PROJECT LIFECYCLE MANAGEMENT ON PERFORMANCE OF YOUTH EMPOWERMENT PROJECT: A CASE OF VOLUNTARY SERVICE OVERSEAS NAIROBI COUNTY, KENYA

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DECLARATION

I declare that this research project report is my original work and has not been presented for academic award in any other learning institution.

Signature:  …… Date: **…07/11/2022……**

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Supervisor's Declaration

This research project report has been submitted for examinations with my approval as the university supervisor.

Signature  ……. Date: 8/11/2022

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DEDICATION

I dedicate this research project report to my dearest parents; Mrs. Jenipher Adhiambo Amollo and Mr. Caleb Ramah Nyang'anga for being the light of my life, for their unconditional love and unending support throughout my studies.

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ABBREVIATION AND ACRONYMS

CBO	Community Based Organization
CSO	Civil Society Organizations
DFID	Department for International Development
EU	European Union
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organizations
PMI	Project Management Institute (PMI)
SPSS	Statistical Package for Social Sciences
UN	United Nations
UNFPA	United Nations Population Fund
VSO	Voluntary Service Overseas
WHO	World Health Organization
YMCA	Young Men's Christian Association

ABSTRACT

In order to function effectively, youth empowerment projects (YEPs) rely on research showing that young adults, given the chance, can create economic possibilities, contribute to society as a whole, and act responsibly. Thus, these initiatives are developed primarily to provide young people with economic agency and to mitigate social inequalities. But there are a number of obstacles to completing tasks, and sustainable development is one of them. In Kenya, as in many other small, emerging countries, the problem of how to implement youth empowerment projects is a major concern. Problems with the project's performance are common after completion, especially for those that required a substantial financial commitment. Despite the significant progress shown in the patterns of implementation for these projects, only a few of them remain maintained once implemented. The research was conducted in Nairobi County, Kenya, as part of a larger effort to study effects of project lifecycle administration on success of youth empowerment schemes. To evaluate impact of scheme planning on version of the youth enablement project; to establish effect of project implementation on the enactment of the youth empowerment project; to evaluate the impact of project closure on the performance of the youth empowerment project; and to decide the impact of project initiation on the enactment of the youth empowerment project were the specific goals that guided this. Argyris's stakeholder theory, decision theory, and intervention theory served as the theoretical foundations for this investigation. A cross-sectional, descriptive study was used for this investigation. In total, 108 participants from Nairobi's youth empowerment programme were randomly selected from a population of 149. Questionnaires were distributed to youth participants, project staff, and implementing partners to gather information. Data analysis was performed using SPSS for inferential statistics, descriptive statistics, and content analysis. The F-Statistic for this study was 61.318 at the 0.000 level of significance, demonstrating that effective project lifecycle management has a noticeable impact on project success. As can be seen in the table of regression coefficients, the t-test demonstrates a positive but insignificant association between project initiation and performance (0.07> p0.05); project planning was a affirmative and important predictor of enactment (beta = 0.128, alpha = 0.000). Having a positive and significant predictor for project performance at the 0.030 level is indicative of successful project implementation. As a positive predictor of project success, project completion had a beta value of 0.669 at the 0.000 level of significance. In summary, the project's performance was positively affected by the project's commencement, positively and significantly impacted by the project's planning, and positively and significantly impacted by the project's planning and implementation. The research advises that those responsible for initiating projects develop rigorous techniques to guarantee that the initiation process is carried out correctly. The research also suggests conducting regular checks and reviews. According to the results, the project should investigate several implementation strategies thoroughly. Project management lifecycle phase that verifies the project sponsor is satisfied with the project's final deliverables.

CHAPTER ONE

1.1 Introduction

This chapter discussed the rationale behind the study, the issue statement, the study's goals and objectives, the research questions and hypotheses, and the significance of the study along with its assumptions, limits, and restrictions.

1.2 Background of the Study

Project enactment is a key element of the entire venture management approach for handling project and program value assessments. The operations of the youth empowerment projects (YEPs) are founded on solid studies demonstrating that youth adults can create economic opportunities, contribute to society as a whole, and behave decently if they have access to the resources required to live successful lives (Kasirye & Gemma, 2015). It is also crucial to help young people develop their potential as pioneer influencers. The project team, project environment, and project administration society are three key factors that influence a project's performance and accomplishments. The youth empowerment project groups work to eradicate inequality through comprehensive capacity building, but they face conflicts between their own desire to help everyone in need and donors' demands to separate (or punish) youth based on performance (Gordon, 2018). There have been various arguments made in support of expanding investments in youth development due to how challenging it is to assess the efficiency of such series. The challenges are clear: more than 200 million young people live on less than $1 a day, over 100 million are illiterate, approximately 5 million are HIV positive, and roughly 85 million are unemployed (UN, 2018) . A rising number of organizations, however, are supporting different, more comprehensive strategies for reducing this numbers.

Globally, Cooke-Davies (2020) identified twelve true successful project determinants at three distinct peaks: project management performance, performance of a specific project, and evolving performance. Recent research conducted by Kluve et al. (2019) found that youth empowerment programs were most effective in low and middle income countries. However, these young projects may have an impact on areas outside of just financial inclusion. The main features of youth enablement were also discussed to include: the ideology element, the

transforming element, the political element, the educational element, the social element, and the elements of personal growth and well-being.

According to project professionals' perceptions, Toor and Ogunlana (2018) divided the important achievement criteria for huge construction schemes into four major categories: understanding, expertise, dedication, and interaction. Performance factors and variables of corporate function initiatives were identified by Cserháti and Szabó (2014). The study found that the five groups—project management procedures, required resources, project teams, workplace structure, and interaction and collaboration be used to categorize performance is associated. For instance, in Britain, the Princes Trust Enterprise program encourages young individuals amongst the ages of 18 and 30 to ruminate opening their own businesses. In Canada, the government offers loans to young people who want to start their own businesses. The Canadian government does not require collateral for the loan it gives to young people. Such policy measures imply that focusing on important groups like young entrepreneurs may assist programs reach individuals most likely to have underdeveloped entrepreneurship skills (Christen, 2015).

In Africa, the question of what would take for Africa to reconsider, refocus, and dedicate itself to youthful population skills development is a topic that is already occupying the lips of policy makers and education professionals across the continent. Falschau (2020) studied the effects of project performance in Africa which entailed investments and the execution of structuring projects in critical sectors including telecommunications, power, transport, agriculture, and healthcare. While it is true that there are more projects underway now than there were before the wave of debt cancellation that hit the continent at the start of the year 2000, it is also true that many of those projects have not met with the success that was anticipated (Falschau, 2020).

Young individuals in Nigeria have effectively participated in social improvement projects; have higher social propensities, quicker reaction times, dexterity, and invention. Consequently, it is crucial to use their proactive characteristics to bring about positive transformation in the society by actively and purposefully participating in initiatives that are meant to further their growth (Ngotho, 2013). In a study, conducted in Uganda by Kasirye and Gemma (2015), it was found that the program's youth, location, economic development, and kind of enterprise all had an impact on stakeholder involvement.

Locally, Kenya is not an aberration in the global trend of young people developing bumps. Wafula (2017) studied project enactment and arose to the end that the main causes of project failure in Kenya were substandard concept, substandard methodology, a lack of experience, underestimating project time, and substandard cost projection. In Kenya, most youth initiatives are typically supported by donors or the government. These initiatives often focus on a single issue. Kenya is facing a number of challenges as a result of its growing population. For instance, a project was carried out with the aim of lessening the HIV threat in the area in order to discourse the issue of the significant HIV incidence level in Mbita, which is partially attributable to the absence of sufficient and correct data on the aspects affecting the execution of HIV control Programs addressing youths (Odida, 2017). The World Bank-funded Kenya HIV/AIDS Disaster Response Programme, a component of the Multi-Country Aids Program, also backed a different project that was put into action to stop the transmission of HIV/AIDS in Imenti North Sub-County (Mucheru, 2013).

In Trans-Nzoia West Sub-County, there were additional youth initiatives carried out and supported by the Youth Enterprise Development Fund (YEDF), which engaged in economic activities to raise the area's youth's standard of living (Wahome, 2015). Kenya's current difficulty is managing a sizable portion of youth programs that involve activities that would enhance their sustainability and increase the production of the nation. These include firm financial conditions that support development and employment creation and permit youths to be integrated into the labor force, as well as effective social systems that boost the survival and general health of youth. The aforementioned amply proves that the Kenyan government has been developing and putting into action a number of policy frameworks and programs to address the issues facing Kenyan youth.

The process of developing, carrying out, and administering programs that improve a company's efficiency, its goals and improve the lives of the targeted population is known as project performance. Project performance is more concerned with the overall perspective than it is with the completion of tasks. To guarantee that every initiative yields a business advantage, it focuses on three areas: connecting current initiatives with the strategy. First, prior to beginning, project representatives should spend the effort to list the precise advantages of the project. This will create the groundwork for all subsequent steps. It's critical to remember that some projects may eventually fall outside the parameters of the strategy. Secondly, monitoring the projects' progress over time. Executing projects involves performing a range of tasks across departments and all organizational levels.

Lastly, looking for improvements in the project completions. It's crucial to evaluate whether project objectives were met, which activities went well, and which ones needed improvement when a project is finished.

In poor nations, the majority of youth empowerment projects nose-dive due to absence of attention to the elements that affect them: good project management procedures, project performance indicators, and essential success criteria. Chen et al. (2012) noted that the majority of these aspects are interconnected and have an effect on one another in order to underline the significance of understanding the intricacies of these interactions for efficient performance, resource allocation, and management.

