for funding practices and performance of Uwezo supported projects.....	49



Table 4. 21: Analysis of variance (ANOVA) for funding practices and performance of Uwezo supported projects.....	50
Table 4. 22: Regression coefficient for funding practices and performance of Uwezo supported projects .....	50
Table 4. 23: Model summary for management structures and performance of Uwezo supported projects .....	51
Table 4. 24: Analysis of variance (ANOVA) for management structures and performance of Uwezo supported projects. ....	52
Table 4. 25: Regression coefficient for management structures and performance of Uwezo supported projects. ....	52
Table 4.26: Model summary for monitoring and evaluation processes and performance of Uwezo supported projects. ....	53
Table 4.27: Analysis of variance (ANOVA) for monitoring and evaluation processes and performance of Uwezo supported projects.....	54
Table 4. 28: Regression coefficient for monitoring and evaluation processes and performance of Uwezo supported projects.....	54

## LIST OF FIGURES

Figure 2.1: Conceptual framework on project implementation practices on the performance of Uwezo supported projects .....	20
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## LIST OF ABBREVIATIONS AND ACRONYMS

<b>AGPO:</b>	Access to Government Procurement Opportunities
<b>AU:</b>	African Union
<b>COVID 19:</b>	Coronavirus disease 2019
<b>CUFMC:</b>	Constituency Uwezo Fund Management Committee
<b>ILO:</b>	International Labour Organization.
<b>KKV:</b>	Kazi Kwa Vijana
<b>KDHS:</b>	Kenya Development and Housing Survey
<b>KNBS:</b>	Kenya National Bureau of Statistics
<b>KYEOP:</b>	Kenya Youth Employment and opportunities project.
<b>MDGS:</b>	Millennium Development Goals
<b>MFIs:</b>	Micro financial institution
<b>MOYAS:</b>	Ministry of Youth Affairs and Sports
<b>MITI:</b>	Malaysia International Trade and Industry
<b>MP:</b>	Member of Parliament
<b>NGAAF:</b>	National Government Affirmative Action Fund
<b>NG-CDF:</b>	National Government Constituency Development Fund
<b>PLWDs:</b>	People Living with Disabilities
<b>SDGs:</b>	Sustainable Development Goals
<b>SPSS:</b>	Statistical package for Social Science
<b>UNDP:</b>	United Nations Development fund

**UNFPA:** United Nations Population Fund

**UNGA:** UN General Assembly

**WEF:** Women enterprise Fund

**YECs:** Youth Empowerment Centres

**YEDF:** Youth Enterprise Development Fund

## ABSTRACT

This study on influence of project implementation practices on performance for Uwezo fund supported projects was necessitated by the fact that unemployment is one of the challenges facing the youth, women and PWDs in society. Uwezo funds seeks to empower these groups by funded them to start projects. These projects encounter many challenges in their operations. The purpose of this study was to analyze how challenges caused by project implementation practices influence performance for Uwezo fund supported projects in Isiolo county. This study sought to establish the influence of technical capacity, funding practices, management structure and monitoring and evaluation processes on performance of Uwezo fund supported projects in Isiolo North Constituency. The research was theoretically grounded on stakeholder theory, Public choice theory and Human Capital Theory. The study adopted descriptive research design where the respondents were requested to describe the circumstances facing their business operations. The target population of the study was 232 groups supported by Uwezo fund in Isiolo North Constituency between the year 2014 to 2019. Comprising of 51 youth, 146 women and 6 PWDs. A sample of 147 was selected using proportionate sampling method. A semi structured questionnaire was used in data collection. The completed questionnaires were coded, entered into Statistical Package for Social Sciences (SPSS) on the basis of the objectives and research hypothesis and presented using frequency tables and regression analysis. The study found that that to a great extent technical capacity of project implementors and beneficiaries positively impacts on project implementation and management. Education levels have effects in stakeholders relations, entrepreneurship and management skills are important in running businesses. The study found a unit change in the score of technical capacity would change the performance of Uwezo fund supported projects by 0.097. The study also found that funding practices to a moderate extent influence performance of Uwezo supported projects with a unit change in the score of project funding practices would increase the performance of Uwezo fund supported projects in by 0.150. The study also found that management structure to a great extent influence performance of Uwezo fund projects with a unit change in the score of project management practices lead to an increase in performance of Uwezo fund supported projects by 0.067. The study also found M&E practices have a moderate impact on the performance of Uwezo fund supported projects with M&E to a great extent influencing sustainability of projects. The unit change in the score of project monitoring and evaluation processes would increase the performance of Uwezo fund supported projects by 0.0203. The study recommended project funding procedures discouraging potential beneficiaries should be done away with. The group concept was found to enable borrowers get access to credit without collateral. It also recommended loan processing period to be minimized to encourage borrowing and repayment and beneficiaries to get business support services. The study concluded that, with proper and working management structures, the fund is able to reach to the community. These structures enable flow of information that are beneficial to groups, project managers and other stakeholders with feedbacks on continuous basis enhancing sustainability of the projects. Sharing of project M&E reports and findings with the beneficiaries was found to enables groups improve on their businesses, it was also concluded that the M&E teams should properly formed with inclusivity of all relevant stakeholders for their report to be owned and accepted by all. The M&E teams should also be adequately facilitated to routinely carry their functions.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

The level of youth unemployment in the world is increasing, this has led to governments and international organizations to develop youth-targeted policies and strategies. (David Schwebel, 2019). Globally, countries have committed themselves to contain this unemployment in the 2030 Agenda for Sustainable Development Goal number 8. (decent work and economic growth) Specific targets includes achieving full employment for young people, reducing the proportion of unemployed youth education, or training as well as on developing and operationalizing a global strategy for youth employment by 2020 (UNGA, 2015)

The estimated world population at the end of 2018 was 7.6 billion people. (United Nations, 2017) Policy makers should prioritize enhancing the well-being of all these people, especially the marginalized who are the youth, women and PLWDs. The estimated global working age-population in 2018 was estimated to 5.7 billion people, these comprising women and men aged between 15 years and above, out of these people, 3.5 billion were employed thus 61.4 per cent. The remaining 2.2 billion people (38.6 per cent) of working age were unemployed, within this group there were 140 million people were looking for a job or could not get a job. (ILO, 2019)

Globally and across all country income groups, the gender gap is large, there are double number of men employed compared to women. The women unemployment rate is 5.4 percent while for men the rate is 4.7 per cent. The gender gap in unemployment rates is widest in lower-middle-income countries than in upper-middle-income countries the youth between ages (ages 15–24) are more likely to be unemployed compared to adults. (ILO, 2019). Unemployment is a big problem that countries have to tackle, governments around the world have a responsibility of using public funds to bring equitable development through infrastructure development and improvement, provision of health facilities, provision of education, provision of security, provision of agricultural extension services, and provision of conducive environment for trade and business and improving the general welfare of the society. (ILO, 2013)

According to (Leong Lai Ming, 2012), Survey of Malaysian Youth Opinion found the youth are concerned with various issues affecting their lives. The rate of inflation, the general economic situation, crime, unemployment, and corruption in the government were identified as the top five national issues among the youth. Availability of jobs was regarded as one of the many reasons the youth considered the country to be heading at the right direction. The Malaysian Government established a fund to support youth entrepreneurs with the aim of providing an alternative source of finance to young entrepreneurs. The loan period is seven years with one-year grace period, the youths get funds ranging RM10, 000 to RM 100,000. The funds are subject to a profit rate of 5% (MITI, 2013)

In Africa, Agenda 2063, the AU commits to speed up actions to support young people through strategies that combat youth unemployment and underemployment. (Commission, 2015) Agenda 2019 “Tackling youth unemployment” in South Africa found out that the youth unemployment rate was very high in 2018. There were 7.9 million SA youth, who were Not in Employment, Education or Training (NEET). Agenda 2019 then urged voters to find a political solution to end the burdens of unemployment and exclusion. (Agenda, 2019)

The 2014 KDHS found out found that half of Kenyan women (52 percent) are self-employed, majority self-employed in agricultural work constituting 68%. This shows how women constitute a vulnerable category of the population in Kenya. (KDHS, 2015). The youth population in Kenya between (18-34 years) was 13.7 million, according to 2019 population and housing census ) (KNBS, Kenya national bureau of Statistics 2009 Census report volume 1c-population Distribution by age, sex and administrative units, 2019) out of which 61% were working while 1.6 million were looking for employment or cannot find work. This implies youth unemployment in Kenya stands at 39% which is very high comparing with the global average of 5.0, (ILO, 2019) making youth a vulnerable section of the population in Kenya. The youth dominate the Kenyan labour market. The youth aged between 15 to 34 years constitute two thirds of the Kenyan workforce. Every year around 800,000 young Kenyans enter the labour market making unemployment mainly a youth problem. The Kenyan economy is not creating enough jobs to cater for the increasing number of youths that are joining labour market every year. In 2011, a total of 520,000 new jobs were created in Kenya, of which 74,000 (14.3%) were formal sector jobs. This leaves 300,000 young people without jobs every year.

This therefore makes the challenge of youth unemployment in Kenya principally a problem of economic growth and job creation. (Franz, 2014).

Since independence, the Kenyan government has devised a series of development programs aimed at alleviating poverty and unemployment, although their implementation has in all cases has fallen short of expectations. The most notable of the programs that have been attempted in the past include majimbo system (1963), District Development Grant Program (1966), the Special Rural Development Program (1969/70), the Rural Development Fund, District Development Planning (1971), the District Focus for Rural Development (1983'84), and KKV (2007).

Kenya's Vision 2030 aims to create a socially just and equitable society without extreme poverty and hence puts social equity and poverty reduction as one of the main development agendas. Poverty is brought by having unemployed people in society. To address unemployment, the Kenyan Government has put in place numerous initiatives such as Uwezo Fund, 30% affirmative action on access to government procurement opportunities (AGPO), Youth Enterprises Development Fund, Women Enterprises Development Fund, YECs, Entrepreneurship education (EE) in TIVET institutions. (Franz, 2014), KYEOP and recently the National Hygiene Program (Kazi Mtaani) aimed at cushioning the youth and the vulnerable against the effect of the Covid-19 pandemic and guaranteeing the youth employment and the youth involving in taking care of the environment.

Uwezo Fund is a fiscal decentralized strategy that has the ability of uplifting living standards of rural population. It is one of the many development initiatives currently being undertaken by the government to address poverty, gender inequality and youth unemployment in the country. The main purpose of the fund is to ensure that there is a revolving fund at the constituency level, managed locally which the women, youth and people living with disabilities can easily access, and get affordable financial support to initiate or expand their income generating activities this would achieve the objective alleviating poverty, unemployment and gender imbalance among vulnerable groups. The specific objectives of the fund are to expand access to finances in promotion of youth and women businesses and enterprises at the constituency level for economic growth towards the realization of the goals



of Vision 2030, to generate gainful self-employment for the youth and women and to model an alternative framework in funding community driven development.

Uwezo Fund therefore, is an avenue for incubating enterprise, catalysing innovation, promoting industry, creating employment and growing the economy. The fund is expected to have a 'multiplier effect' throughout the economy, as a new stream of entrepreneurs unleashes energy into various sectors. The other aims are to generate gainful self-employment for the youth and women and to model an alternative framework in funding community driven development. In addition, it is meant to ensure that beneficiaries of the fund individually and collectively are involved in the selection and subsequently in their implementation of group projects.

The Fund was launched by His Excellency the President of the Republic of Kenya on 8<sup>th</sup> September 2013 and enacted through a Legal Notice 21 of 21<sup>st</sup> February, 2014 as Public Finance Management (Uwezo Fund) Regulations, 2014. The Act states expressly that funding shall only be for support for business-oriented initiatives from youth and women and PWDs. The disbursement of the funds is done through a hierarchical management structure with the constituency Uwezo fund management committees (CUFMC) being the actual implementing agents the secretariat and the board at the top. The legal notice 21 of 2014, on the public finance management (Uwezo fund) regulations, 2014, guides on how projects are proposed, processed, approved then subsequently implemented by the CUFMC. The elected Member of Parliament for every constituency is patron at the constituency and the elected county Member of Parliament the patron at the county level. After every election the patrons nominate representatives who form the CUFMC. The constituency patron nominates one representative from each ward in the constituency and the county MP nominates three representatives who are youth women and persons living with disabilities. The composition of the committee usually complies with the two third gender rule. The specific requirements for funding include; groups registration status, memberships, financial status, savings, table banking and the group business plan. The committee allocates funds on first come basis.