A collection of rules or guidelines that serve as guidelines or regulations for project performance are necessary in order to properly assess project performance. De Wit (2016) argues that the "iron triangle," which evaluates a project's achievement in relations to its quality, duration, cost is the most widely used metric. Project performance can also be measured by analyzing how well the project reached its objectives in terms of its construction time and delivery, schedule, cost per unit and budget development, and other quality criteria (Konchar & Sanvido, 2019).The achievement of a project with regard to cost, time, safety and quality (Yeung et al., 2019), layout, remodel and change proportions, security, duration, and expense (Kang et al., 2018), and a thorough comprehension of client requirements that results in client gratification are additional aspects of anticipation of project performance (Ling et al., 2016).

It's not enough to call a project prosperous although it is finished on schedule, within economical, and according to plan. A project is considered successful when the specified goal or need is met while still adhering to time and resource limits. The capacity to satisfy the functionality and efficiency requirements of the project sponsors is essentially what determines whether a project has improved performance (De Wit, 2016). Key performance indicators (KPIs) for project management are often established earlier on. They clearly establish project ownership across organizational units and communicate the association’s main project concept. The most significant performance objectives for every facet of team participation in a project are included in key performance indicators. Any firm can benefit from a variety of data types; The top comparison metrics for program control include return on investment (ROI), efficiency, cost efficiency, cycle time, worker and customer satisfaction, meeting deadlines, and consistency with important organizational goals.

"Project lifecycle management" refers to the process of tracking a program or collection of programs as they progress over the stages of the project lifecycle , which include ideation, preparation, execution, and completion. The concept of project lifecycle management influences business decisions at every stage of a project's lifespan, from initial planning and budgeting to actual execution and contract planning (Brown, 2022). Globally expanding projects have benefited regional sectors in emerging nations and the economies of the nations in which they were implemented (Aarseth et al., 2017). A framework consisting of roles, procedures, policies, and value systems is required for projects to achieve organizational aims and enable enactment that cares the top comforts and requirements of both internal and external shareholders (Müller, 2019). The capacity of an organization to achieve its investment in projects and realize the value outlined in its strategy is contingent on the availability of a framework for aligning the project's deliverables with its intended objectives.

Five phases comprise the project administration life cycle: Project Planning , Project Initiation, Project Monitoring & Control, Project Execution and Project Termination (Nyamasege & Mburu, 2015). The project initiation stage is made up of two distinctive activities the project initiation and participant registration. The objective of this step is to decide on the project's purpose, outline its goals, and obtain permission from a regulating party (Donato, 2021). During the planning stage of the project lifecycle management, the operation facilities—which include an operation managerial strategy, operation environment, task meltdown structure, as well as arbitrary and measurable hazard evaluations and risk reactions—are constructed (Brown, 2022). By using this platform, users may carry out their tasks while staying within the allocated time and budget.

The project execution phase is when things really pick up, as this is when the majority of the funds are allocated and most of the success criteria are produced (Brown, 2022). The goal of this phase is to manage groups adequately while establishing timeline goals and reaching standard milestones. The executing phase usually entails official or casual initiatives for partner engagement, product control, and employee development. The project closure stage, which ends the project life cycle, involves more than merely declaring the project finished. It is essential to officially close the project and obtain approval from the client, partners, or project sponsor (Donato, 2021).

Stakeholders in youth empowerment initiatives, including county governments and NGOs, should implement efficient project governance structures, including stakeholder leadership processes, fully developed leadership frameworks, and initiatives to improve project quality, in mandate to significantly rise the sustainability of the upcoming projects (Muathe et al. 2020). The project lifecycle suggests an systematized way for carrying out the project. This makes it possible for everyone involved to track the project's growth and decide whether any concerns occur with specific deliveries (Lechler & Dvir, 2010). The project lifecycle's stages give an insight of how the program develops and make it possible to pinpoint aspects that require greater emphasis at distinct positions, such as risk control in the initial phases and more project evaluation reviews in the implementation stage (Beleiu & Nistor, 2015).

However, there are several challenges facing projects, and sustainable growth is among them. The sustainability of youth enablement initiatives is a matter of alarm, in many other developing nations with small economies. The majority of finished projects, especially those that demand significant financial investments, typically run into sustainability problems. These projects' implementation patterns show a significant advance, but only a small number of them are being sustained after implementation, which is relatively disappointing (Gupta & Kumar, 2013).

1.3 Statement of the Problem

The national government of Kenya is not short of ideas for economic empowerment for its youth and has set up, in different periods several funding projects for the same with the most known being the youth enterprise development fund. Other projects include Uwezo Fund, affirmative action fund, *Kazi kwa Vijana* Initiative. Some notable reasons for failure of such projects run by youth include poor group formation, lack of ownership and commitment, poor record keeping and wastages, the need to get rich quick, overdependence on continuous support (Basil 2020).

According to Iha (2014), the elements of resource availability, cultural sensitivity, stakeholder involvement, and technical expertise all played significant roles in determining whether or not initiatives were launched. Project discovery and initiation procedures have a large and favorable impact on performance, as claimed by Mutwiri, Were, and Otieno (2018). In their study, Dvir, Raz, and Shenhar (2013) discovered that the degree to

which management processes and procedures are implemented had no bearing on the final results of the project. According to Muute and James (2019), proper project planning has a major and beneficial effect on the outcome of building endeavors. Magagan and Ngugi (2021) found that completing a project had a beneficial effect on its outcome.

The goal of youth empowerment programs is to help young individuals grow in knowledge, skills, and experiences they want to lead happier, healthier lives. Ahmed and Ali (2014) noted that YEPs are majorly mandated with promoting important life skills and create a pattern of deeds that lead to vigorous selections and eventually accomplishment in life. The Kenya Youth Employment and Opportunities Project (KYEOP) aims to do things like boost young people's chances of finding work, encourage them to start their own businesses, provide them with better access to data about the job market, and encourage the creation of more supportive policies for young people (KYEOP, 2022). The effectiveness of these programs is largely dependent on the enactment of the projects. The performance of the project can be looked at in terms of timely delivery, project cost, project schedule, achievement of project objectives and quality deliverables. However, the performance of these projects have been hindered by factors such as lack of commitment, poor group formation, lack of ownership of ideas by other members (Mburu, 2018) poor project appraisal, economic challenges, training trials, policy challenge and internal control (Gachuru & Mwirigi, 2014). One of the ways of enhancing project performance, is project life cycle management. The goal of the Kenya Youth Employment and Opportunities Project (KYEOP) is to help young people in Kenya find better job opportunities by, among other things, encouraging them to start their own businesses, providing them with better access to information about the labor market, and advocating for them.

1.4 Purpose of the Study

The aim of the study was to investigate how project lifecycle management affects performance youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

1.5 Research Objectives

The following were aims of the study ;

i. To examine effect of project initiation on performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

ii. To assess the effect of project planning on enactment of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

iii. To establish the effect of project implementation on enactment of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

iv. To examine the effect of project closure on performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

1.6 Research Questions

Study intends to reply the below queries;

i) How project initiation affect performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya?

ii) How project planning affect performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya?

iii) How does project implementation affect performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya?

iv) How does project closure affect performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya?

1.7 Significance of the Study

Scholars and practitioners in project management, would find the outcome of this study useful and might utilize this information to build on and refine the study's techniques and investigate the study's prioritized research topics.

The findings would also be instrumentals in helping NGOs, police makers, donor institutions and project management professionals to get more knowledge from this study to strengthen the development of clear frameworks, policies and adapt practices that facilitate and ensure purposeful use of project lifecycle management in managing projects.

1.8 Definition of Terms

The following are words which have been used in this study and have been defined as;

Project lifecycle management- a framework with different stages that guide the process of transforming a project idea into fruition in a realistic and manageable way.

Project initiation- the phase of in the project lifecycle management that seeks to understand the project goals, needs, priorities and risks.

Project planning- the phase that examines the tasks to be undertaken, the timelines for implementation, resources needed and order of implementation.

Project implementation- this is the stage at which plans are executed.

Project closure- this is the end stage of the project series where final deliverables are produced, project resources are released, and final reports generated and shared with relevant stakeholders.

Project performance-The measure of project success/impact against the intended scope/quality, within the time allocated and limits of the resources assigned to it.

Project- A set of organized activities developed to achieve particular objectives within a given timeframe with allocated resources. In this study however, the projects being referred to be those implemented by NGOs to improve the socio-economic status of communities and project beneficiaries.

1.9 Organization of the Study

Voluntary Service Overseas (VSO) Kenya is a branch of VSO International, an NGO that implements projects by bringing people together to fight poverty and injustice through the lasting power of volunteering. VSO Kenya has a youth programme that sits under the livelihood programme portfolio. Specifically, the youth empowerment project aims at ensuring that youth have relevant soft and hard skills for resilient employment and entrepreneurship, they have access to ongoing lifelong learning opportunities including mentorship, career linkages, networks, have agency and ownership, access to markets for employment and entrepreneurship. The project is in several locations implemented through a network of youth organizations called Youth for

Sustainable Development. The study focused on the project in Nairobi to determine how project lifecycle management affects performance the youth empowerment project at VSO Kenya.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter/section shared highpoints from some existing literature of project design, planning, implementation, and closure on the overall enactment of youth empowerment projects. It is arranged into parts that explains different concepts of the study, the empirical literature review analyzed, the theoretical review, gaps identified in the literature and conceptual framework to explain the relation between the study variables. The empirical review highlighted the topic, objective, methodology, and study findings.

2.2 Performance of Youth Empowerment Projects

Researchers and practitioners in the field of project management would help reading the outcomes of this study, as they might use the data to improve upon the methods used and further explore the areas that were deemed most important. With regard to accomplishing the project's goals, project performance guarantees that businesses maximize profitability, minimize the effects of hazardous and uncertain occurrences, and seize the opportunities presented by potential risky events (Alqahtani, Chinyio, Mushatat & Oloke, 2015).

Cost, time, and quality, which are fundamental performance metrics, are used to judge the project's performance (Ahmed & Ali, 2014). All of a product's necessary features must be present for it to fulfill its intended function and be considered to be of high quality. The specification of quality requirements should be expressly and unambiguously expressed in design and contract papers to assure the efficacy and conformance of quality performance. For this study, project performance was measured in relations of cost, profitability, time and quality. In the case of Youth Empowerment Projects, performance can be measured by project cost, project objectives, project schedule/timelines, quality deliverables and issue management.

2.3 Project Lifecycle Management and Project Performance

This section discusses into detail the project lifecycle management approaches and their influence on performance. The approaches of project lifecycle management comprise of project planning, project implementation ,project initiation and project closure.

2.3.1 Project Initiation and Project Performance

Using a sample of completed projects in Bangladesh, Bhuiyan, Islam and Hoque (2011) examined the correlation among well-planned project launches and project achievement. Fifty businesses from the Bangladeshi, foreign, garment, and electronics industries were selected at random for this study. Other than projects selected based on opportunities and feasibility studies completed by specialist firms, other parts of the project start process have a important affirmative correlation with project achievement, agreeing to the study's findings. This study is useful for, policymakers, academics and managers since it determines which components of the project initiation procedure are most crucial to the project's eventual success. This study gives corpus of information by demonstrating how the initial stages of a project might affect its final success.

Iha (2014) set out to identify the variables that affect project initiation at bible translation and literacy programs in Kenya's coast area. Research design was one of descriptive research used for the investigation. A sample size of 360 people, including members of the project advisory committee, project employees, chiefs, and church leaders, was chosen from a population of 2613. The sample was chosen via purposeful sampling. The researcher and study assistants gathered data via written surveys, one-on-one interviews, and focus groups. With the aid of a computer package called SPSS, the acquired information were manually evaluated using descriptive statistics like frequencies and percentages and they were then presented using tables. The study's findings demonstrated that the usage of technical competence, stakeholder involvement, and the availability of resources all play a key influence in the commencement of projects.

Three Kenyan researchers, Mutwiri, Were, and Otieno, assessed the effect of project kickoff practices on the final quality of CDF building projects in the country (2018). The intended audience was the project team actually working on the construction projects. The counties that make up the region were selected at random, and at least three districts from each county were selected at random. Purposeful sampling was used to get information from subject matter experts. The information was gathered with the help of questionnaires. According to the results, construction projects funded by the Kenyan CDF have a better chance of success when proper steps are taken to identify and launch them. Coefficient regression

modeling with moderation demonstrated that the relationship amongst project initiation and identification methods and the project atmosphere greatly impacted the achievement of CDF building projects in Kenya. Therefore, the project atmosphere affects the correlation among PID and the accomplishment of CDF building projects.

Sustainability in forest management was studied by Tabot, Owuor, and Migosi (2020) in Saboti, Trans-Nzoia County, Kenya. The survey's respondents included all 2,600 members and 15 staff members of the Saboti forest station, who are all part of the Saboti-Sosio Community Forest Association. The research strategy favored here is best described as explanatory. The sample size for this survey was 347, and it was taken from the Saboti-Sosio target audience. Fifteen KFS workers were used as the sample. In the case of KFS, all of their own employees were chosen via census sample processes, while 347 members of the local population were chosen at random. In order to gather information, a questionnaire and interview guide were created. Pearson's correlation and descriptive statistics were used to examine the information. According to the findings, implementing participatory programs has a significant effect on forest sustainability. Initiating more participatory projects appears to boost Saboti's sustainable forest management.

Mbugua (2022), who examined how effective they were when initiated with community input. The aim of the study was to examine the connection between public participation and project success. The research technique was descriptive in nature. Mango Farming Projects were the source of 12622 people. The sample size was 376, and it was gathered using a multistage sampling technique. Utilizing inferential and descriptive statistics, the research questionnaire data was analyzed. The analysis results were then presented using the F-test, correlation, mean, and standard deviation. The research confirmed a causal connection between initiating a project and producing more mangoes. As a result, the research recommends that farmers employ correct project initiation for improved project performance.

2.3.2 Project Planning and Project Performance

The authors of this article, Raz, Dvir and Shenhar (2013), conducted an experimental investigation on the connection between thorough planning and successful project completion. Planning takes into account three different areas: requirements determination, , and project management processes and procedures and technical

specifications creation . More than a hundred Israeli defense R&D initiatives provided the data for this analysis. It examines the statistical relationship between the two groups of data. The results imply that the level of application of administration procedures and processes is unrelated to the success of projects, which is conveniently sustained by project management training and contemporary computerized tools.

Amadi (2017) intended to determine the function of performance planning for community initiatives in Kenya. A systematic literature review was done to evaluate the objective. The results of the literature research indicated that the most important factors were the availability of resources, the skills required, community participation, and the project's long-term viability. These are the primary criteria that examine the project's achievement or failure. Therefore, it is essential to examine the planning procedure, the events involved, and the parties involved in the procedure, and link them to the community project's end performance. The study applauds that other development partners and governments take a serious look at and comprise communities in all planned communal development projects; this will rise ownership insolences, misappropriation of budgeted resources, reduce conflicts and improve the community's living ideals and the area's overall development.

Construction projects in Nairobi County, Kenya were analyzed by Multi and James (2019) to determine the effect of project planning strategies on project achievement. There was a shift toward a census-style research methodology. A total of 125 building projects in Nairobi County were aimed at. About 125 project managers were asked to fill out the survey. Primary information was collected via a semi-structured questionnaire. All of the variables in this study were correlated using Pearson's method. According to the results, construction projects benefit greatly from careful preparation of human resources, management of time and materials, and administration of finances. The research found that construction companies need to invest in their people by providing them with suitable and ongoing training programs.

Khan, Irfan, Hassan, Habib, Hassan, Khan, and Khan aimed to establish how well-developed project plans and the abilities of project managers affected the outcomes of government projects in their 2021 study. This study polled 260 project wangles from public segment firms in Balochistan to investigate the nature of the ideas' interrelationships. Quantitative data was collected and analyzed using partial least squares structural equation modeling in order to test the hypotheses. The results exposed

that good planning has important effect accomplishment of public sector projects. It was discovered that formation for public sector projects is more important than preparing for private sector efforts.

Justice and Peace Projects, Ruhengeri Diocese, Rwanda, were assessed by Gerardine, Gamaliel, and Placide (2022) for their effectiveness and impact on the community. All of the workers in the Peace and Justice Commission of Ruhengeri Diocese were included in the analysis. Sixty participants were interviewed since they were the best knowledgeable about the Commission's work in 15 parishes around the Ruhengeri Diocese. All of the Justice and Peace Commission staff in the Diocese of Ruhengeri constituted the target audience of fewer than a hundred. Documentation methods, in-person interviews and questionnaires were used to compile the data. On the other hand, we used SPSS (20), to conduct the analysis. The study was conducted using an evocative survey design because this kind of research survey design offers a suitable method of data collection with regards to the scholastic variables on project management procedures. According to the study's findings, the Justice and Peace Commission in the Diocese of Ruhengeri's development projects fared far better when they employed project management principles like planning.

2.3.3 Project Implementation and Project Performance

Kiragu (2015) examined the effect of project execution on the enactment of Hand in Hand Eastern Africa's young mother's initiative in Kiambu County. For the appropriate level of representation, stratified sampling was employed. For data collection, a questionnaire with structured questions and a 5-point Likert scale was employed. Using Spearman's rank correlation coefficient, statistical dependence between variables was determined. The results of the study exposed a favorable connection amongst the enactment of the Hand in Hand Eastern Africa young mothers' project in Kiambu County and the independent variable, project implementation.

The purpose of the study by Waterman and Tulirinya (2021) was to determine whether or not NGOs in Tanzania's Iganga Municipality had better success rates with their initiatives if they used better risk management strategies. The research was quantitative, correlational, and cross-sectional in nature. Target respondents from 45 NGOs' initiatives in Iganga Municipality made up the 117 respondents. In this study, we used a self-administered questionnaire and analyzed the results with software designed for social scientists (SPSS).

Findings showed that using established procedures for project execution and risk management considerably increased the possibility of a project's achievement. Centered on the findings of this research, non-governmental organizations (NGOs) in Iganga Municipality were urged to place greater stress on risk management procedures and project implementation as a means of increasing project achievement.

Al-Hajj and Zraunig (2018) examined the effect of implementing project management on the positive accomplishment of building projects. The adopted research design was a quantitative design. The selection of a target of 142 participants was based on their backgrounds. In addition to closed and five-point Likert scale questions, the questionnaire also includes matrix ratings based on the literature review. There is a considerable association amongst the application of project administration and the success of initiatives. Traditional cost, time, and quality criteria continue to be the primary technique for gauging the accomplishment of a project, but they do not guarantee stakeholder satisfaction.

The effects of incorporating project management were studied by De Carvalho, Patah, and De Souza (2015). A three-year longitudinal field study was conducted with companies across 10 sectors in Argentina, Brazil, and Chile. A total of 1387 projects' worth of data were examined. The research hypotheses were evaluated using structural equation modeling. Schedule is positively related to both project management enablers and project management training and capability development activities, as shown by the results. The margin and the plan of a project are two characteristics that are heavily influenced by its complexity. Analyses that include many countries and multiple industries find a substantial explanatory effect.

Njang'iru (2020) examined the effect of project execution strategies on the cost enactment of Nairobi, Kenya's elevator and escalator enterprises. The study assumed a descriptive research approach, with project managers from the 36 listed lift and escalator firms in Kenya as the target population. All project managers from the 36 lift firms in Kenya were surveyed as part of a census research. SPSS 22 was utilized for computer-aided data analysis employing descriptive and inferential statistics. The gathered information was examined and shown in graphs, tables, and percentages. Linear regression model was used to estimates of variations in the listed variables. To summarize the acquired data, the mean, dispersion, and standard deviation and central tendency were utilized. The study found that project implementation has a substantial impact on the cost effectiveness of elevator and escalator installations.