There is no doubt that Uwezo fund is a noble concept and one that is expected to have major positive impact on development at the grassroots. The government has spent a lot of funds on Uwezo Fund for the last six years. It has gained a lot of popularity among the Kenyan youth

and women in terms of helping them access inexpensive credit to start income generating activities and improve their livelihoods. The fund being a flagship project for vision 2030 has attracted many supporters and opponents alike, little research has been done to evaluate factors that compromise its full performance in terms of absorption of the fund, frequency and number new groups seeking for funds, repayment rates of loans, number of successful groups being refinanced or growth rate in lending and success /failure rates of initiated projects. In Isiolo county, Uwezo fund disbursed Kshs42,667,951 to Isiolo County in the period between financial year 2014/2014 to 2018/2019 with Isiolo North Constituency receiving Kshs 22,596,354 according to Uwezo fund County office reports and (Uwezofund, 2019) In Isiolo North Constituency, these funds have gone along supporting 232 hundred projects. The loan recovery at the end of this period stood at Kshs 6,515,00. During the period it was noted that default rate was very high since full repayment of loan takes only two years. This research sought to investigate the how project implementation practices influence performance for Uwezo fund supported projects.

## **1.2 Statement of the Problem**

The youth in Kenya are faced with various challenges unemployment being one of them. Among the unemployment people in Kenya the youth between 15 and 35 years constitute 70%. (Obonyo (2014). The Government of Kenya established Uwezo fund with the aim of reducing unemployment among the youth as well empowering women and the PLWDs. It has sound objectives of bringing equitable development across the country through devolution of funds and empowerment of the local communities in projects identification, projects implementation and management of resources through operating a revolving fund within the constituency. However, there have been reservations on the achievements so far.

(Maina, 2015) Found out that project funding practices in Uwezo fund are characterized by delays in release of funds, some groups eventually abandon initial project when they receive funds. The initial project becomes unviable when delayed or the environment under which they came up with the business idea changes over time. implement the original project would be difficult if its success was dependent on certain factors that changes over time, e.g. weather, change in market or people's preference for certain things or services. The management structures of the funds are weak and inadequate there are no clear policy on repayment and

recovery of loans from defaulters. (Chepkoech, 2016). These structures are also prone to abuse by politicians and their appointees. There is a problem of lack of commitment and political good will as well as polarization of government institutions when promoting public policies thereby, limiting their effectiveness. (Munyao, 2017). It has been noted that not all group members participate in day to day running of group businesses. This is usually done by a few entrusted members. This therefore calls for transparency in the way activities are being carried out that's and why, M&E becomes an important component in group projects. M&E provide the basis for improved management and decision-making as well as for accountability to different project stakeholders. (Mariana Wongtschowski, 2016)

Across the country Uwezo fund has spent a lot of funds supporting income generating projects managed by independent groups from the year 2014, which it has little control over leading to high rates of default in loan repayment and rise in imaginary projects. According to Uwezo fund (2019) a total of 1 billion has been repaid to the kitty nationally representing a percentage of 34.2%. This shows that loan repayment rate is very low and existence of non-performing loans since the loan period is two years. Isiolo County received funds from Uwezo funds and supported many groups owned projects. The situation on the ground shows that most groups have defaulted paying their loans and many projects cannot be identified to ascertain their success. The root cause of this problem can be linked to the project implementation practices that are in place to disburse and manage the funds.

Studies done failed to look at how project implementation practices such as technical capacity, project management structures, project funding practices and project M&E influences on the performance of Government funded projects like Uwezo funded projects. Furthermore, no such study has ever been carried out in Isiolo North Constituency. Based on this revelation, the study therefore sought to fill the existing research gap by finding out how project implementation practices influence on the performance for Uwezo supported projects in Isiolo North Constituency.

### **1.3 Purpose of the study**

The purpose of the study was to find out how project implementation practices influence on the performance for Uwezo fund supported projects in Kenya with particular reference to Isiolo North Constituency.

### **1.4 Objectives of the study**

The study sought to;

- (i) To establish extent to which technical capacity influence the performance of Uwezo fund supported projects in Isiolo North Constituency.
- (ii) To establish extent to which funding practices influence the performance of Uwezo fund supported projects in Isiolo North Constituency.
- (iii) To examine extent to which management structure affect the performance of the supported projects in Isiolo North Constituency.
- (iv) To examine extent to which monitoring and evaluation processes influence the performance of Uwezo fund supported projects in Isiolo North Constituency.

### **1.5 Research Questions**

The study sought to answer the following questions;

- (i) To what extent does technical capacity influence the performance of Uwezo fund supported projects in Isiolo North Constituency?
- (ii) To what extent does funding practices influence on the performance Uwezo fund supported projects in Isiolo North Constituency?
- (iii) To what extent does management structures influence on the performance of Uwezo fund supported projects in Isiolo North Constituency?
- (iv) To what extent does monitoring and evaluation processes influence on the performance of Uwezo fund supported projects in Isiolo North Constituency?

## **1.6 Hypotheses Testing**

The hypotheses of the study will be: -

**H<sub>1</sub>:** There is significant relationship between technical capacity and the performance of Uwezo fund supported projects in Isiolo North constituency

**H<sub>1</sub>:** There is significant relationship between project funding practices and the performance of Uwezo fund supported projects in Isiolo North constituency

**H<sub>1</sub>:** There is significant relationship between project management structures and the performance of Uwezo fund supported projects in Isiolo North constituency

**H<sub>1</sub>:** There is significant relationship between project monitoring and evaluation processes and the performance of Uwezo fund supported projects in Isiolo North constituency.

## **1.7 Significant of the study**

This research will assist the management of Uwezo fund to identify the implementation challenges facing the fund in executing their core business. This will assist in putting up proper measures and policies to address the challenges.

The research will help the National Government in evaluating challenges of devolved funds and aid it in amending legislation governing Uwezo fund and other devolved funds.

The research will assist the county Government when developing and managing financial products to aimed at supporting the youth, women and PWDs in their jurisdiction.

The research will help other scholars in pursuing further studies in the area of implementation of devolved funds.

The research will help the Isiolo North Constituency community in their local pursuit of economic growth through use of devolved funds by coming up with recommendations on how to manage the fund better and get practical solutions to local problems facing the fund at the constituency level.

It will also help the researchers to advance understanding of devolved funds and enable them make policy recommendations towards their improvement.

### **1.8 Delimitation of the study**

The study focused on various Uwezo fund supported projects in Isiolo North Constituency, Isiolo County from financial Year 2014/2015 to 2018/2019. The research sought to find out how project implementation practices influences on the performance for Uwezo fund supported projects.

### **1.9 Limitation of the study**

The research focused on four variables which included technical capacity, project funding practices, project management structures and project monitoring and evaluation. There other variables that may influence performance of Uwezo fund supported projects like social cultural practices e.g. religion, ownership of property, peaceful coexistence, natural calamities etc.to overcome this limitation the researcher asked questions that are specific to the objectives of the study thereby restricting the respondents answer to the scope of the study. The respondents were dispersed in a wide geographical area facing different social economic environments which affects their businesses differently which may determine their responses. The researcher therefore recruited several research assistants from different wards of the county in order to reach respondents from different social economic backgrounds.

### **1.10 Assumption of the study**

The study assumed that youth unemployment is big problem in Kenya and Uwezo fund is an important that Government strategy that will continue to offer solution to the problem. The study further assumed that the informants had adequate knowledge and deep understanding of Uwezo fund and willingly answered questions honestly. This was guaranteed by ensuring confidentiality and anonymity of the respondents and also having questionnaires answered by volunteers.

### **1.11 Definitions of significant terms**

Significant terms are key words in the research that has a specific meaning in the context of the study.

**Uwezo fund:** It is a government fund that offers financial support or loans to youth, Women and PLWDs who are engaged in business activities.

**Uwezo fund Supported projects:** refer to all projects financed by Uwezo funds in Isiolo North

**Project performance:** This refers to how far the project is achieving the expected results within the stipulated budget and time.

**Project management structures:** These are the administrative systems put in place to coordinate the management of the fund

**Project funding practices:** These are set operational and lending guidelines that determine access and repayment of the loan.

**Project monitoring and evaluation processes:** This is the process of collecting information about a project on a regular interval on its performance, and also establishing areas of concern.

**Technical capacity:** This refers to the skills and knowledge, training and level of awareness of the Uwezo fund management committee and fund beneficiaries of the fund.

### **1.12 Organization of the study**

The study is organized into five chapters. Chapter One consists of introduction, background of study, statement of problem, purpose of study, objectives, research questions, hypotheses testing, significant terms, delimitation, limitation, assumptions, definition of significant terms and organization of study. chapter two has the literature review on thematic areas, theoretical and conceptual framework, chapter three dealt with research methodology chapter four dealt with data analysis, presentation and interpretation. Chapter five dealt with Summary of findings discussions, conclusion and recommendations.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The study was guided by the following four objectives; establishing the extent to which technical capacity, project funding practices, project management structure and monitoring and evaluation processes affect the performance of the supported projects in Isiolo North Constituency. It also explains the conceptual framework of the study which explores the relationship between the performance of Uwezo supported projects and project implementation practices.

#### **2.2 Concept of performance of Uwezo fund supported projects**

According to Uwezo fund (2014) National Government Kenya developed a new development blueprint in the year 2007, named vision 2030 covering period 2008 to 2030 which is aimed at transforming Kenya into a newly industrializing middle-income country providing high quality life to all citizens by the year 2030. The social pillar for gender, youth and vulnerable groups is equity in power and resource distribution between sexes, improved livelihood for all vulnerable groups, competitive globally and prosperous youth. The goal for equity and poverty elimination is to reduce people living with absolute poverty guaranteeing equal access in public resources and providing income generating activities measures being increasing specific devolved funds.

The flagship project for this sector being YEDF, WEF YECs and later Uwezo fund aimed at enabling women, youth and persons with disability access finances to promote businesses and enterprises at the constituency level, these are geared towards enhancing economic growth towards the realization the Millennium Development Goals No.1 of eradicate extreme poverty and hunger and MDGs No.3 of Promote gender equality and empower women, and meeting SDGs No. 1 of ending extreme poverty in all its forms by 2030) and SDGs No.5 of achieving gender equality and empower all women and girls. The Government established Uwezo fund with the aim of reducing unemployment among the youth women and PWDs, through Ministry of devolution and planning Uwezo fund released Kshs 6 billion to support Uwezo fund in



financial year 2013/2014. Kshs 5.35 Billion was out of the 6 Billion was released to support groups. Isiolo North Constituency received 18.6million (Uwezofund, 2019) The fund had supported 232 groups by the year 2019 reaching 2381 beneficiaries, 35 groups having completed repaying the loans and seven have been refinanced as reported by Youth Office Isiolo North.

According to Uwezo fund (2019) a total of 1 billion has been repaid to the kitty nationally representing a percentage of 34.2%. The fund had funded 65,325 groups by March 2019, these funds benefiting 40,883, women groups, 22,717 youth groups and 1770 PWD groups and a total of 995,363 individuals. The Auditor general reported on the audited report for Uwezo fund for financial year 2016/2017, that the accuracy, completeness, validity and recoverability of the unsupported and unaccounted for loans to group balance of Sh3,920,225,398 cannot be ascertained. (Auditor, 2019) This creates a brink future of the fund nationally. The fund has been implementing projects in Isiolo North constituency since its inception, little is there to show of the supported projects at the constituency in terms of loan uptake, loan repayments rates, and growth rate in support for groups through refinancing and success or failure information of funded projects. This report therefore sought to affirm if the Isiolo North Constituency had contributed to the unqualified auditors report.

### **2.3 Technical capacity and performance of Uwezo fund supported projects**

The legal notice 21 of 2014, on the public finance management (Uwezo fund) regulations, 2014. That legalizes the fund mandated the following staff to run the fund; The Oversight board, the secretariat, and the constituency committees. The field staffs are the gazzetted committee members and technical staff from gazzetted departments. The committee members are nominated through a process led by the elected local leaders who are the area Member of Parliament and the county Member of Parliament. The Uwezo fund management guidelines (2014) do not specify academic qualifications of the committee members. They emphasize on gender and regional balancing of the communities within a constituency upon agreement by the patrons. There is a possibility of having members with little technical knowledge on entrepreneurship and running of microfinance organization being nominated as committee members. The patrons play an important role in bringing people who add value to the fund enabling growth of the revolving fund at the constituency.