2.3.3 Project Closure and Project Performance

Project lifecycle management's effect on the successful conclusion of public works projects in the Makueni Constituency was examined by Maunda and Moronge (2016). Descriptive research methods were used, with 131 projects serving as the study's population; primary data was gathered through a census survey. SPSS version 22 was used for quantitative analysis of the data. To be sure, the R-value indicates a significant positive correlation between the two sets of data (0.898). The phases of planning, carrying out, and finishing a project all have favorable correlations within project life cycle management.

Nyamasege and Mburu (2015) reviewed project closure administration on the efficiency of water projects in Kitui, Kenya. The research utilized a descriptive technique and a case study strategy. Using a stratified random sampling method, 37 responses represented 10% of the target population. Utilizing a form to collect data, the study was conducted. SPSS version 21 and Excel were utilized to analyze the data using and quantitative and qualitative techniques. The outcomes of the study showed that the phase of project closure affected the enactment of water expansion projects in Kenya. The regression and correlation analyses revealed a positive association between the two variables, indicating that they prejudiced the enactment of water development projects with 5% significance and 95% confidence.

Project closure was found to have a important effect on project achievement at Unilever Kenya Ltd., according to research by Magagan and Ngugi (2021). The results of the study indicate that completing a project improves its outcome. In addition, effective project communication can boost results. Project success is boosted by having capable leaders in charge. Managing the interests of the various parties involved in a project can have a direct bearing on how well it turns out.

Projects funded by the Migori East Constituency Development Funds were examined by Omeno and Sang (2018). The study used descriptive survey research. Twenty-six CDF projects in the Migori East constituency were the subject of the research. There were a total of 62 people in the intended audience: 26 customers, 24 advisors, and 12 workers. There was a population count taken. We had 62 people in our sample. The questionnaire served as a tool for collecting information. The research showed that construction industry

performance as a whole is difficult, and that cost and schedule overruns are common for owners, particularly on prominent projects that are huge, complicated, and potentially hazardous.

Project closure in the context of product lifecycle management in the defense industry was investigated by Paton and Andrew (2019). The study opted for a qualitative approach. Semi-structured interviews were shown with a large number of managers from different departments at Thales UK who work in the defense business in the United Kingdom. Seventeen people were surveyed for this study. It determined that potential to improve the strategic worth of project management inside organizations and the integration of project administration practice and product lifecycle management may be present in the lifecycle-based function of the project closure..

2.4 Theoretical Framework

Explaning and foreseeing phenomena requires establishing links among various factors, and this is what theories do. They lack concrete substance and have no discernible purpose. (Studies in the Social and Behavioral Sciences). Three of Argyris's theories—the Stakeholder Theory, the Decision Theory, and the Intervention Theory—formed the conceptual foundation for this investigation. This unit offers a high-level outline of the relevant theory and its application to the current project.

2.4.1 Stakeholder Theory

Freeman (1983) proposed the theory of stakeholders. The fundamental premise of this idea was that the interaction amongst project shareholders and the organization was organized for the stakeholders' advantage. The thesis describes how to manage the genuinely existent multiple stakeholder interests in a project. The relationship between a stakeholder and a project depends on the stakeholder's influence over the project's work, the organization, or other stakeholders. Certain parties have contractual obligations (Freeman, et. al., 2010).

Success in implementing empowerment projects hinges heavily on the skill of those involved. The project team's top focus is meeting the expectations of all stakeholders at every stage of the process. This theory is significant to the research because it describes how the project team ensures performance throughout the project life cycle (from inception to completion). As a result, the company must pay close attention to the most influential people involved in the project. Participation from those who stand to gain and lose from the project, as well as the project team itself, determines success or failure (its execution) (Philips, 2011). A project that is not likely to be

judged successful regardless of whether or not it remains in the basic limitations of money, scope and time. The stakeholder concept has been panned by some. According to Orts and Strudler (2002), the group's interests are spread too thin to effectively coordinate. So, when a manager is responsible to everyone, accountability and performance suffer. Furthermore, for-profit businesses are restricted in their ability to maximize shareholder profit.

2.4.2 Intervention Theory

Argyris (1970) defined intervention as ongoing system of relationship between and among people for the reason of helping them. He argues that this process aids and improves a previously existing situation. The idea is a behavioral and consultative model that promotes individuals and/or groups to take part in the positive transformation process by sharing accurate information, exercising free and informed choice, taking personal responsibility, and demonstrating a determination to succeed. Based on the specific problem of the client system, an interventionist employs these core intervention approaches. The client has the right to privacy and autonomy when dealing with the interventionist. The client system, not the consultant, is in charge of making decisions. Free choice allows the customer to consider a variety of options that are relevant to the organization's present needs (Bailey, 2014).

Argyris does have a good point in promoting consultation between and amongst parties involved to improve the outcomes of interventions. However, limiting the study of intervention theory to a behavioural science method is insufficient. Other aspects of human behaviour must be examined as well. Feelings and emotions can be irrational and unreasonable at times (Bennett, 1997). Only when the correct emotional milieu prevails can Argyris' three fundamental tasks be completed successfully. If the intervention activity is to be successful, both the client and the consultant must have a positive, constructive working relationship. Despite Argyris' (1970) theory's contradictions, the majority of his assertions are rational and apply to any approach. Argyris' theory's comprehensive nature has and will continue to be useful to a wide range of scenarios.

The theory is applicable to this research as it encourages building relationships, in this case with the youth in order for them to be involved in project lifecycle phases to come up with and implement the best interventions.

The current state of non-youth involvement in all project lifecycle management phases to improve project performance will be disrupted and that is a good thing.

2.4.3 Contingency Theory

Contingency theory by Fiedler (1964) argued that organizational managers, while making decisions, are entrusted with building the best possible fit between the organization, its subsystems and environment. Organizations are vulnerable systems that require watchful management to fulfil and balance internal requirements and to adjust to environmental conditions. Similar to this, Donaldson (2001) contends that an organization will perform better if it adapts to its environment than if it does not, and that misaligned characteristics within organizational configurations will preclude an organization's capability to achieve a natural order with its environment that will result in improved performance.

This study focuses on the project manager making key decisions that will lead to overall project performance notably through project lifecycle management strategy. These decisions are frequently reached in a dynamic and tumultuous setting. Because there is no one finest method to organize, various kinds or species of organizations are required in diverse sorts of environments, and the suitable form depends on the type of chore or environment one is dealing with, this theory is pertinent to the study since it calls for the project manager to make decisions based on the current conditions. This theory is relevant as it aims to discover the bond amongst the performance of the youth empowerment project and project lifecycle management. However, this theory is faced by numerous limitations; contingency method looks to be practically complex since it is based on making decisions on an uncertain environment (Shala, Prebreza & Ramosaj, 2021). (Shala, Prebreza & Ramosaj, 2021). Contingency strategy is likewise reactive rather than proactive. Reactive nature occurs when handling the problems become hard for the manager. This idea is also hampered by inadequate literature consequently, making it not adequately dependable (De Souza, 2020). (De Souza, 2020).

2.5 Conceptual Framework

A conceptual framework is a graphical representation of the relationship amongst independent and dependent variables. The purpose of this research is to examine the connection between project lifecycle management and project performance. Indicators for the independent variables

were project commencement, project implementation, project planning and project completion. The project cost, project objectives, project schedule, and quality of deliverables constituted the dependent variable, project performance. Figure 2.1 illustrates this point: conceptual framework.

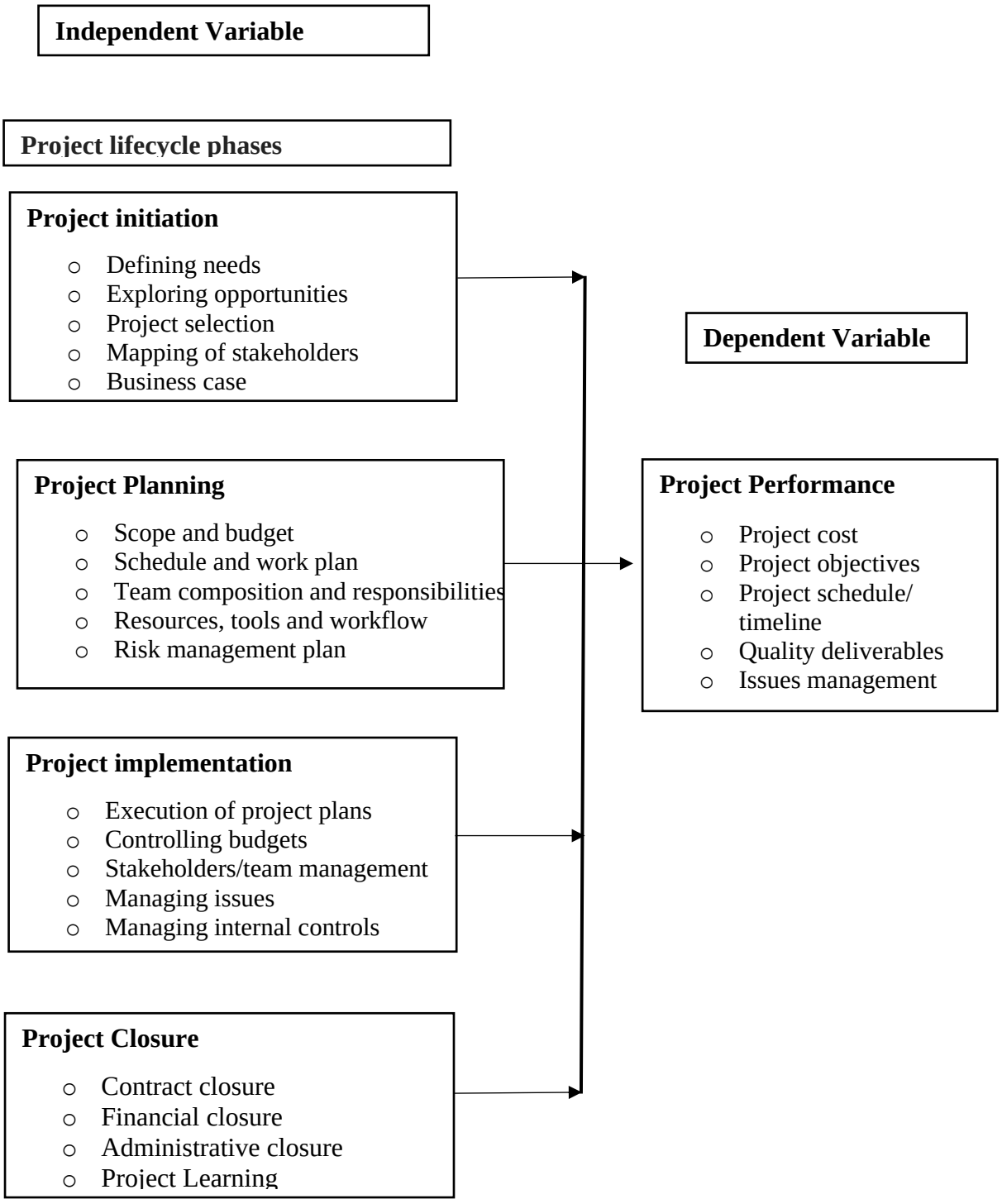

Figure 2.1 Conceptual Framework

2.6 Summary of Literature and Research Gaps

This chapter looked at literature related to the four specific research objectives. The literature review covered global, regional and local studies on project planning, project implementation, project closure, project initiation and project performance. The research gaps presented by these studies were presented in table 2.1.

Table 2.1 Summary of Literature and Research Gap

Author(s)	Title of the Study	Key Findings	Gap in knowledge	Focus of current study
Islam, Bhuiyan and Hoque (2011)	Project initiation phase and project success on some selected projects in Bangladesh.	Project initiation process have significant positive relationship to the project success	Conceptual gap: the study's dependent variable was project success	The study will fill the current gap by having the dependent variable as performance
Dvir, Raz and Shenhar (2013)	The relationship between project planning and project success	Project success is insensitive to the level of implementation of management processes and procedures	Conceptual gap: This gap is presented by the dependent variable which focused on project success	This gap will be filled by having project performance as an dependent variable
Iha (2014)	Factors influencing project initiation at literacy projects and at	The commencement of projects is prejudiced by the accessibility of resources, consideration of cultural variables,	Contextual gap: This gap is evident since this study focused on	This gap will be filled by focusing on youth empowerment

	Bible Translation in coast region in Kenya	involvement of stakeholders, and application of technical expertise.	bible translation and literacy projects in Kenya	project by VSO Kenya
De Carvalho, Patah, and De Souza (2015)	Project management implementation and its effects on project achievement	The results show a significant and affirmative relationship amongst the response variable schedule with PM enablers and project management efforts in exercise and competences growth	Conceptual gap: The study focused on project success as its dependent variable	This gap will be filled by focusing on project performance as the dependent variable
Kiragu (2015)	Influence of project implementation on performance of public projects of young mothers project by hand in hand Eastern Africa	Project implementation, had a affirmative connection on the dependent variable-performance of Hand in Hand Eastern Africa young mothers' project in Kiambu	Contextual gap: This study was based on community projects of young mothers project by hand in hand Eastern Africa	This gap will be filled by focusing on youth empowerment projects
Nyamasege and Mburu (2015)	Project closure management on the performance	Project closure phase had a positive significant effect on the performance	Contextual gap: performance of	The study will fill this gap by focusing on

	of water projects in Kitui, Kenya	of the water development projects in Kenya	water projects in Kitui, Kenya	youth empowerment projects by VSO
Amadi (2017)	The part of project planning on enactment of community projects in Kenya	The crucial aspects were resources accessible, skills essential, community participation, and sustainability of the project in the long term	Contextual gap: The author focused on the enactment of community projects in Kenya	Youth empowerment projects by VSO will make up the context of the study
Al-Hajj and Zraunig (2018)	Project management implementation on the successful completion of projects in construction	A strong correlation between project management success and successful projects	Conceptual gap: Project completion was used as the dependent variable	To fill this gap, project performance was adopted as the dependent variable
Omeno and Sang (2018)	Project performance and management of CDF Projects in Migori East	General performance in the building enterprise is wrought with challenging circumstances	Conceptual gap: The study concentrated on project management as the independent variable	To fill this gap, this study embraced project closure as the independent variable

Muute and James (2019)	Project planning practices and performance of construction projects in Nairobi City County, Kenya	Project planning practices positively and significantly contributes to performance of the construction projects	Contextual gap: The author focused on the performance of construction projects in Nairobi County	Youth empowerment projects by VSO will make up the context of the study
Paton and Andrew (2019)	Project closure in product lifecycle management in the defence industry	Project lifecycle-based role of the project closure may present opportunities to enhance the strategic value of the project	Conceptual gap: This gap presented by the dependent variable, product lifecycle	This gap will be filled by having project performance as the dependent variable
Njang'iru (2020)	Project implementation practices on cost performance of lifts and escalator companies, Nairobi, Kenya	Implementation of a project significantly impacted the cost performance of lift and escalator projects.	Conceptual gap: This gap presented by the dependent variable, cost performance	Project performance will be adopted as the dependent variable to fill the gap.
Tabot, Owuor and Migosi (2020)	How involved project initiation impacts forest management	A significant positive impact of participatory project initiation on	Contextual gap: Sustainability of Forest management in	This contextual gap will be filled by focusing on

	sustainably in Saboti, Kenya	justifiable forest management.	Saboti was used as a dependent variable.	the enactment of projects in Kenya
Watema and Tulirinya (2021)	risk management practices and Project implementation project success for projects implemented by NGOs	risk management practices and Project implementation were important in improving project success.	Conceptual gap: Project achievement was used as a dependent variable	Project performance will be adopted as the dependent variable to fill the gap.
Magagan and Ngugi (2021)	project closure on enactment of projects in Unilever Kenya Ltd	Project closure have a positive impact on project enactment	Contextual gap This gap arose since the study was on projects in Unilever Kenya Ltd	To fill this gap, the study focuses on youth empowerment Project in Kenya
Gérardine, Gamariel and Placide (2022)	Project planning on performance of Social Development Projects at Justice and Peace Projects,	that project management practices had a important positive connection with growth projects	Conceptual gap: This gap presented by the dependent variable, social development projects	Project performance will be adopted as the dependent variable to fill the conceptual gap.

	Ruhengeri Diocese, Rwanda			
Kisumbi, Mulwa and Mbugua (2022)	Participatory performance and project initiation of Mango Farming Projects in Makueni County	A significant association between project initiation and mango performance	Contextual gap The study focused on performance of mango farming projects	This gap will be filled by studying the youth empowerment project by VSO

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The desired research technique was explained in this chapter. The research design, target population, sample size and sampling techniques, data gathering tools, validity and reliability of data collection tools, and data analysis procedures were divided into numerous subsections of the methodology. The data collection approach was made viable by this portion. The desired study technique was explained in this chapter. The research design, target population, sample size and sampling techniques, data gathering tools, validity and reliability of data collection tools, and data analysis procedures were divided into numerous subsections of the methodology. This component makes it feasible to examine the information gathered.

3.2 Research Design

The study was conducted using descriptive cross-sectional survey. A cross-sectional survey is a study carried out at one moment in time. This design enable collection of data across a large number of persons or organizations at a moment in time (Setia, 2016). This approach enables the researcher to have the ability to capture a population's feature and test the hypothesis quantitatively. This study style also enables for correlational research design. It analyzes the link between variables without the researcher regulating any of them.

This research technique was chosen because it was designed to investigate whether there is a meaningful relationship between the variables. In this scenario, the study intended to uncover how project performance and project lifecycle management are related. In addition, the researcher collected descriptive data for statistical analysis to evaluate hypotheses and provide an impartial outcome (Cooper, Schindler & Sun, 2006). (Cooper, Schindler & Sun, 2006).

3.3 Target Population

The study targeted the young that VSO Kenya seeks to reach through its youth empowerment and project who are also the project beneficiaries, the staff overseeing the implementation of the project and the project

implementing partners. The population selected will include of 149 active members in the youth empowerment programme in Nairobi (VSO, 2022). Choosing active members facilitated of data gathering due to ease of accessible. This is summarized in the table below.

Table 3.1: Target Population

Category	Respondents	Number
Youth in the project	Youth	119
Project Leads	Staff	21
Project implementing partners	Partner organization contact persons	9
Total		149

Source: VSO (2022)

3.4 Sample Size and Sampling Procedures

3.4.1 Sample Size

Krejcie and Morgan (1970) table has been used to identify the size of sample (Appendix II). The given the population of 149 respondents was sampled to 108 respondents. This was then distributed proportionately among the youth, staff and implementing partners.

Table 3.2: Sample Size

Description	**Population**	**Proportion**	**Sample**
Youth	119	0.80	0.80*108=87
Staff	21	0.14	0.14*108=15
Implementing partners	9	0.06	0.06*9 = 6
Total	149		108

3.4.2 Sampling Procedures

Sampling involves selecting a small sub-group to be used on behalf of the whole population in research (Ogula, 2005). Stratified random sampling was used on the subgroups by forming three strata namely youth, staff and implementing partners. A random sample was then selected from each stratum based upon the percentage that each subgroup represents in the population. The sample was categorized into three strata: project beneficiaries(youth), the project leads(staff) and project implementing partners(representative).

3.5 Data Collection Instrument

The collection of data was be done using questionnaires (Appendix I) administered to youth beneficiaries, project staff and implementing partners. The study produced both qualitative and quantitative data. The questionnaire had a combination of both closed and open-ended questions-the former had pre-established answers to select from using Likert scale, the latter allowed respondents to share responses in an undetermined way. The questionnaire consisted of six parts that were formulated to gather responses using the Likert Scale type of questions. Each part had questions seeking information on each objective. Part 1 gathered information on the profiles of the youth; gender, age bracket, education level and how long they have been in the project as beneficiaries. Parts 2, 3, 4, 5 and 6 generated information on the variables.