Training and development have a positive impact on how employees carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation. It is therefore notable that training and development will upgrade the productivity of employees and the organization leading to sustainable development. (Maimuna, 2013). The abilities of the committee members are very important in enabling success of Uwezo fund supported projects. They require to be trained to familiarize with the concept of Uwezo fund, learn and understand their functions and responsibilities, government bureaucratic systems and learn how to balance political, community interests and merge them with professional business acumen and best lending practices, if they are to provide good leadership to the fund.

According to (Sugal, 2017) Management training positively affects the implementation of projects. The board organizes and does training of committee members nationally and beneficiaries at constituency level. This training is never adequate due to large number of members to be trained and quality of trainers and topics covered (Litunya, 2017). Kwame (2013) claims that Uwezo fund training and education is usually inadequate training and has failed to prepare the youth adequately to participate in decision making. Training is very important in building technical competency of staff of any organization. It can therefore be established from the studies that building technical capacity of project implementers and beneficiaries through business trainings, skills and knowledge development contributes positively to the success of the supported projects.

#### **2.4 Project funding practices and performance of Uwezo fund supported projects**

The Uwezo fund lending guidelines (2014) specifies criteria under which interested persons can access the fund. Uwezo fund loan targets enterprises owned by groups of youth, women and person with disabilities, these enterprises could be companies, groups businesses or cooperatives operating constituency. The requirement includes a group being legally registered by the department of social services, Cooperatives or the Registrar of Societies, the group having existed for more than six months, group savings of one third the loan intending to apply, group engaging in table banking, operating a bank account and preparing a business plan of their intended business.

(Maina, 2015) Found that it takes a long period from applying for funds and receiving of the actual funds due to long funding procedure. Also, a study by (Otieno, 2014) noted that it takes between two to three months to receive the funds by groups from when they applied which contradicts industry standards of lending institutions like banks. This delay in turn affects project implementation and performance of the groups.

Uwezo Fund refinancing strategy (2016) has established a threshold of 40% on recovery of all loaned funds in order of the committee to fund successive groups. This usually delays new beneficiaries from accessing fund whereas they are not connected in anyway with defaulting groups. The multi-level approval of beneficiaries also causes delays, where committee takes time to sit at the constituency level and the oversight board takes more time to approve the same proposals at the national level. Uwezo fund hand book (2014), the fund heavily relies on group concept to identify potential beneficiaries. The funds do not ask for collateral or any other form of security to finance groups. The group membership acts as the guarantee as each member takes responsibility of his loan and that of other members. The partners are then required to ensure repayment of the funds as each is jointly held liable for the loan of the group. Group concept has been identified as possible solution when pooling resources and spreading of risk. (Woolcock, 2001) Argued that lending through groups improves loan repayment performance by the borrowers as opposed to individual lending.

Adequate training and capacity building are relevant while lending funds to businesses, groups or individuals. Uwezo fund organizes capacity building and training of beneficiaries. A study found out that borrowers with longer repayment period have a higher chance of defaulting, but those who have adequate training have lower chance of default. (Roslan, 2009). According to (Chepkoech, 2016), Training of beneficiary groups should be adequate and should also be done before disbursement of the funds. Skills on record keeping, table banking and financial management are vital for project success. The fund gives a grace period of six months for new groups to initiate their projects and start repaying their loans and clear them within two years. This grace period could be very long period comparing to other existing financiers of micro, small and medium enterprises.

## **2.5 Project Management structures and performance of Uwezo fund supported projects**

According to the legal notice 21 of 2014, on the public finance management (Uwezo fund) regulations, 2014. The fund gives the constituency Area Member of parliament and County Women representative who are patrons three specific roles. Their roles are to publicize and raise awareness of the fund, provide linkage between the fund and the public at the county and constituency level, mobilize target beneficiaries to participate in applying for the funds.

The National Government Constituencies Development Fund Act no. 30 of 2015, and the National Government Affirmative Action Fund regulations, 2016 enables the elected leaders to be patrons in these devolved funds operating in their constituencies. These funds are the NG-CDF and the NGAAF. The beneficiaries to these funds are never asked to pay back funds disbursed to them or refund money to the kitties supporting individual or community projects. This could lead to conflicting information when these representatives go out to the public to publicize different funds and interfere with funding decisions. There is a problem of lack of commitment and political good will as well as polarized government institutions when promoting public policies thereby, limiting their effectiveness. (Munyao, 2017) . Effective organizational structure facilitates proper working relationship among various divisions or sub units in the organization. The performance of the organization was found to depend on the organization structure it has in place. It was also found that with clear structures employees perform better and tasks are divided which productivity improves. (Maduenyi, 2015)

The Uwezo fund has no staff of its own thereby relying on few officers from line ministries at the constituency level and the committee members, coordinated by staff at the National headquarters and the oversight board. These officers have other functions to perform from their mother departments giving the fund less attention than required or they may also be lacking capacity to run the funds which requires skills in managing microfinance. The committee members have a duty of appraising proposals from target beneficiaries and make a decision on the groups with viable projects to support financially. (Chepkoech, 2016), on her study of Uwezo fund projects recommended the fund to be implemented by one independent ministry or one department, this is to reduce time spent on application process and enhance effectiveness and efficiency of the fund supported projects.

The committee term is also dependent of the National elections, Uwezo fund management guidelines 2014 sets the term for committee to three years but the members serve full term of the area MP. When new MP comes into office the committee is disbanded and the a new one is established. The new committee members are appointment through a process coordinated by the MPs. who have served their appointing authority, their independence and fairness, transparency and integrity could be compromised in executing their mandates. According to (Otieno, 2014) Uwezo fund management has not fully embraced equity and inclusiveness. The credibility of the committee members and community perception of the fund members affects the performance of the fund. Performance of the fund would improve when qualified people of high integrity and acceptable by community are recruited as project implementers.

## **2.6 Project Monitoring and evaluation processes and performance of Uwezo fund supported projects**

Project monitoring is the continuous and periodic review and overseeing of the project to ensure that the inputs, deliverables, work schedules, target, outputs and other required action proceed according to plan (UNFPA, 1990) .M&E processes will help to recognize whether the intended results are being achieved or not and corrective action needed to ensure delivery of intended results and positive contribution of the project towards human development (UNDP, 2009). M&E processes will enhance transparency with use of the fund and enable the groups implement to the proposed project. The committee will be able to identify groups that are likely to default payment in time and take corrective action.

According to (Naidoo, 2011), M&E team should be supported and strengthened because it's an indication of good governance. The M&E teams will then play a big role in adding value to the organizations operations. The M&E team when supported through proper trainings and capacity building and given logistical support will be able to add value to the Uwezo fund. (Ng'etich, 2017), recommended that organizations should allocate adequate funds to carry out M&E processes, these funds should be budgeted and spent for the activities they were planned. Uwezo fund M&E teams need resources to be able to visit groups and carry out M&E activities. According to (Mariana Wongtschowski, 2016) M&E enables assess policy and provide the basis for improved management and decision-making as well as for accountability to project stakeholders. When there is a good M&E system, Uwezo fund stakeholders who include

groups, government, taxpayers will have a basis to hold project managers accountable for use of funds.

## **2.7 Theoretical framework**

This study was guided by stakeholder theory (Freeman R. E., 1984) Public choice theory (James M. Buchanan (1972) and Human Capital Theory Becker (1964).

### **2.7.1 Stakeholder Theory**

This theory explains how organizations operate with the communities that they are linked with. The concept of stakeholder theory emphasizes on classifying stakeholders into categories that provide an understanding of the individual stakeholder's relationship. According to (Freeman P. P., 2010) stakeholders are defined as any group of individuals who can affect or who is affected by the achievement of the firm's objectives. (Waddock, 2005 )explains what a stake is. He argues a stakeholder ha some form of capital either financial or human at risk and therefore has something to lose or gain depending on the firm's behavior. The stakeholders could be from within an organization like the employees, customers, suppliers or owners, they could also be or from outside an organization, these comprise of consumers, advocates, competitors, media, conservationists or government officials among others. This theory provides insight how organization requires to understand their stakeholders and their influences on project success and also know how to respond to those influences (Waddock, 2005 ). Each firm faces a different array of stakeholders, who together present a unique form of influence. Thus, organizations need to understand how to engage and manage different stakeholders existing within its stakeholder environment. Since Uwezo fund projects happen at the community level then community members should form an important part of stakeholders. The theory advocates for engagement of legitimate groups of people in making decisions within organizations or projects because they are influenced by its outcomes in one way or the another (Thomas Donaldson, 1995). This theory offers insight why the inclusion of different stakeholders during project monitoring and evaluation is important. Involvement of project beneficiaries, community members, local leaders, government officials and media in monitoring and evaluating Uwezo funded projects would contribute to correct assessment of the project progress. Uwezo fund at the constituency level is managed by different stakeholders

who come together as a team and establishes the funds structures on the ground and ensures that the funds reach its intended beneficiaries and for the expected purposes. If this team is properly constituted with by involving all relevant stakeholders it could inspire more confidence from the stakeholders leading to better performance.

### **2.7.2 Public Choice Theory**

The theory was advanced by Nobel Laureate Economist James M. Buchanan in 1972. Public Choice theory is about the different incentives and processes that operate when goods are sought through political means rather than through purely economic means. The theory analyzes people's actions in the marketplace and applies them to people's actions in collective decision making. He makes an assumption that that people are motivated mainly by self-interest and not interest of other people. Some people believe that their actions are concern for others but the dominant motive in people's actions in the marketplace whether they are employers, employees, or consumers is a concern for themselves. Public choice economists make the same assumption that although people acting in the political marketplace have some concern for others, their main motive whether they are voters, politicians, lobbyists, or bureaucrats, is self-interest. The theory is important in government funded project where the government believes it is providing solutions to problems that the market processes are unable to provide. The theory focuses more on the reasons why government intervention does not achieve the desired effects but also gives suggestion on ways to correct the problems. For example, they argue that if government action is required, it should take place at the local level whenever possible.

The theory is relevant to the study because members of parliament who are the patrons to Uwezo funds are the ones that made the laws that govern the funds nationally and at the local levels. The politicians want the funds to benefit the community but they also have their personal considerations, such as how to reward their supporters as well as how to retain power though devolved funds. By taking control of resources being distributed to the constituents, the communities would believe that it is the effort of the M.P that public goods are availed to them. This has so far been the belief across the country however, in trying to influence some of the implementation decisions under the Uwezo fund, project performance has been compromised and availability of benefits to the community affected. This theory has however

been criticized that there are situations in real world where investments in public goods are made where no one would expect them. (Ginsburg, 2002)

### **2.7.3 Human Capital Theory**

The theory was put forward by Becker in 1964 who recognized that knowledge and skills that entrepreneurs and employees gained from schools was of great importance to the success of a firms. The theory claims that skills that employees acquire from schools are critical in ensuring that employees perform their jobs effectively. Therefore, the teams that manages projects require practical skills that can help them in running projects. The skills could either be technical or formal skills attained at places of work. The theory emphasizes that organizational productivity increase as employees acquire more knowledge. Human capital theorists recognize the importance of investments made in education (Okun, 2009). (Kerzner, 2009) claims that employees satisfaction with their jobs is critical in influencing their engagement and making sure that projects succeed.