3.5.1 Pilot Testing of the Instruments

10 or 20 percent of sample size is sufficient to undertake a pilot of a study (Baker, 1994). The piloting of the instrument was done by issuing 14 respondents randomly selected to take part in the pilot survey.

3.5.2 Validity of the Instrument

The ability of a research instrument to evaluate what it is intended to evaluate is called validity. It determines whether full access and knowledge have been gathered from respondents and that the intended meaning of the responses have been understood by the researcher and for the intended purpose (Sanders et al., 2007). Content validity was applied. To ensure content validity, the questionnaire was developed in two stages. First, it was developed from existing empirical literature. Secondly, the opinion of the research supervisor was also sought based on the expansive knowledge. She assessed the instrument to establish that the items are representative of the outcome.

3.5.3 Reliability of the Instrument

Reliability in research is concerned with whether comparable observations would be made in another study and is concerned with the consistency of findings (Ritchie & Lewis, 2003). The research instrument must be reliable and consistent. The Cronbach alpha coefficient, which assesses the internal consistency and reliability of the parameters being studied over repeated observations, was used for this study to determine reliability. A higher number often denotes a more comprehensive scale (Cooper, Schindler & Sun, 2006). Making judgments about the research variables will be regarded as reliable when Cronbach's alpha coefficient is above 0.7. (Cronbach & Shavelson, 2004). The coefficient is deemed acceptable since it calculates the dependability of test results from a single administered set using data from the relationships between the test's items. Additionally, it offers a reliability test based on the internal test item covariation.

3.6 Procedures of Data Collection

Questionnaires were administered to the respondents and where time was limited, the questionnaire were sent to the respondents for filling on Microsoft Forms through an online platform.

3.7 Methods Used to Analyse Data

Inferential statistics, descriptive statistics and content analysis were used to analyze data with the help of SPSS tool. Quantitative data was analyzed via inferential statistics and descriptive statistics, while qualitative data (open ended) was analyzed via content analysis. Descriptive statistics will be presented via mean, standard deviation, tables and charts. While inferential statistics will be presented via regression and correlation analysis.

Regression analysis was represented by the following model:

$$Y= \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Project performance

$\beta_1 \ldots\ldots \beta_4$ =Constant

X_1 = Project initiation

X_2 = Project planning

X_3 = Project implementation

X_4 = Project closure

These variables were measured using a five-point Likert scale

3.8 Operationalization of Variables

This section highlights indicators in each of the variables, how they were measured and the tools of analysis.

Table 3.3: Operational definition of Variables

Study objectives	**Variables**	**Indicators**	**Measurements**	**Measurement scale**	**Type of analysis**	**Specific tools**
To determine effect of project initiation on performance of youth empowerment project	**Independent** Project performance	-Defining needs -Exploring opportunities -Project selection -Mapping of stakeholders -Business case design	-Level of awareness -Level of acceptance and ownership	Ordinal	Descriptive	Frequency
To assess the effect of project planning on	**Independent** Project planning	-Scope and budget	-Level of awareness	Ordinal	Descriptive	Frequency

performance of youth empowerment project		-Schedule and workplan -Team composition and responsibilities -Resources, tools and workflow -Risk identification	-Level of involvement			
To establish the effect of project implementation on performance of youth empowerment project	**<u>Independent</u>** Project implementation	-Carrying out project activities -Controlling budgets -Stakeholders management	-Level of involvement -Degree of representation	Ordinal	Descriptive	Frequency

		-Managing issues -Internal control management				
To determine the effect of project closure on performance of youth empowerment project	**Independent** Project Closure	-Contract closure -Financial closure Administrative closure -Project Learning	-Stakeholders involment	Ordinal	Descriptive	Frequency
Dependent Project performance	-Project cost -Project objectives and scope -Project timelines -Quality deliverables	-Meeting project aims -Timely completion of project and within budget	Ordinal	Descriptive		

3.9 Ethical Consideration

The researcher adopted the do no harm principles and ensured that the respondents were not harmed in any way. Confidentiality and identity of the respondents were protected, and expectations managed. The researcher made it clear that this was an academic research and not for commercial use. Ahead of the collection of data exercise, the researcher sought from the university a letter of authorization letter that indicated the purpose of the intended study. She also sought permission from the organization of the study before interviewing the respondents. It was explained to respondents the intention of the research and the process followed.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This section presents analysis, findings, interpretation, and debates from the study. This chapter examines the impact of project initiation, implementation, planning, and ending on the performance of a youth empowerment project, focusing on response rate, respondent characteristics by demographic, and project outcomes. The results were discussed as well.

4.2 Response Rate

Response rate can be referred to be the ratio of the number of filled and returned questionnaires to the researcher compared to the entire sample size who were sent the questionnaire initially (Fincham, 2014). In this study, questionnaires were used and the respondents were youth who were beneficiaries of the project, staff of the project and partners working with staff to oversee implementation of the project. The response rate was 100% which means that all the respondents employed in the study participated in the research. This was possible because the researcher made close follow ups and replaced respondents who were not reachable or for some other reason could not be part of the study.

Table 4.1 Response Rate

Group /Strata of respondents	Sample Size	Response	Response Rate
Youth-Project beneficiaries	87	87	100%
Project Staff	15	15	100%
Implementing Partners	6	6	100%
Total	108	108	

4.3 Demographic Characteristics of the Respondents

The demographic characteristic of respondents comprised; gender, age, level of education and the period they have been part of the youth empowerment project.

4.3.1 Distribution of Respondents by Age

This section highlights the distribution of respondents by age. Age was key for the study because the project of focus targets youth and the researcher sought out which age category of youth, staff and partners are mostly involved in youth empowerment project. The outcome of the research is offered in table 4.2.

Table 4.2: Distribution of Respondents by Age

Age bracket	Youth	Staff	Implementing partner	Percentage
18 to 24 years	29	0	0	27%
25 to 29 years	51	3	0	50%
30-35 years	7	8	1	15%
36 to 44 years	0	2	3	5%
45 years and above	0	2	2	4%
Total	**87**	**15**	**6**	**100%**

The findings from the table 4.2 established that the respondents who had the highest number were the ages of 25 to 29 years at 50% followed by ages 18 to 24 years. This is an suggestion that the main results of the research were based on the youth representatives.

4.3.2 Distribution of Respondents by Gender

This section highlights how the respondents gender is distributed. The intention of this was to establish the dissemination of gender in the study.

Table 4.3: Distribution of Respondents by Gender

Gender	Youth	Staff	Implementing partner	Percentage

Male	45	9	3	53%
Female	39	6	3	44%
Other	3	0	0	3%
Total	**87**	**15**	**6**	**100%**

Table 4.3 reveals that several respondents were of the male gender at 53 followed by female at 44%. While the rest were the other gender at 3%.

4.3.3 Respondents' Distribution by Education Level

This section highlights the distribution of respondents by education level. This was done to establish the education levels of those who took part in the research.

Table 4.4: Distribution of Respondents by Education Level

Level of Education	**Frequency**			**Percentage**
	Youth	**Staff**	**Implementing partner**	
Primary education	9	0	0	8%
Secondary education	27	0	0	25%
Certificate/Diploma education	33	2	2	34%
Undergraduate education	16	10	4	28%
Masters/PhD education	3	3	0	5%
Total	**87**	**15**	**6**	**100%**

The respondents were required to show their education level. The findings showed that many respondents had attained certificate/ diploma at 34%, this was followed by undergraduate education at 28%. The least was

master's education level at 5%. This was an indication that the respondents were knowledgeable enough to answer the questions.

4.3.4 Distribution of Respondents by Duration in the Project

This section highlights the respondents' distribution by the period they partake in the project. This was important because those who had been in the project longer were likely to have more knowledge and experience on youth participation in the project lifecycle management and how that influenced its performance.

Table 4.5 Distribution of Respondents by Duration in the Project

Duration in the project	**Frequency**			**Percentage**
	Youth	**Staff**	**Implementing partner**	
0 to 2 years	34	3	1	35%
2 to 4 years	47	7	4	54%
Over 4 years	6	5	1	11%
Total	**87**	**15**	**6**	**100%**

The respondents had participated in the projects over a period of between 0 to over 4 years. Many respondents participated in the project for a period of 2 to 4 years at 54%.

4.4 Descriptive Statistics

Descriptive statistics was carried out and presented in the form of standard deviation and mean. The questions were based on a 5-point Likert scale where; 5 represented strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree.

4.4.1 Project Initiation and Performance of Youth Empowerment Project

The first objective for this research was to determine effect of project initiation on performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya. The project initiation

phase investigates a wide range of activities, producing data that, when examined, helps to establish priorities and solutions that will address the obstacles in a particular area. This in turn helps to formulate the most relevant project objectives jointly agreed upon by those the intervention targets. As a good participatory practice, key stakeholders need to be involved from this stage. An extract of the response pattern and rate of how they were involved is in the table below;

Table 4.6: Project initiation

	Mean	**SD**
Defining needs	3.54	1.57
Exploring opportunities	3.74	1.57
Project selection	4.05	1.63
Mapping stakeholders	4.02	1.44
Business case development	3.95	1.18
Average mean score	**3.86**	**1.48**

The study recognized that the respondents settled on the aspects of project initiation were based as shown by an average mean score of 3.86. Indicators with an average mean score of 3.86 and above have a great influence on project initiation. These are: Project selection (mean =4.05); mapping stakeholders (mean= 4.02), business case development (mean=3.95). An average mean score of 3.86 was an indication that the respondents agreed with the indicators of project initiation.