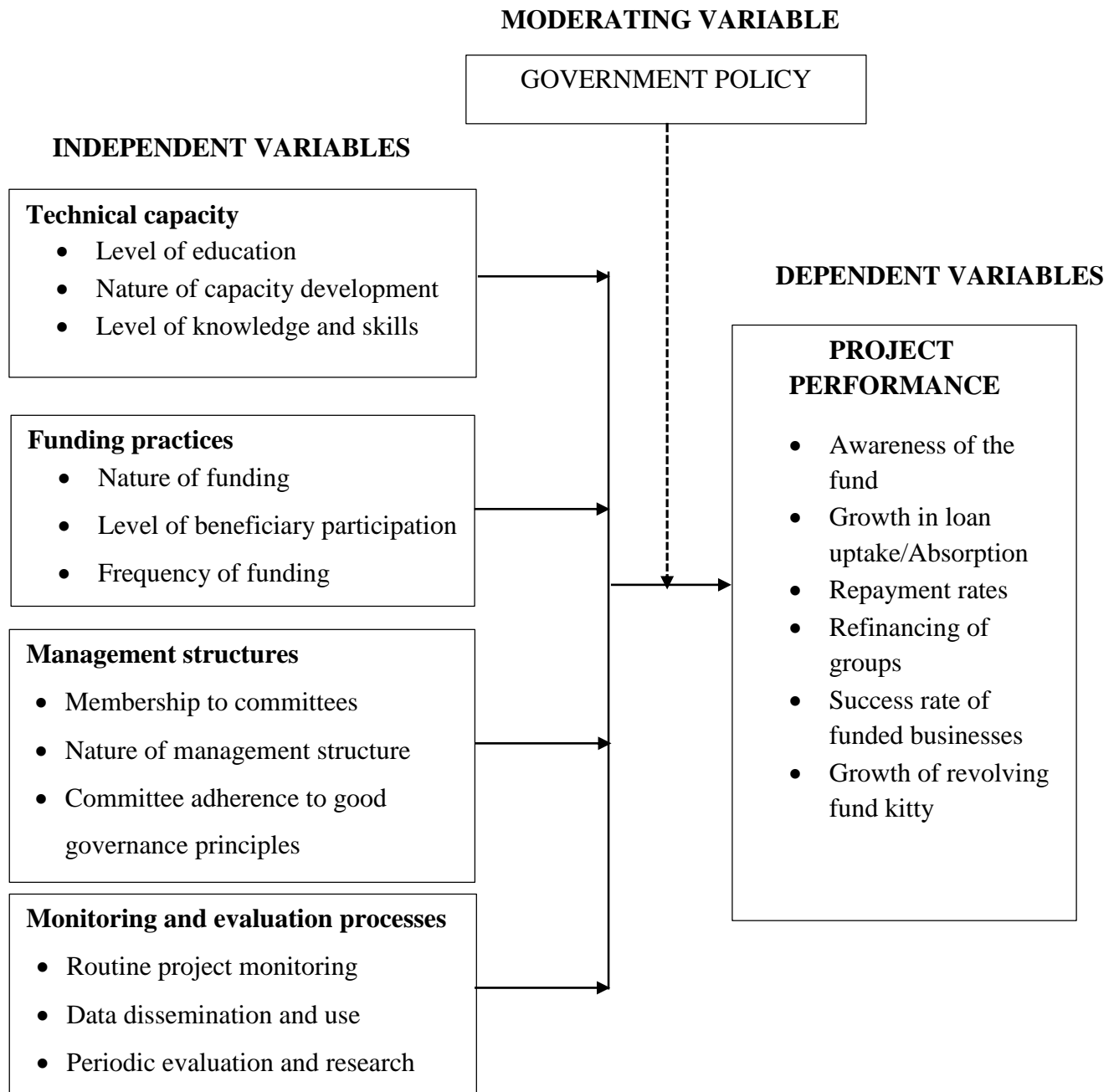
Therefore, good investment in education and on job training can lead improved productivity in an organization. This theory then justifies the argument for capacity building of management committee to improve on management and performance of Uwezo fund supported projects. This theory has however been critiqued that in practice it is difficult to determine the resulting change in income and the rate of return gained from the amount invested in human beings. There is no perfectly developed procedure for identifying and measuring the change brought by investment in human capital. (KANG, 2014)

## **2.8 Conceptual framework**

A conceptual framework is a model of representation where a researcher conceptualizes or represents relationships between variables in the study and shows the relationship graphically or diagrammatically (Orodho, 2009)(The relationship between independent and dependent variables in this study is presented in Figure 2. 1.



**Figure 2.1: Conceptual framework on project implementation practices on the performance of Uwezo supported projects**



The above conceptual framework presents the relationship between dependent variable under the study which was performance of Uwezo fund supported projects and the independent variables which were technical capacity of the project management committees and beneficiaries of the fund, funding practices, management structures of the fund and monitoring and evaluation practices on the funded projects. The indicators of the of performance of the

projects were community awareness of the fund, growth in loan uptake or absorption of allocated funds, loan repayment rates, refinancing of groups, success rate of supported businesses and the growth of the revolving fund kitty at the constituency. The independent variables formed the objectives of the study. Technical capacity refers to the skills, knowledge, training and level of awareness of the CUFMC and fund beneficiaries of the fund. Management structures are the administrative systems put in place by Uwezo fund to coordinate the management of the fund, funding practices are set operational and lending guidelines and procedures that determine access and repayment of the loan by the groups, monitoring and evaluation processes are the activities of collecting information about funded businesses a regular interval to assess performance, establishing areas of concern and give feedback reports.

Technical capacity was addressed in terms of level of education which is the academic qualifications of the individual committee members and group members. Nature of capacity development addresses the different kinds of trainings that Uwezo fund offers to the committee members and funds beneficiaries alike. The Level of knowledge and skills refers to the committees and group members inborn or acquired understanding of business and entrepreneurship and the ability to apply them in real practice.

Funding practices was addresses in terms of nature of funding these are the different loan products offered by Uwezo fund, Level of beneficiary participation dealt with how the Uwezo fund engages beneficiaries in training, application of funds, business support services and in monitoring and evaluations of the projects. Frequency of funding addresses the period of it takes when applying for funds and possibility of borrowing more than once.

Management structures are addressed in terms of membership to committees, this is the process of CUFMC recruitment, nature of management structures refers to different offices managing the fund, and how they are composed and nature of interactions. Especially the committee formed by stakeholders from different backgrounds and several representatives of different Government departments. The Committee adherence to good governance principles looks at the abilities of the committee members fairly represent diverse borrowers and avoid from political influence. Monitoring and evaluation processes is addressed in terms of the M&E team ability to Routinely monitor projects, the data dissemination and use focuses on sharing

of M&E reports, periodic evaluation and research focused on how issues identified earlier by previous evaluations were addressed to enhance project sustainability.

## 2.9 Summary of research findings

**Table 2.1: Summary of research gaps**

<b>Author/Year</b>	<b>Study focus</b>	<b>Findings</b>	<b>Research Gaps</b>	<b>Focus of current study</b>
(Maimuna, 2013)	The impact of employee training and development on employee productivity	The research found out that Training and development has a positive impact on how employees carry out their work more effectively, increasing their interpersonal and technical abilities, team work, job confidence and work motivation	The study focused on training and development of employee at the workplace. It however did not focus on how that training and development can be relevant to projects beneficiaries who necessarily are not employees as the case of project funding.	The study focus is to assess how technical capacity of the CUFMCs and fund beneficiaries influence performance of Uwezo fund supported projects
(Maina, 2015),	Determinants of group loan uptake at the youth enterprise	The study found that lending procedures and policy have	The study focused on how procedures and policy have	The study seeks to establish how Project funding

	development fund, A survey of Nakuru west constituency, Kenya	made population of youth unable to access.	made population of youth unable to access, however it never considered how these the lending procedures and policy influence loan repayment and success of funded projects.	practices, influence performance of Uwezo fund supported projects
(Maduenyi, 2015)	Impact of Organizational Structure on Organizations Performance	The study found that performance of the organization depends on the organization structure it has in place it also found that with clear structures employees perform better and tasks are divided which improves productivity.	The study focused on how organizational structure affects performance in organisations.it failed to consider how management structures can affect projects performance.	To study will examine how the project management structures, affect performance of the supported projects

(Munyao, 2017)	Youth unemployment and its impacts on development in Africa, The case of Kenya	The study found that there is a problem of lack of commitment and political good will as well as polarized government institutions when promoting public policies thereby, limiting their effectiveness.	The study focused on the effectiveness of the measures put in place to tackle youth unemployment, it never considered how the structures that implement those policies affect their effectiveness.	To study will examine how the project management structures, affect performance of the supported projects
(Naidoo, 2011)	The role of monitoring and evaluation in promoting good governance in South Africa: A case study of the Department of Social Development (Doctoral dissertation, University of Witwatersrand).	The study found out that M&E teams should be supported and strengthened because it's an indication of good governance.	The study focused on the importance of monitoring and evaluation on promoting good governance but never took into consideration why M&E may fail to produce desired results	The study will determine how project monitoring and evaluation influence performance of Uwezo fund supported projects
(Ng'etich, 2017)	Factors influencing	The study recommended	The study focused on	The study will

	Monitoring and Evaluation Processes of County Road Projects in Turkana County Government, Kenya	that organizations should allocate adequate funds to carry out M&E activities these funds should be budgeted and spent as planned	providing adequate resources for M&E.it never took consideration of other factors that may lead to M&E failure	determine how project monitoring and evaluation influence performance of Uwezo fund supported projects
(Mariana Wongtschowski, 2016)	Monitoring and evaluation for accountability and learning.	The found out that provide M&E basis for improved management and decision-making as well as for accountability to different project stakeholders.	The study focused on M&E as a basis for improved management and decision-making as well as for accountability, it never considered how project staff affect M&E	The study will determine how project monitoring and evaluation processes influence performance of Uwezo fund supported projects

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methodology used in the study. It describes research design, target population, sample size and sampling procedure, data collection instruments, pilot testing of the instruments, validity and reliability of the instruments. It also explains data collection procedures, analysis and Operationalization of variables, ethical considerations that the researcher will observe to ensure that confidentiality is adhered to while carrying out the research.

#### **3.2 Research Design**

This study used descriptive research design. The study adopted descriptive because it allowed gathering of the information, summarizing, presenting and interpreting the data in a clear way. According to (Robson, 2002), the objective of descriptive research design is to reveal an accurate information of a person's situations or events. it was considered to be among the suitable designs because the study focused on collecting information and describing it relating to the research problem. The descriptive research design attempts to obtain information that can be utilized to describe existing phenomena by asking questions especially those related to attitudes and perception. (Creswell, 2017)

#### **3.3 Target population**

A target population refers to the larger group of the entities that a researcher intends to draw conclusions from for the study (Saunders, 2009). The target population for this study was 232 groups that had projects supported by Uwezo fund between the year 2014 and 2019. The groups are composed of an average of 10 people. The total number of persons targeted was 2320. The study sought information from beneficiaries of the Uwezo fund Kitty on the satisfaction of work done by the CUFMC, committee information, funding practices, their participation in funding process, frequency of funding, success of funded projects and M&E

processes. This is data on beneficiaries was provided by Isiolo North Sub county officer who serves as management committee secretary.

**Table 3.1: Target population**

Category	Population
Youth groups	80
Women groups	146
PWDs groups	6
Total	232

### 3.4 Sample size and sampling procedure

This section provides the sample size which the researcher used for the study. It also gives sampling procedure used when drawing the sample.

#### 3.4.1 Sample size

The sample size was obtained by using the following equation given

by Yamane (1967)

$n = \frac{N}{1+N(e)^2}$  where  $n$  = Sample size       $N$  = population proportion       $e$  = Level of significance (5%)  
 $n = \frac{232}{1+232(0.05)^2} = 146.8 \approx 147$  respondents.

#### 3.4.2 Sampling technique

The study used proportionate sampling method to select respondents. The sample was divided into three categories which were youth groups, women groups and PWDs beneficiary groups. Each selected group was given one questionnaire to fill. This method was unbiased because it was possible to have proportionate number of respondents from each group relative to the number of the entire tare population. Using proportionate sampling the sample size for the three categories were follows; 51 youth, 92 women and 4 PWDs beneficiaries.



**Table 3.2: The sampling matrix**

<b>Categories</b>	<b>Population</b>	<b>Sample</b>	<b>Percentage (%)</b>
Youth groups	80	51	34.7
Women groups	146	92	62.6
PWDS groups	6	4	2.7
<b>Total</b>	<b>232</b>	<b>147</b>	<b>100</b>

### **3.5 Data collection instrument**

The questionnaires were circulated to the selected groups forming the sample size. The questionnaire had open and close ended questions. (Kothari C. R., 2008) argued that questionnaires are more objective as compared to observations because responses are gathered in standardized manner while also observing confidentiality. It also enhances secrecy enabling better response rate.