4.4.2 Project Planning and Performance of Youth Empowerment Project

The studies second objective was to evaluate the effect of project planning on performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

Table 4.7: Project Planning

Indicators	**Mean**	**SD**
Schedule and work plan	3.75	0.85

Team composition and responsibilities	3.97	0.94
Resources, tools and workflow	3.81	0.86
Risk Management Plan	3.69	0.99
Average mean score	**3.80**	**0.91**

According to the Likert scale and the study's average mean score of 3.80, the respondents were in agreement that the organization practiced the following indicators. The factors that scored higher than the median average of 3.80 had a bigger impact on project planning. They consist of the following: team makeup and roles (mean = 3.97); resources, tools, and workflow (mean = 3.81).

4.4.3 Project Implementation and Performance of Youth Empowerment Project

The third objective for the study was to establish the effect of project implementation on performance of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

Table 4.8 project implementation

Indicators	**Mean**	**SD**
Carrying out activities of the project	3.71	1.00
Controlling budgets	3.62	1.06
Stakeholders management	3.70	1.08
Managing Issues	3.43	1.31
Managing Internal Controls	3.56	1.15
Average mean score	**3.62**	**1.11**

Table 4.8 above shows some of the detailed responses of youth in project implementation. The average mean score was 3.62. This fell between a scale of 3 and 4 (Agree). This was an suggestion that respondents approved to the indicators of project implementation. Indicators that had great influence on project implementation included carrying out activities of the project (mean=3.71), controlling budgets (mean=3.62), stakeholders management (mean=3.7).

4.4. Project Closure and Performance of Youth Empowerment Project

To decide the impact of project closure on enactment of youth empowerment project: a case of Voluntary Service Overseas Nairobi County, Kenya.

Table 4.9. Project closure and performance of youth empowerment project

Indicators	Mean	SD
Contract Closure	3.61	1.15
Financial Closure	3.63	1.38
Administrative Closure	3.36	1.86
Project Learning	3.06	1.23
Average mean score	**3.41**	**1.41**

The findings showed that the average mean score for project closure was 3.41. Since the average mean score was 3.41, this was an indication that the respondents were neutral on indicators of project closure. Project closure was mainly influenced by contract closure (mean=3.61); and financial closure (mean=3.63).

4.5: Project Performance

Project performance was utilized as dependent variable in the study. Among the indicators used were project cost, project objectives and scope, project timelines, and quality deliverables.

Table 4.10: Project performance

Indicators	Mean	SD
Project Cost	3.24	1.20
Project objectives and scope	3.32	1.84
Project timelines	3.72	1.03
Quality Deliverables	3.81	2.30
Average mean score	**3.52**	**1.59**

In terms of project performance, the average mean score was 3.52. Therefore, the aspects of project performance that exceeded the average mean score were: The project was able to meet project timelines (Mean=3.72), and quality deliverables (3.81).

4.6 Diagnostic Tests

Collected data was exposed to the following diagnostic tests: test of multi-collinearity and auto-correlation test. These tests are presented in tables below.

4.6.1 Multi-Collinearity Test

In addition, the study conducted a multi-collinearity test. This test is used to check if the independent variables are highly linked with each other. The test is important because highly correlated predictor variables can lead to over fitting of the model. Such a model would be skewed and often leads to misinterpretation of the data fitted to the model. Variance Inflation factor (VIF) was utilized to check multi-collinearity. Variance Inflation Factor (VIF) values of 1 are used to indicate that no correlation exists between the independent variables. VIF values more than 1 and less than 5 (1<VIF<5) are used to indicate that a small amount of correlation exists but this correlation does not present a significant problem when fitting a model. VIF values between 5 and 10 are used to indicate high multi-collinearity between the independent variables.

Table 4.11: Multi-collinearity Factor

Model	VIF
1 (Constant)	
Project Initiation	1.124
Project Planning	1.184
Project Implementation	1.461
Project Closure	1.137

a) Dependent Variable: Project Performance

Source: (Primary Data, 2022)

The outcome of the multi-collinearity test were presented in table 4.10. The VIF values for the predictor variables are project initiation (1.124), project planning (1.184), project implementation (1.461) and project closure (1.137). From these results it can be inferred that all the variables have VIF values that are above 1 but less than 5. This implies that although some correlation exists between the variables the amount of interdependence is not enough to be problematic when fitting a regression model.

4.6.2 Auto Correlation

Data that displays the level of similarity between both the values of the same variables over time periods is known as auto correlation. The difference between the observed and true values of variables often referred to as measurement error or errors–in-variable was also a source of autocorrelation. In addition, the questionability of the linearity of the data also gave rise to minimal autocorrelation of the data. The study used the Durbin Watson model to measure autocorrelation. The output is revealed in table 4.11

Table 4.12: Durbin Watson

Model	R	R Square	Durbin-Watson
	0.806[a]	0.649	1.626

The Durbin-Watson statistic should range 1.5 – 2.5 for independent observation meaning no autocorrelation. Values from 0 to less than 1.5 indicate a direct correlation while above 2.5 show a negative autocorrelation. Durbin Watson for the model was equated to 1.626 (Table 4.12). The model was considered to have a positive autocorrelation. The value was very close to 2 (middle of the range) suggesting less autocorrelation.

4.7 Regression Analysis

Specifically, the study utilized regression analysis to assess the degree of association between the dependent variable and the independent variables. The impacts of starting a project, planning it out, carrying it out, and finishing it off were all analyzed in detail. The regression study's findings were tabulated in the model summary, coefficients and Anova tables.
The typical summary table can be used to assess the regression mockup's goodness-of-fit by looking at the

proportion of the dependent variable's variance that can be attributed to each independent variable. The ANOVA table is used to assess the overall statistical consequence of regression model's fit for the data. The coefficient table shows how each independent variable affects the dependent variable.

4.7.1 Model Summary

Table 4.13: Model Summary

Regression analysis yielded a model summary, which was used to determine how well the statistical model was likely to view the future events. The square of the sample correlation coefficient between actual results and expected values is the coefficient of determination, or r2. As a result, it provided an explanation for how dependent variable was affected by the three independent variables (predicted initiation, project implementation, project planning and project close) (project performance). Table 4.13 provides a summary of the model.

Model	R	R square	Attuned R Square
1	0.806[a]	0.649	0.606

a) Predictors: Project Initiation, Project Planning, Project Implementation, Project Closure

b) Dependent Variable: Project Enactment

Source: (Primary Data, 2022)

The R value, which is derived from the model summary, represents the multiple regression coefficient and is used as a measure of how well the dependent variable was predicted. Results in the table demonstrate that the model is a solid analyst of project enactment with a R Square value of 0.649. This suggests that project initiation, planning, implementation, and closure account for 64.9% of the variation in project performance, while other factors not taken into account by the model account for the remaining 35.1%.

4.7.2 Analysis of Variance (ANOVA)

ANOVA is a goodness of fit test used to evaluate the significance of the entire regression model. When a model has one dependent variable along with two or several independent variables, this

technique is applied. It was employed in this study to compare the means of two groups on a single variable. Table 4.14 summarizes the analysis findings.

Table 4.14: Analysis of Variance (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.645	5	7.529	61.318	.000[b]
	Residual	12.527	102	0.123		
	Total	50.172	107			

Source: (Primary Data, 2022)

The F-Statistic was revealed to be 61.318 at 0.000 level of significance from the Anova table. The significance threshold was lower than 0.05. This suggested that the model's ability to predict project performance based on project closure , project initiation, project implementation, project planning, and was statistically meaningful.

4.7.3 Regression Coefficients

Regression coefficient was run to identify the gradient for each of the variable. The gradient will enable a prediction of the project performance through the regression model. The gradient of each variable is represented by Beta ($\beta_{1.....n}$).

Table 4.15 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.097	0.886		1.24	0.02 1
Project Initiation	0.651	0.112	0.628	5.81	0.07 8
Project Planning	0.128	0.216	0.147	0.59	0.538

Project Implementation	0.419	0.118	0.406	3.55	0.030
Project Closure	0.669	0.171	0.601	3.91	0.000

Source: (Primary Data, 2022)

From the coefficients table it can be shown that the model fit for predicting market value is;

$Y= 1.097+ 0.651X_1 + 0.128X_2 +0.419X_3+0.669X_4$

Where:

Y: Project Performance

X_1: Project Initiation

X_2: Project Planning

X_3: Project Implementation

X_4: Project Closure

With all other factors being the same, the model indicates that project performance is 1.097. In addition, the model's beta coefficient of 0.651 shows that the value for project launch positively affects performance. As the value rises from 0 to 1, it indicates that the value of the project's performance rises by 0.651. A positive association between project planning and subsequent performance is showed by the findings' beta coefficient of 0.128. If you put in an extra unit of effort into planning your project, you may expect a 0.128-unit boost in value for your efforts. The 0.419 beta coefficients also showed that project implementation influenced project implementation positively. An increase of one unit in project implementation is indicative of a 0.419-unit increase in project value. Project completion boosted performance, as showed by the positive beta value of 0.669. If the project is successfully closed at a rate of 0.669 units every extra unit, then the value of the project will increase by 0.669 units.

All the elements were judged to have a important effect on the model with the exception of project commencement and project planning, which had t-test values of 0.07>0.05 and 0.538>0.05,

respectively. Project completion's 0.00 >P value (0.05) and project implementation's 0.03 >P value (0.01) both show that they are significant in the context of the model (0.05).

4.7 Discussion of Findings

The core goal for this discussion was to look into how project lifecycle management affected project performance. Project initiation, project implementation, project closure and project planning, were indicators of project lifecycle management. The model summary, ANOVA, and regression coefficients were used to present the analysis' findings.