#### **3.5.1 Pilot testing of the instrument**

The purpose of piloting was to identify errors and uncertainties and to make corrections to the research instruments. The research instruments were circulated among 35 beneficiaries who were not included in the sample. A repeat test was done with the same group to with the same questionnaire on a different date to check on consistency of their answers. This was important in picking insights from them to improve on the instruments. According to (Mugenda, 2003) 10 percent of the sample is appropriate for piloting. (Mugenda, 2003)

#### **3.5.2 Validity of the instrument**

Validity refers to how far a research instrument measures what it is intended to be measured or the degree to which the test items measures the attributes for which the test is intended to measure (Mugenda, 2003). It refers to the effectiveness of a tool, data or information. In this study two experts in the field of research were given research instruments to assess the

relevance of each item in the instrument based on the objectives of the research. The researcher also gave the questionnaires to the supervisor to establish their appropriateness, correctness and the language used to frame the questionnaires are easy, simple and clear for the respondents to comprehend.

### **3.5.3 Reliability of the instrument**

Reliability is a measure of how consistent the results are over time and whether same results are attained subsequently. It measures the stability of the research instruments from two or more tries. (Mugenda, 2003) defined reliability as a measure of the degree to which research instruments produce consistent results after repeated trials. In this study the data values collected from the questionnaires were split into two using 'odd number and even number items' this is in order to get two sets of values which will be correlated using Spearman's Correlation Coefficient to calculate the coefficient of relationship. The correlation coefficient was above 0.75 which was sufficient for these questionnaires to have high reliability (Kasomo, 2006)

### **3.6 Data collection procedure**

The researcher fulfilled necessary formalities required to carry out data collection before proceeding to various groups for the purpose of collecting data, the researcher first obtained an introductory letter from the University of Nairobi, School of Open and Distance Learning. He then applied for a research permit from the National Council of Science and Technology and Innovation (NACOSTI), to be allowed to carry out the research. The researcher then proceeded to the study area and notified the DCC of the intended research by sending a letter to him asking permission to carry out research with the respective groups within specified time which was granted. This was followed by the administration of questionnaires to the groups. The purpose of the survey was explained to each of the respondents and their consent obtained before data collection (Bryman, 2015). The groups were given one week to complete filling in the questionnaires after which the researcher retrieved the questionnaires from them for analysis. A follow up on questionnaires was done to ensure a good return rate. The researcher also engaged three trained assistants to help in data collection.

### 3.7 Data analysis technique

According to (Saunders, 2009) defined data analysis as the process of organizing the raw data into useful information. The Quantitative data obtained from the field was first checked to eliminate inconsistencies. It was then summarized and coded back into the SPSS Version 25 software analysis. Descriptive statistics and inferential were applied on the data collected from the respondents. The study results were then presented by the use of the frequency tables, figures and words for easier interpretation. Measures of central tendency which included the mean, and standard deviation were used to analyze data further.

#### 3.7.1 Regression Analysis

The researcher performed multiple regression analysis at 95 percent level of confidence and 5 percent level of significance to establish how independent variables (technical capacity, project funding practices, management structures, and monitoring and evaluation processes affected dependent variable (performance of Uwezo fund supported projects). The ANOVA was used to test the model fitness.

In this case, the regression equation was expressed as;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \dots\dots\dots (i)$$

Where:

Y= Performance of Uwezo fund supported projects)

$\beta_0$  = Coefficient of intercept

X1= Technical capacity

X2 = Project funding practices

X3= Project management structures

X4= Project monitoring and evaluation processes

$\epsilon$  =error term

$\beta_1 \dots \beta_4$  = regression coefficients of the independent variables

### 3.8 Operationalization of variables

Table 3.3 provides an outline of the method that was utilized to operationalize variables.

**Table 3.3: Operationalization of variables**

<b>Objectives</b>	<b>Variable</b>	<b>Indicator</b>	<b>Data collection tools</b>	<b>Measurement scale</b>	<b>Type of analysis</b>
To establish extent to which technical capacity influence the performance of Uwezo fund supported projects	Technical capacity	<ul style="list-style-type: none"> <li>• Level of education</li> <li>• Nature of capacity development</li> <li>• Level of knowledge and skills</li> </ul>	Questionnaire	Ratio	Descriptive statistics and inferential statistics
To establish extent to which Project funding practices, influence the performance of Uwezo fund supported projects	Project funding practices	<ul style="list-style-type: none"> <li>• Nature of funding</li> <li>• Level of beneficiary participation</li> <li>• Frequency of funding</li> </ul>	Questionnaire	Ratio	Descriptive statistics and inferential statistics
To examine extent to which management structures, affect performance of the Uwezo supported projects	Project management structures	<ul style="list-style-type: none"> <li>• Membership to committees</li> <li>• Nature of management structure</li> <li>• Committee adherence to good governance principles</li> </ul>	Questionnaire	Ratio	Descriptive statistics and inferential statistics

<p>To examine extent to which project monitoring and evaluation processes influence performance of Uwezo fund supported projects.</p>	<p>project monitoring and evaluation processes</p>	<ul style="list-style-type: none"> <li>• Routine programme monitoring</li> <li>• Data dissemination and use</li> <li>• Evaluation and research</li> </ul>	<p>Questionnaire</p>	<p>Ratio</p>	<p>Descriptive statistics and inferential statistics</p>
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### **3.9 Ethical considerations**

The researcher will maintain confidentiality of the respondents with regard to information obtained from them through the questionnaires and interviews. The research instruments will not have names of the respondents. The consent of the respondents was pursued after identification before administering the questionnaires. The purpose of the study was clarified to the respondents in advance or before administering the questionnaires.

The data collected was protected from being accessed by any unauthorized persons by being kept safely in lockable safes, and inscription of passwords in computer data.

## CHAPTER FOUR

### DATA ANALYSIS, PRESENTATION, INTERPRETATION

#### 4.1 Introduction

This chapter consists of data analysis, interpretation, presentation and discussion of research findings. The purpose of this study was to analyze the influence of project implementation practices on performance for Uwezo fund supported projects in Isiolo county, Kenya. The study utilized both descriptive and inferential statistics. The analysis was based on findings from four research objectives

#### 4.2 Questionnaire return rate

As Table 4.1 illustrates, the questionnaires that the researcher administered were 147 out of which 84 were fully filled and returned. This was a 57.1% response rate that was within a minimum rate of 50% recommended by Sproul (2011).

**Table 4.1: Questionnaire Return Rate**

	No. of Respondents	Response Rate
Response	84	57.1
Non-response	63	42.9
<b>Total</b>	<b>147</b>	<b>100.0</b>

#### 4.3 Background Information

This section provided information that was of great importance to researcher because it provided a personal data of the people who participated in the study. The section asked respondents to provide their information relating to gender, age bracket, highest level of education, marital status, and how long the group had been in existence, their ward, the type of business, year funded category of funding and loan status. The information is provided in form of tables.

##### 4.3.1 Gender of Respondents

The researcher asked the respondents to indicate their gender and results are in Table 4.2.

**Table 4.2: Gender of Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	29	34.5
Female	55	65.5
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings show that 65.5% of them were females whereas (34.5%) were males. This depicts that a larger percentage of females participated in the study in comparison to a relatively smaller number of males. In spite of this slight difference, there was no form of gender bias throughout the process of collecting the data

#### **4.3.2 Age of Respondents**

The respondents were further asked to indicate their age bracket and results were as indicated in Table 4.3.

**Table 4.3: Age of respondents**

	<b>Frequency</b>	<b>Percent</b>
Below 25 years	5	6.0
25 to 35 years	38	45.2
36 to 45 years	24	28.6
above 45 years	17	20.2
<b>Total</b>	<b>84</b>	<b>100.0</b>

As Table 4.3 illustrates, most of the respondents (45.2%) were between 25 and 35 years, 28.6% of them were between 36 and 45 years, 20.2% were above 45 years, whereas only 6% of them were below 25 years. The respondents showed they were normally distributed. This implied that they were able to provide reliable information on the subject matter.



### 4.3.3 Highest level of education of respondents

Table 4.4 presents the respondents answer on the number of years their group has been in existence

**Table 4.4: Highest level of education of respondents**

	Frequency	Percent
Post graduate	6	7.1
Under graduate	11	13.1
Diploma	31	36.9
Certificate	23	27.4
Any other(specify)	13	15.5
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings reveal that 36.9% of the respondents were diploma holders, 27.4% indicated that they had a certificate, 15.5% indicated they had other qualifications mainly form four and primary certificates, 13.1% were graduates while 7.1% were post graduates. This implied that all of them were educated even though at different levels. From this information, it was concluded that they understood the language that was utilized to collect the data thereby they provided reliable information on subject matter.

### 4.3.4 How long the group has been in existence

Table 4.5 presents the respondents answer on the number of years their group has been in existence

**Table 4. 5: How long the group has been in existence**

	Frequency	Percent
7-12 months	10	11.9
More than 1 year	74	88.1
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings indicate that 88.1% of the respondents were in groups that existed more than 1 years and 11.9 % were in groups that had existed between 7 to 12 months, and no group was less than 7 months old. This implies that the respondents were in groups that could give relevant information on Uwezo funds because they are beneficiaries.

#### 4.3.5 Category which group was funded

Table 4.6 presents the results on the category respondents were funded

**Table 4. 6: Category which group was funded**

	Frequency	Percent
Youth	31	36.9
Women	49	58.3
PWD	4	4.8
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings indicate that 56 % of the respondents were women groups, 36.9 were youth groups and 7.1 % were PWDs groups. This implies that the respondents were representative because the constituency has more women group beneficiaries than youth groups and PWDs least funded.

#### 4.3.6 Ward of the respondents

The respondents were asked to indicate the wards they came from.

Table 4.7 presents the results on the category respondents were funded

**Table 4.7: Ward of the respondents**

	<b>Frequency</b>	<b>Percent</b>
Bulapesa	32	38.1
Wabera	18	21.4
Burat	12	14.3
Oldonyiro	6	7.1
Chari	6	7.1
Cherab	3	3.6
Ngaremara	7	8.3
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings show that 38.1% of respondents were from Bulapesa, 21.4% from Wabera, 14.3% from Burat, 8.3% from Ngaremara, 7.1% from Oldonyiro and Chari, wards and 3.6 from Cherab. This implies that the whole constituency was covered. Uwezo fund has funded more groups from Bulapesa, Wabera and Burat compared to Oldonyiro, Chari, Cherab and Ngaremara therefore the respondents were representative to provide relevant information about Uwezo fund that can be generalized.

#### **4.3.7 The respondent's marital status.**

The respondents were asked to state their marital status

Table 4.8 presents the results on the marital status of the respondents

**Table 4. 8: The respondent's marital status**

	<b>Frequency</b>	<b>Percent</b>
Married	52	61.9
Single	32	38.1
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings show that 61.9% of respondents were married and 38.1 % were single. This implies that the survey was able to capture data from people with different social economic background.

#### 4.3.8 The financial year when group funded

The respondents were asked to indicate the year the group was funded.

Table 4.9 presents the results on the financial year the groups were funded

**Table 4. 9: The financial year when group funded**

	Frequency	Percent
2014/2015	10	11.9
2015/2016	32	38.1
2016/2017	33	39.3
2018/2019	9	10.7
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings show that 39.3% of respondents were funded in the year 2019/2017, 38.1% in 2016/2017, 11.9% in 2014/2015 and 10.7% in 2018/2019. The survey was able to capture data from groups funded during different financial years. The financial years 2015/2016 and 2016/2017 had high number of respondents corresponding with the period when Uwezo fund financed many groups. This implies that the respondents could be able to give reliable information about the subject matter.

#### 4.3.9 Type of business

The respondents were asked to indicate the of business they are involved in.

Table 4.10 presents the results on the type of business they were involved in

**Table 4. 10: Type of business**

	<b>Frequency</b>	<b>Percent</b>
Joint/group	80	95.2
Individual	4	4.8
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings show that 95.2% had joint /group projects and 4.8% had individual projects. Since Uwezo finances groups this implies that most respondents were in joint projects and could be able to provide relevant information on the subject matter.

#### 4.3.10 Loan repayment status

The respondents were asked to indicate if they have started repaying their loans.

Table 4.11 presents the results of the respondents on if they had started paying their loans.

**Table 4.11: Loan repayment status**

	<b>Frequency</b>	<b>Percent</b>
Yes	70	83.3
No	14	16.7
<b>Total</b>	<b>84</b>	<b>100.0</b>

The findings show that 70% of the respondents had started paying their loans and 16.7% have no started paying the loans. This implies that the composition of the respondents includes those paying loans and defaulters, therefore can be relied to provide reliable information about the subject matter.

#### 4.4 Performance of Uwezo funded Projects in Isiolo North Constituency.

The research sought to examine the performance of Uwezo funded projects in Isiolo North Constituency for the last five years. The respondents were asked to use a Likert scale of 1 to 5, where 1= Strongly disagree to, 2=Disagree, 3=Neutral/not sure, 4=Agree, 5= Strongly agree. The results were as shown on Table 4.12.

**Table 4.12: Performance of Uwezo supported projects in Isiolo North Constituency.**

	<b>Mean</b>	<b>Std. Dev</b>
The youth and women groups are aware of how to access Uwezo fund	4.20	.915
Uwezo fund has given loans to many groups in Isiolo North	4.20	.861
The new groups requesting loans from Uwezo fund have increased	4.19	.828
The groups with loans are ready to pay their loans in time	3.65	1.114
The businesses supported by Uwezo fund are very successful	3.85	1.058
Successful groups are able to borrow more than once from Uwezo fund	4.40	.642
Uwezo fund is preferred by youth, women and PWDs compared to other government loans	4.37	.708
<b>Composite mean</b>	<b>4.12</b>	<b>0.88</b>

The respondents agreed that the successful groups are able to borrow more than once from Uwezo fund as illustrated by a mean score of 4.40, Uwezo fund is preferred than other Government loans illustrated by a mean of 4.37, Uwezo fund has supported many groups in Isiolo North as shown by a mean of 4.20, youth and women groups are aware of how to access the fund as depicted by a mean of 4.20, new groups requesting for loans have increased as illustrated by a mean score of 4.19. The respondents also agreed that businesses supported by Uwezo fund are very successful and the groups with loans are ready to pay their loans as illustrated by a mean of 3.85 and 3.65 respectively. The aggregate score of mean was 4.12 with a standard deviation of 0.88. This implied that the respondents agreed Uwezo supported projects in Isiolo North Constituency had performance was very well for the last five years.

#### 4.5 Project funding practices on performance of Uwezo funded projects

The research sought to establish extent to which funding practices, influence the performance of Uwezo fund supported projects in Isiolo North Constituency. The researcher required the respondents to specify the extent to which they agreed with certain statements concerning the influence of technical capacity on performance of Uwezo fund supported projects in Isiolo North constituency using a Likert scale of 1 to 5, where 1= Strongly disagree , 2=Disagree, 3=Neutral/not sure, 4=Agree, 5= Strongly agree. The results were as shown on Table 4.14

**Table 4.13: Project funding practices on performance of Uwezo funded projects.**

	<b>Mean</b>	<b>Std. Dev.</b>
The funding conditions are many making access to funds difficult	3.36	1.332
Applications for loans are never delayed and are processed in time	2.60	1.031
Groups are able to grow their loans after paying their previous loans	4.06	.797
The beneficiaries are adequately trained before receiving funds to manage their businesses	2.73	1.255
Funding through group is convenient to all people interested with loans	3.77	1.090
The groups constantly receive business information from Uwezo fund	3.57	1.144
<b>Composite mean</b>	<b>3.35</b>	<b>1.11</b>

The respondents agreed that, groups are able to grow their loans after paying their previous loans as depicted by a mean score of 4.06, funding through groups is convenient to all people interested in loans as depicted with a mean score of 3.77 and groups constantly receive business information from Uwezo fund with a mean score of 3.57. The respondents were neutral/not sure if funding conditions are many making access to fund difficult as depicted with a mean score of 3.36. They however disagreed that the beneficiaries are adequately trained before receiving funds to manage their businesses applications are never delayed and are processed in time and applications for loans are never delayed and are processed in time as illustrated by the means of 2.73 and 2.60 respectively.

The composite mean score was 3.35 and a standard deviation of 1.11. This implied that the respondents were neutral/not sure on the extent to which project funding practices, influence the performance of Uwezo fund supported projects in Isiolo North Constituency.

#### 4.6 Technical capacity on performance of Uwezo funded projects

The study further sought to assess the level to which technical capacity, influence the on the performance of Uwezo fund supported projects in Isiolo North constituency. The researcher required the respondents to specify the extent to which they agreed with certain statements concerning the influence of technical capacity on performance of Uwezo fund supported projects in Isiolo North constituency using a Likert scale of 1 to 5, where, 1= Strongly disagree, 2=Disagree, 3=Neutral/not sure, 4=Agree, 5= Strongly agree. The results were as shown on Table 4.13.

**Table 4.14: Technical capacity on performance of Uwezo supported projects in Isiolo North Constituency**

	Mean	Std. Dev.
The level of education influences how committee members relate with groups	3.93	1.106
The successful groups are led by group leaders with good education	3.81	1.187
The training groups receive before funding is very relevant	4.40	.730
Entrepreneurship and management skills are important in running of business	4.39	.695
Some members do not participate in running of group projects but leave to those members who understands the project	3.79	1.076
Training provided to groups or beneficiaries is adequate	3.83	1.004
<b>Composite mean</b>	<b>4.03</b>	<b>0.997</b>

The respondents agreed that the trainings the groups receive are very relevant with a mean score of 4.40. They also agreed that training provided to groups or beneficiaries is adequate as depicted by a mean score of 3.83. The respondents also agreed that entrepreneurship and management skills are important in running business as illustrated by a mean score of 4.39. They too agreed that level of education influences how committee members relate with groups as illustrated by a mean score of 3.93. The respondents also agreed that successful groups are



led by leaders with good education and some members do not participate in running of group projects but leave it to those members who understands the project as depicted by the mean score of 3.81 and 3.79 respectively.

The composite mean score was 4.03 and a standard deviation of 0.997, this implied that the respondents agreed that technical capacity of project implementors and beneficiaries contributed a lot to the performance of Uwezo supported projects in Isiolo North for the last five years.

#### **4.7 Project management structures on performance of Uwezo funded projects**

The study sought to examine extent to which management structure, affect the performance of the supported projects in Isiolo North Constituency. The researcher required the respondents to specify the extent to which they agreed with certain statements concerning the influence of technical capacity on performance of Uwezo fund supported projects in Isiolo North constituency using a Likert scale of 1 to 5, where 1= Strongly disagree , 2=Disagree, 3=Neutral/not sure, 4=Agree, 5= Strongly agree. The results were as shown on Table 4.15

**Table 4.15: Management structures on performance of Uwezo funded projects.**

	Mean	Std. Dev.
There was fairness in selection of Uwezo fund committee members	3.52	1.197
The committee is well represented taking care of all regions and interest groups	3.68	1.088
The government officers in the committee provide relevant and adequate information and training on Uwezo fund	4.04	.987
The committee is able to constantly provide correct information to the community when required	3.82	1.008
The committee operates with fairness and not influenced by political leaders	3.46	1.312
The committee representatives have high integrity and works transparently	3.65	1.266
<b>Composite mean</b>	<b>3.70</b>	<b>1.243</b>

The respondents agreed that the government officers in the committee provide relevant and adequate information and training on Uwezo fund illustrated by a mean score of 4.04, the

committee is able to constantly provide correct information to the community when required as indicated by the mean score of 3.82, they also agreed that the committee is well represented taking care of all regions and interest groups as depicted by a mean score of 3.68 and they have high integrity and works with integrity as depicted by a mean of 3.65. The respondents too agreed that the committee was fairly selected as illustrated by a mean score of 3.52, they were however not sure/neutral on whether the committee operates with fairness and not influenced by politicians.

The composite mean score was 3.7 and a standard deviation of 1.243, this implied that the respondents agreed with the extent to which management structure, affect the performance of the supported projects in Isiolo North Constituency.

#### **4.8 Monitoring and evaluation processes on performance of Uwezo funded projects**

The study sought to determine the level to which project monitoring and evaluation processes influence the performance of Uwezo fund supported projects in Isiolo North Constituency. The researcher required the respondents to specify the extent to which they agreed with certain statements concerning the level to which project monitoring and evaluation processes influence on performance of Uwezo fund supported projects in Isiolo North constituency using a Likert scale of 1 to 5, where 1= very low extent, 2=Low extent, 3=Moderate extent, 4=Great extent, 5= Very great extent. The results were as shown on Table 4.16

**Table 4. 16: Monitoring and evaluation on performance of Uwezo funded projects.**

	<b>Mean</b>	<b>Std. Deviation</b>
Uwezo fund M&E team routinely visits groups	3.32	1.243
M&E teams usually visit groups before during and after release of funds	3.45	1.091
The M&E reports are shared with beneficiaries and stakeholders	3.40	1.204
The M&E teams are inclusive of all stakeholders when in the field	3.19	1.237
The M&E reports and findings has influenced success of your business	3.39	1.261
M&E influences sustainability of Uwezo funded projects	3.60	1.088
<b>Composite mean</b>	<b>3.39</b>	<b>1.187</b>

The respondents agreed to a great extent that project monitoring and evaluation influences sustainability of Uwezo fund supported projects as illustrated by a mean of 3.60 they however agreed to a moderate extent that M&E teams usually visit groups before during and after release of funds as depicted by a mean score of 3.45, the M&E reports are shared with beneficiaries and stakeholders as illustrated by a mean score of 3.40. They also agreed to a moderate extent that M&E reports and findings has influenced success of their businesses as illustrated by a mean score of 3.39 and Uwezo fund M&E team routinely visits groups as shown by a mean score of 3.32, also moderately agreed that The M&E teams are inclusive of all stakeholders when in the field as depicted by a mean score of 3.19.

The composite mean score was 3.39 and a standard deviation of 1.187, this implies that the respondents moderately agreed with the level to which project monitoring and evaluation processes influence the performance of Uwezo fund supported projects in Isiolo North Constituency.

#### **4.9 Hypotheses Testing**

In this study hypotheses testing was done using regression analysis to determine whether there is a significant relationship between technical capacity, project funding practices, project management structures and project monitoring and evaluation processes as the independent variables and the dependent variable, which was the performance of Uwezo fund supported projects in Isiolo North constituency.

##### **4.9.1. Technical capacity and performance of Uwezo supported projects in Isiolo North Constituency.**

The following hypothesis was tested using correlation analysis to satisfy the first objective.

H<sub>0</sub>: There is no significant relationship between technical capacity and the performance of Uwezo fund supported projects in Isiolo North constituency.

#### **Regression Model**

The mathematical model used for testing the null hypothesis was as follows:

Performance of Uwezo supported projects funded in Isiolo North Constituency = f (Technical Capacity)

$$Y = f(X_1, \varepsilon)$$

$$Y = \beta_0 + \beta_1 X_1 + \varepsilon$$

Where

Y = Performance of Uwezo supported projects funded in Isiolo North Constituency

X1 = Technical Capacity

$\beta_0$  = Constant term

$\beta_1$  = Beta coefficient

$\varepsilon$  = Error term

Data was analyzed and the regression results for establishing the influence of technical capacity on the performance of Uwezo fund projects supported projects in Isiolo North Constituency was presented in Table 4.17, 4.18 and 4.19.

**Table 4. 17: Model summary on technical capacity and performance of Uwezo supported projects**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.442	0.213	0.152	0.798

These study results depict the manner in which the model fits the data into the equation. The adjusted  $R^2 = 0.152$  provides the predictive power of the model This implies that about 15.2% indicators of technical capacity are concentrated around the mean. This indicates that technical capacity has a weak relationship with the performance of Uwezo fun supported projects in Isiolo North Constituency.

**Table 4.18: Analysis of variance (ANOVA) for technical capacity and performance of Uwezo supported projects**

Model	Sum of Squares	Df	Mean Square	F	Sign.
Regression	109.732	6	18.2887	26.6861	0.136
Residual	350.113	77	4.5468		
<b>Total</b>	<b>459.845</b>	<b>83</b>			

From the results, the F-calculated is 26.6861 and it is greater than the F-critical (2.22) indicated that the model is significant. There was a significant relationship technical capacity and performance of Uwezo fund supported projects in Isiolo North constituency,  $p=0.136>0.05$  implying that technical capacity is not a good predictor of performance of Uwezo funded projects.

**Table 4.19: Regression coefficient for technical capacity and performance of Uwezo supported projects**

	Unstandardized		Standardized	t	Sig
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.662	0.788		2.290	0.229
Technical capacity	0.097	0.116	0.100	0.834	0.397

The study depicted that if all other variables would be held constant, then a unit change in the score of technical capacity would change the performance of Uwezo fund supported projects in Isiolo North by 0.097.

#### **4.9.2. Project funding practices and performance of Uwezo supported projects in Isiolo North Constituency.**

The following hypothesis was tested using correlation analysis to satisfy the second objective.

H<sub>0</sub>: There is no significant relationship between project funding practices and the performance of Uwezo fund supported projects in Isiolo North constituency.

## Regression Model

The mathematical model used for testing the null hypothesis was as follows:

Performance of Uwezo supported projects funded in Isiolo North Constituency = f (project funding practices)

$$Y = f(X_2, \varepsilon)$$

$$Y = \beta_0 + \beta_2 X_2 + \varepsilon$$

Where

Y = Performance of Uwezo supported projects in Isiolo North Constituency

X<sub>2</sub> = Project funding practices

β<sub>0</sub> = Constant term

β<sub>2</sub> = Beta coefficient

ε = Error term

Data was analyzed and the regression results for establishing the influence of project funding practices on the performance of Uwezo fund projects supported projects in Isiolo North Constituency was presented in Table 4.20, 4.21 and 4.22.

**Table 4.20: Model summary for funding practices and performance of Uwezo supported projects.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.457	0.212	0.1506	0.806

These study results depict the manner in which the model fits the data into the equation. The adjusted  $R^2 = 0.1506$  provides the predictive power of the model. This implies that about 15.06% of the indicators of funding practices are concentrated around the mean. This indicates that project funding practices has a weak relationship with the performance of Uwezo fund supported projects in Isiolo North Constituency.

**Table 4. 21: Analysis of variance (ANOVA) for funding practices and performance of Uwezo supported projects**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sign.</b>
<b>Regression</b>	98.371	6	16.395	24.554	.0017
<b>Residual</b>	361.474	77	4.694		
<b>Total</b>	<b>459.845</b>	<b>83</b>			

From the results, the F-calculated is 24.554 and it is greater than the F-critical (2.22) indicated that there was a significant relationship between project funding practices and performance of Uwezo fund supported projects in Isiolo North constituency,  $p=0.017 < 0.05$  implying that the model is a good predictor of performance of Uwezo funded projects. The null hypothesis was therefore rejected and it was concluded that there is a significant relationship between project funding practices and performance of Uwezo supported projects in Isiolo North Constituency.

**Table 4.22: Regression coefficient for funding practices and performance of Uwezo supported projects**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	2.576	0.577		4.862	0.040
Project funding practices	0.150	0.111	0.062	0.616	0.382

The study depicted that if all other variables would be held constant, then a unit change in the score of project funding practices would change the performance of Uwezo fund supported projects in Isiolo North by 0.150.

#### **4.9.3. Management structures and performance of Uwezo supported projects in Isiolo North Constituency.**

The following hypothesis was tested using correlation analysis to satisfy the third objective.

H<sub>0</sub>: There is no significant relationship between project management structures and the performance of Uwezo fund supported projects in Isiolo North constituency.

## Regression Model

The mathematical model used for testing the null hypothesis was as follows:

Performance of Uwezo supported projects funded in Isiolo North Constituency = f (project management structures)

$$Y = f (X_3, \varepsilon)$$

$$Y = \beta_0 + \beta_3 X_3 + \varepsilon$$

Where

Y = Performance of Uwezo supported projects funded in Isiolo North Constituency

X<sub>3</sub> = Management structures

β<sub>0</sub> = Constant term

β<sub>3</sub> = Beta coefficient

ε = Error term

Data was analyzed and the regression results for establishing the influence of project management structures on the performance of Uwezo fund projects supported projects in Isiolo North Constituency was presented in Table 4.23, 4.24 and 4.25.

**Table 4.23: Model summary for management structures and performance of Uwezo supported projects**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.518	0.274	0.217	0.769

The study results depict the manner in which the model fits the data into the equation. The adjusted  $R^2 = 0.217$  provides the predictive power of the model. This implies that about 21.7% of the indicators of management structures are concentrated around the mean. This indicates that project management practices have a weak relationship with the performance of Uwezo fund supported projects in Isiolo North Constituency.



**Table 4.24: Analysis of variance (ANOVA) for management structures and performance of Uwezo supported projects.**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sign.</b>
<b>Regression</b>	133.7936	6	22.29893	35.02706	.0.006
<b>Residual</b>	326.0516	77	4.234437		
<b>Total</b>	<b>459.8452</b>	<b>83</b>			

From the results, the F-calculated is 35.027 and it is greater than the F-critical (2.22) indicated that model is significant. There is significant relationship between project management practices and performance of Uwezo fund supported projects in Isiolo North constituency,  $p=0.006 < 0.05$  implying that the model is a good predictor of performance of Uwezo funded projects. The null hypothesis was therefore rejected and it was concluded that there is a significant relationship between project management practices and performance of Uwezo supported projects in Isiolo North Constituency.

**Table 4.25: Regression coefficient for management structures and performance of Uwezo supported projects.**

	<b>Unstandardized Coefficients</b>	<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>	
(Constant)	2.619	0.3805		7.350 0.002
Project management structures	0.0674	0.118	0.078	0.523 0.311

The study depicted that if all other variables would be held constant, then a unit change in the score of project management practices would lead to a change in the performance of Uwezo fund supported projects in Isiolo North by 0.0674

#### **4.9.4. Project monitoring and evaluation and performance of Uwezo supported projects in Isiolo North Constituency.**

The following hypothesis was tested using correlation analysis to satisfy the fourth objective.

H<sub>0</sub>: There is no significant relationship between project monitoring and evaluation processes and the performance of Uwezo fund supported projects in Isiolo North constituency.

### Regression Model

The mathematical model used for testing the null hypothesis was as follows:

Performance of Uwezo supported projects funded in Isiolo North Constituency = f (project monitoring and evaluation processes)

$$Y = f(X_4, \varepsilon)$$

$$Y = \beta_0 + \beta_4 X_4 + \varepsilon$$

Where

Y = Performance of Uwezo supported projects funded in Isiolo North Constituency

X<sub>4</sub> = Monitoring and evaluation processes

β<sub>0</sub> = Constant term

β<sub>4</sub> = Beta coefficient

ε = Error term

Data was analyzed and the regression results for establishing the influence of project monitoring and evaluation processes on the performance of Uwezo fund projects supported projects in Isiolo North Constituency was presented in Table 4.26, 4.27 and 4.28.

**Table 4.26: Model summary for monitoring and evaluation processes and performance of Uwezo supported projects.**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.422	0.187	0.1231	0.812

These study results depict the manner in which the model fits the data into the equation. The adjusted R<sup>2</sup> = 0.1231 provides the predictive power of the model This implies that about 12.31% of the indicators of monitoring and evaluation processes are concentrated around the

mean. This indicates that project monitoring and evaluation processes have a weak relationship with the performance of Uwezo fund supported projects in Isiolo North Constituency

**Table 4.27: Analysis of variance (ANOVA) for monitoring and evaluation processes and performance of Uwezo supported projects.**

<b>Model</b>	<b>Sum of Squares</b>	<b>Df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sign.</b>
<b>Regression</b>	96.9450	6	16.1576	21.772	.0.125
<b>Residual</b>	362.9002	77	4.7129		
<b>Total</b>	<b>459.8452</b>	<b>83</b>			

From the results, the F-calculated is 21.772 and it is greater than the F-critical (2.22) indicated that the model was significant. There was a significant relationship between project monitoring and evaluation processes and performance of Uwezo fund supported projects in Isiolo North constituency,  $p=0.125>0.05$  implying that the project monitoring and evaluation processes are not a good predictor of performance of Uwezo funded projects.

**Table 4.28: Regression coefficient for monitoring and evaluation processes and performance of Uwezo supported projects.**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
(Constant)	4.0194	0.291		13.801	0.000
Monitoring and evaluation	0.0203	0.110	0.037	0.214	0.339

The study depicted that if all other variables would be held constant, then a unit change in the score of project monitoring and evaluation processes would change the performance of Uwezo fund supported projects in Isiolo North by 0.0203.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents a summary of the study and the conclusions drawn from the findings. Recommendations made from findings and suggestions for further research are also presented. Both recommendations and conclusions are founded on study's objectives.

**5.2 Summary of the Findings**

This study sought to analyze the influence of project implementation practices on performance for Uwezo fund supported projects in Isiolo county, Kenya. The analysis was based on findings from four research objectives which sought; to establish extent to which technical capacity influence the performance of Uwezo fund supported projects, to establish extent to which funding practices influence the performance of Uwezo fund supported projects, to examine extent to which management structure affect the performance of the supported projects and to examine extent to which monitoring and evaluation processes influence the performance of Uwezo fund supported projects in Isiolo North Constituency. Data for this study was collected from 84 respondents comprising of 6 PWD groups, 47 Women groups and 31 youth groups from the seven wards in Isiolo North constituency. The study utilized both descriptive and inferential statistics in data analysis. Descriptive analysis used the frequency distribution tables, while regression analysis was used to test the hypothesis and draw inferences.

The first objective for this study sought to establish extent to which technical capacity influence the performance of Uwezo fund supported projects in Isiolo North Constituency. It was established that the respondents agreed that technical capacity influences performance of Uwezo fund supported projects with a composite mean of 4.03 and a standard deviation of 0.997. The respondents agreed that training of groups is very important before receiving funds. The funded groups had received adequate training from Uwezo fund which influence success of their businesses. Training on entrepreneurship and business management was identified as very relevant to small businesses.

The second objective sought to establish extent to which funding practices, influence the performance of Uwezo fund supported projects in Isiolo North Constituency. The study found that repayment of loans enables groups to get more funds from Uwezo fund which enables growth of business funding through group was also convenient to many groups enabling them access cheap credit where it could be difficult for individuals. The beneficiaries admitted receiving training from Uwezo fund though it was not adequate. However, it was found that the fund is usually delayed or take a long period from application to receiving of funds. Therefore, the study established that Uwezo fund funding practices influences performance of the supported projects with a composite mean of 3.35 and a standard deviation of 1.2. The standard deviation shows that there were respondents who greatly agreed that the funding practices are okay while also they were others who greatly disagreed with them.

The third objective sought to examine extent to which management structure, affect the performance of the supported projects in Isiolo North Constituency. The study found that to a very great extent, the government officers in the committee are able to provide adequate information and training on Uwezo fund with a mean of 4.04. To a great extent Uwezo fund management structure is able to communicate and provide relevant information to groups and community with a mean of 3.82. To a great extent the interest groups are well represented in the committee, regions, gender youth, women and PWDs, well represented with a mean of 3.68. The respondents were however not satisfied with the workings of the committee impartiality while serving them for being nominated by members of parliament even though they said they are people with high integrity. The study established that a proper management structure influences performance of Uwezo fund supported projects, with a composite mean of 3.7 and a standard deviation of 1,243 the respondents agreed that management structures influences performance of Uwezo fund supported projects.

The fourth objective sought to examine the extent to which monitoring and evaluation processes influence the performance of Uwezo fund supported projects in Isiolo North Constituency. The study established that Monitoring and evaluation to great extent enhances sustainability of Uwezo fund supported projects in Isiolo North constituency. The beneficiaries agreed that Uwezo fund M&E teams moderately monitors and evaluates funded projects. The sharing of findings with beneficiaries is moderately done and inclusivity of stakeholders in monitoring teams was moderately done. This study found out that in overall monitoring and

evaluation influences performance of Uwezo fund supported projects in Isiolo North constituency with a composite mean of 3.39 and a standard deviation of 1.187. However some of the respondents felt that the M&E team does not perform its work as intended.

### **5.3 Discussion of the Findings**

This section discusses the findings in relation to the literature review

#### **5.3.1 Technical capacity on the performance of Uwezo fund supported projects in Isiolo North Constituency**

The research objective sought to establish to which technical capacity influence the performance of Uwezo fund supported projects in Isiolo North Constituency. The study found out that training of groups before they receive funds is very important, and that adequate training influence success of the funded businesses. The study found that training on entrepreneurship and business management was very relevant to small businesses. This is in agreement with (Sugal, 2017) who argued that management training positively affects the implementation of projects. It also concurs with Kwame (2013) who claimed that Uwezo fund training and education is usually inadequate training and has failed to prepare the youth adequately to participate in decision making. Training and capacity building of project managers enables them communicate and pass necessary and relevant information to groups. it enables beneficiaries of the fund acquire skills that are important in managing their businesses even if they had low levels of education.

#### **5.3.2 Project funding practices on performance of Uwezo fund supported projects in Isiolo North Constituency.**

The study sought to establish extent to which funding practices, influence the performance of Uwezo fund supported projects in Isiolo North Constituency. it was found that the fund is usually delayed or take a long period from application to receiving of funds. This concurs with a study done by (Otieno, 2014) who noted that it takes between two to three months to receive the funds by groups from when they applied which contradicts industry standards of lending institutions like banks. This prolonged period affects project implementation whereby groups loses their initial idea or their idea is overtaken by circumstances such as market, or climatic conditions or group dynamics. The study also found the group funding is convenient to many

people enabling them access cheap credit where it could be difficult for individuals. A study by (Roslan, 2009) found out that borrowers with longer repayment period have a higher chance of defaulting, but those who have adequate training have lower chance of default. This concurs with the finding that adequate training as a precondition for lending is very important. The groups that are adequately trained understands the rationale behind the establishing of a revolving fund and their obligations towards repaying their loans.

### **5.3.3 Management structure on performance of Uwezo fund supported projects in Isiolo North Constituency.**

The study sought to examine extent to which management structure, affect the performance of the supported projects in Isiolo North Constituency. The study focuses on membership to committees nature of management structure, committee adherence to good governance principles as variables. The study established that a proper management structure influences performance of Uwezo fund supported projects. This concurs with recommendation earlier done by (Chepkoech, 2016), on her study that Uwezo fund be implemented by one independent ministry or one department. This will eliminate having fund managers of fund who are committed to other Government functions increasing effectiveness and efficiency of the fund. The study found that committee members have high integrity however they are suspected not to be independent of their nominators. The MPS are able to bring nominate people acceptable by the community to run the fund but assumes control of some decisions they make, this concurs with a study done by (Otieno, 2014) which found Uwezo fund management has not fully embraced equity and inclusiveness affecting credibility of the committee members and community perception of the fund managers. The study also agrees with (Maduenyi, 2015) that performance of the organization depend with its organizational structure and where there are clear structures employees perform better by sharing duties hence divided improving productivity.

### **5.3.4 Monitoring and evaluation processes on performance of Uwezo fund supported projects in Isiolo North Constituency.**

The study sought to examine the extent to which monitoring and evaluation processes influence the performance of Uwezo fund supported projects in Isiolo North Constituency. The study established that Monitoring and evaluation processes to great extent enhances sustainability of

Uwezo fund supported projects. The beneficiaries agreed that Uwezo fund M&E teams moderately monitors and evaluates funded projects. The sharing of findings with beneficiaries is moderately done and inclusivity of stakeholders in monitoring teams was moderately done. This study concurs with (UNDP, 2009) M&E will enhance transparency with use of the fund and enable the groups implement to the proposed project. The sharing of reports with project managers, beneficiaries, lenders and government among other stakeholders will enhances transparency and good governance. This will have a positive net impact on sustainability and performance of the project. This study agrees with (Naidoo, 2011), that M&E team should be supported and strengthened because it's an indication of good governance. For the M&E team to be able to execute their mandate of routinely visiting groups they require to be considered when planning and budgeting and execution of activities.

#### **5.4 Conclusion**

Based on the above findings, the study concludes that there is statistically significant association between technical capacity of the Uwezo fund management committee and fund beneficiaries with the performance of the Uwezo fund supported projects in Isiolo North constituency. It further noted that where beneficiaries may have low levels of education adequate training and capacity building on business management skills and entrepreneurship would have a positive impact on success of their enterprises. When most members have requisite skills to run the business it will ease the burden of few members running or managing the business on behalf of the group.

The study further concluded that project funding practices has a significant impact on performance of Uwezo supported projects I Isiolo North constituency. The application procedures may discourage potential loanees if they are too many to meet. The group concept has enabled people to pool resources into groups and get access to credit without or with limited collateral. Prolonged waiting for disbursement of funds discourages initiation of project or project idea is lost with time. when the groups receive business development services from the Uwezo fund it enhances project success. Offering of adequate training of beneficiaries before their project are funded enables the groups to make informed decisions about their project enhancing sustainability of the project.



The findings also concluded that, Uwezo fund project management structures significantly influence performance of Uwezo supported projects. The study concludes that, with proper and working structures, the fund is able to reach to the community and beneficiaries. Proper structure enables flow of information that are beneficial to groups and project managers.

It further concludes that M&E processes have positive impact that is significant on the performance of Uwezo fund supported projects In Isiolo Constituency. It enhances sustainability of the projects. The monitoring and evaluation provide project managers together with other stakeholders with feedbacks on continuous basis so that they can implement and identify potential successes and challenges within project implementation. Sharing of project monitoring and evaluation findings and reports with the beneficiaries enables them to take correctional measures to improve on their businesses. It was also concluded that the M&E teams should be inclusive of all relevant stakeholders for the report to be accepted as reliable.

### **5.5 Recommendations**

Based on the findings from this study, it is recommended that the Uwezo fund should upscale the training and capacity building of beneficiaries before and after funding with business development services being offered to funded groups. This will equip group members with low levels of education with necessary skills to run successful businesses. The study also recommends Uwezo fund to empower the M&E teams be able to increase the number of visits to groups. The study further recommends Uwezo fund should come up with incentives or strategies or structure to enforce repayment. The study too recommends that Uwezo fund should reduce the time spent on processing applications and releasing of funds. Another recommendation is that the M&E teams should be inclusive of all relevant stakeholders when carrying out M&E. A recommendation is the fund should transform to in a bank or micro finance with independent structures that are manageable.

### **5.6 Suggestions for Further Studies**

The research sought to analyze the influence of project implementation practices on performance for Uwezo fund supported projects in Isiolo county, Kenya. Further research can be done on social cultural factors influencing repayment of Uwezo supported projects also a research can be done on factors affecting effectiveness of devolved funds in nomadic communities.

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## APPENDICES

### Appendix I: Letter of Transmittal

George Ndege Nyaga  
University of Nairobi  
P.O. Box 30197,  
GPO, Nairobi, Kenya.

The County Youth Director  
P.O. Box 496,  
Isiolo

Dear Sir/ Madam,

**RE: ACADEMIC RESEARCH PROJECT**

I am a student doing Master of Arts in Project Planning and Management at the University of Nairobi. I wish to conduct a research entitled influence of project implementation practices on the performance of Uwezo fund supported projects, a case of Isiolo North constituency. I have designed a questionnaire to enable collect data. The beneficiary groups and Uwezo fund Committee members are the respondents for the study. I am therefore seeking your authority to collect data from the groups.

I also inform you that the data collected will be used for academic research only and will make the findings available to you upon request. The information provided will be treated with a lot of confidentiality. The study outcomes and reports will not include reference to any individuals.

Your acceptance will be highly appreciated.

Yours faithfully,

**George Ndege Nyaga**

## Appendix II: Research Questionnaire Uwezo funded groups

Kindly answer the following questions by writing a brief answer or ticking in the boxes provided.

### PART A: BACKGROUND INFORMATION

1. Please indicate your gender  
Male  Female
2. What is your age?  
Below 25 years  25 to 35 years  36 to 45 years  above 45 years
3. Which is your highest level of education?  
a) Post Graduate  b) Undergraduate  c) Diploma  d) Certificate   
e) Any other (specify).....
4. Marital status  
a) Married  b) Single  c) Others specify
5. How long has your group been in existence?  
a) 1- 6 months  b) 7-12 month  c) more than 1 Year
6. Which ward do you come from  
a) Bulapesa  b) Wabera  c) Burat  d) Oldonyiro   
e) Chari  f) Cherab  g) Ngaremara
7. Is it a joint/group or an individual business?  
a) Joint/group  b) Individual
8. Which government financial year was your group funded?  
a) 2014/ 2015  b) 2015/2016  c) 2016/2017  d) 2018/2019
9. Please indicate the category under which you were funded  
a) Youth  b) Women  c) PWD
10. Has your group started repaying the fund?  
a) Yes  b) No

11. If No what are your reasons?

.....

.....

**PART B: PERFORMANCE OF UWEZO SUPPORTED PROJECTS**

12. To what extent do you agree with the following aspects on performance of Uwezo funded projects in Isiolo North Constituency for the last five years?

Strongly Agree [5] Agree [4] Neutral/Not Sure [3] Disagree [2] strongly Disagree [1]

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral /Not Sure</b>	<b>Disagree</b>	<b>Strongly disagree</b>
The Youth and women groups are aware of how to access Uwezo fund					
Uwezo fund has given loans to many groups in Isiolo North					
The new groups requesting loans from uwezo fund have increased					
The groups with loans are ready pay their loans in time					
The businesses supported by uwezo fund are very successful					
Successful groups are able borrow more than once from Uwezo funds					
Uwezo fund is preferred by youth, women and PWDs compared to other government loans					

**PART C: TECHNICAL CAPACITY**

11. To what extent do you agree with the following statements concerning influence of technical capacity on the performance of Uwezo fund supported projects in Isiolo North Constituency?

Strongly Agree [5] Agree [4] Neutral/Not Sure [3] Disagree [2] strongly Disagree [1]

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral /Not Sure</b>	<b>Disagree</b>	<b>Strongly disagree</b>
The level of education influences how committee members relate with groups					
The successful groups are led by group leaders with good education					
The training the groups receive before funding is very relevant					
Entrepreneurship and management skills training are important in running of businesses					
Some members do not participate in running of group projects but leave it to those members who understands the project.					
The training provided to groups or beneficiaries is adequate					



**PART D: PROJECT FUNDING PRACTICES**

12. To what extent do you agree with the following statements concerning influence Project funding practices, on performance of Uwezo fund supported projects in Isiolo North Constituency?

Strongly Agree [5] Agree [4] Neutral/Not Sure [3] Disagree [2] strongly Disagree [1]

	Strongly Agree	Agree	Neutral /Not Sure	Disagree	Strongly disagree
The funding conditions are many making access to fund difficult					
Applications for loans are never delayed and processed in time					
Groups are able to grow their loans after repaying their previous loans					
The beneficiaries are adequately trained before receiving funds to manage their businesses.					
Funding through group is convenient to all people interested with the loans					
The groups constantly receive business information from Uwezo fund					

**PART E: PROJECT MANAGEMENT STRUCTURES**

13. To what extent do you agree with the following statements concerning the influence project management structures, on performance of Uwezo funded projects in Isiolo North Constituency?

Strongly Agree [5] Agree [4] Neutral/Not Sure [3] Disagree [2] strongly Disagree [1]

	Strongly Agree	Agree	Neutral /Not Sure	Disagree	Strongly disagree
There was fairness in selection of Uwezo fund committee members					
The committee is well represented taking care of all regions and interest groups					
The government officers in the committee provide relevant and adequate information on Uwezo fund					
The committee is able to constantly provide correct information to the community when requested					
The committee operates with fairness and not influenced by political leaders					
The committee representatives have high integrity and works transparently					

**PART F: MONITORING AND EVALUATION**

14. To what extent do you agree with the following statements concerning influence of project monitoring and evaluation on performance of Uwezo funded projects in Isiolo North Constituency?

Very Great Extent [5] Great extent [4] Moderate extent [3] Low Extent [2] Very low Extent [1]

	<b>Very great extent</b>	<b>Great extent</b>	<b>Moderate extent</b>	<b>Low extent</b>	<b>Very low extent</b>
Uwezo fund M&E team routinely visits groups					
The M&E teams usually visits groups before during and after release of funds					
The M&E reports are shared with beneficiaries and other stakeholders					
The M&E teams are inclusive of all stakeholders when in the field					
The M&E reports and findings has influenced success of your business					
M&E influences sustainability of Uwezo funded projects					

**THANK YOU FOR YOUR PARTICIPATION**

**Appendix V: Map of the research site**