The interventionist theory by Argyris (1970) emphasizes on the need to maintain the relationship between stakeholders' in-order to ensure project success and performance. In this case, stakeholders in the project lifecycle management. Brown (2022) pinpointed that projects lifecycle management influence major project decisions from project initiation, budgeting and execution. Therefore, proper management will ensure that projects achieve its organizational goals such as performance. Nyamasage and Mburu (2015) on established that project life cycle management has a helpful important association with enactment. The findings of the study is revealed that overall, project lifecycle management has a important result on project performance. ANOVA table was exposed that that F-Statistic was 61.318 at 0.000 level of significance, hence, a significant relationship.

According to Mutwiri, Were, Otieno, and Kisumbi (2018) and Kisumbi, Mulwa, and Mbugua (2022), project beginning has a favorable and significant impact on performance. The start of a project is heavily influenced by resource availability, stakeholder involvement, and cultural considerations. The outcomes of this research are consistent with other research that has been done to determine how project beginning affects project performance. However, from the regression coefficients table, the t-test reveals an insignificant relationship 0.07> p value of 0.05, between project initiation and performance. The beta coefficient shows a positive influence of 0.651.

The activities involved, the groups participating, and the connection to the projects' final performance are essential elements of project planning (Amadi, 2017). According to Muute and

James' (2019) research, project planning in terms of material resource, time management, planning, financial resource planning and human resource planning considerably and positively affects how well construction projects perform. Gérardine, Gamariel and Placide (2022) study findings show that project planning had a important positive correlation with performance. The study findings as shown by the t-test in the coefficient table, table indicated that project planning has a beta value of 0.128 at an alpha level of importance 0.000. These findings demonstrate that project planning was a good and important predictor of project success.

Project implementation had a beta value of 0.419 at a importance level of 0.030, according to the coefficients table's findings. This suggests that the success of a project's implementation is a reliable and important project management prediction. This study's outcomes are unswerving with those of Kiragu (2015) and Njang'iru (2020), whose research found a link between project implementation and the success of the Hand in Hand Eastern Africa young mothers' project. It goes against the research findings from Dvir, Raz, and Shenhar (2013) who found that the degree of management process and procedure implementation has little bearing on project performance.

Donato (2021) noted that the project closure stage, which ends the project life cycle, involves more than merely declaring the project finished. It is essential to officially close the project and obtain approval from the client, partners, or project sponsor. Magagan and Ngugi (2021) also found that project closure positively affected enactment of projects. This research proved that the results of the investigation showed that project closure had a beta value of 0.669 at a importance level of 0.000. These findings suggest that project completion is a substantial positive predictor of project success.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The purpose of the study was determine the impact of project life cycle management on effectiveness of youth empowerment projects, served as the framework for this chapter's discussion of the findings, conclusions, and suggestions. The study focused on project life cycle management practices of project planning, project initiation, project implementation, and project closure and their affect on project performance. The limitations of the study are also presented in this chapter, along with ideas for additional research.

5.2 Summary of Findings

According to the results of the descriptive statistics, 51% of the study's participants were respondents, and the majority of them were between the ages of 25 and 29. 27% of respondents were between the ages of 18 and 24; 11% were between 30 and 35; 6% were between the ages of 36 and 44; and 5% were beyond the age of 45.

Results from the study showed that the study almost achieved a gender parity between female and male participants. Male respondents accounted for 49% of the study respondents while female participants were 48% of the total respondents. 3% of the respondents identified as other.

According to the survey, 36% of study participants held a certificate or diploma as their uppermost level of schooling. The greatest education of level attained by 27% of survey participants was a secondary degree, 25% had an undergraduate degree, 8% had a basic degree, and only 4% had a master's or doctoral degree.

5.2.1 Project Initiation on Performance of Youth Empowerment Project

The very first aim of the study was objectively to determining how the performance of youth empowerment projects enhance project initiation VSO. According to the study's findings, project

initiation had an overall mean of 3.86 and a standard deviation of 1.48. This oblique that on average study participants agreed that project initiation had an impact on project performance.

From the regression analysis it was shown that project initiation had a beta value of 0.651 at 0.000 significance level. Thus the study concluded that project initiation was a positive predictor for project performance. In addition, the study also established that project initiation was statistically significant to predict project performance.

5.2.2 Project Planning on Performance of Youth Empowerment Project

The second objective of the study wanted to exploring ways in which project planning affected the overall performance of the youth empowerment project at VSO. From the descriptive study it was established that the overall mean of project planning was 3.80 with a standard deviation of 0.91. This is an suggestion that on average the study participants approved that project planning had an impact on project performance.

Based on the consequences of the regression analysis it was established that project planning had a beta value of 0.128 at 0.530 significance level. Thus, the study resolved that project planning was a positive predictor for project performance. Also, the study also established that project planning was statistically insignificant to predict project performance.

5.2.3 Project Implementation on Performance of Youth Empowerment Project

The third objective of study sought to regulate how project implementation influenced the performance of the youth empowerment project. Descriptive statistics of the data revealed that the composite mean for project implementation was 3.62 and a standard deviation of 1.11. According to these numbers, most respondents appeared to agree that the youth project's performance was impacted by the project's implementation.

Findings of the regression analysis established that project implementation had a beta value of 0.419. This meant project implementation was a positive predictor for project performance. Further

project implementation had a 0.000 level of consequence which implied that it was statistically important to predict project performance.

5.2.4 Project Closure on Performance of Youth Empowerment Project

The study's fourth goal examined how project closure affected the effectiveness of a project aimed at empowering young people. From the descriptive statistics it was established that the composite mean and standard deviation of project closure was 3.41 and 1.41 respectively. This implied that on averaged the respondents were neutral about how project closure had an impact on project performance.

Project closure had a beta value of 0.669 at an alpha significance level of 0.000, according to the regression analysis results. This proved that project completion has a positive impact on project performance. Additionally, it showed that project closure was a significant predictor for project performance.

5.3 Conclusion

The study established that project initiation had a positive influence on performance of project. This determination implied that project initiation activities such as defining needs, exploring opportunities, project selection, mapping stakeholders and business case development were all crucial and an integral part of the project performance. This implied that for project performance to be optimal project initiation must be done effectively.

The study also came to the conclusion that project planning significantly and favourably affected project performance. Project planning was largely divided into schedule and work plan, team composition and responsibilities, resources, tools and workflow and risk management plan. It was established that for project performance to be ideal all the various components that constitute project planning must also work well synchronously.

The research's findings led to the conclusion that project execution significantly and favorably affected project performance. Project implementation for the youth empowerment program was

principally determined by carrying out activities of the project, controlling budgets, stakeholders' management, managing issues and managing internal controls. It was determined that for project performance to be realised the various parts that define project implementation must also work together efficiently.

Further the study realised that project closure was a significant and positive predictor for project performance. Project closure was mainly determined by contract closure, financial closure and administrative closure. The study discovered that for the best project performance to be achieved project closure component must also be taken into consideration and ensure that they are also done optimally.

5.4 Recommendations

The study recommends that the people tasked with the responsibilities of project initiations realised that rigours strategies to make sure that the process that make up the initiations are done right. It is also recommended that the staff who carry out the initiations processes are also training regularly. The workers will be given the necessary tools and expertise to do their duties thanks to this training.

According to the study, the project should go through a thorough project planning process. A proper timetable and work plan would be produced using such a procedure. Additionally, it will guarantee that the project crew is given a clear assignment of responsibilities. A regular feedback and follow-up loop will be made possible by clearly delineating roles and duties. The study suggests that ongoing monitoring and evaluation be carried out. This will make it possible to guarantee that risks are continuously assessed and reduced to ensure the project's success.

The study recommends that the project conducts vigorous research on the best strategy to implement project. The study also acclaims that the stakeholders are widely consulted and included in the implementation process. This will confirm that the participants are engaged actively in project and that they are able to review the project progress periodically.

The study suggests that project management should assure successful project closing. This stage of project management lifecycle confirms that the project deliverables were completed to the project sponsor's satisfaction. This phase is also advised because it informs all stakeholders and participants of the project's ultimate disposition and status.

5.5 Limitations of the Study

The research was limited to project performance of a youth empowerment program in Nairobi County. This implies that the results of the study can only be inferred to project in Nairobi County. Hence inferring these results to other youth empowerment projects outside Nairobi may not hold as the results would be invalid.

The research was limited to the accuracy of the data. This is because the study used primary data. Hence, the researchers cannot verify the accuracy of the data that was presented by the study participants. Also, the researcher has no way of avoiding any bias that would be introduced by the study participants.

5.6 Suggestions for Further Research

According to the study, 64.9% of the difference in project performance could be clarified by factors related to project start, planning, implementation, and closure. It would be crucial for subsequent studies to ascertain if the remaining variation in project performance is caused by error or by other factors that the study has not looked at.

The study was also confined to performance of youth empowerment project in Nairobi County. It is paramount that replicated studies be done in other counties to see how project performance is affected by project closure ,project initiation, project implementation and project planning . This will help establish a knowledge base of how the predictors affect project implementation.

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APPENDICES

Appendix 1: Questionnaire

This is an academic study in master's degree in project planning and Management on project lifecycle management on performance of youth empowerment project: a case of voluntary service overseas Nairobi County, Kenya. Your identity will be anonymous and information you share will be for the intended academic research purposes and where need be, findings/recommendations will be shared with VSO Kenya to help them improve youth participation in programming.

PART 1: DEMOGRAPHIC DATA

Please tick as appropriate. Tick inside the box for your selection [√]

1. Indicate your sex

Male	[ ]	Female	[ ]
Other	[ ]		

2. What is your age bracket?

18 to 24 years	[ ]	25 to 29 years	[ ]
30 to 35 year	[ ]	36 to 44 years	[ ]
45 years and above	[ ]		

3. Indicate your level of education.

Primary education	[ ]	Secondary education	[ ]
Diploma education	[ ]	Undergraduate	[ ]
Master education	[ ]	PhD education	[ ]

4. For how long have you been involved in the youth empowerment and engagement project with VSO Kenya?

0 to 2 years	[ ]
2 to 4 years	[ ]
Over 4 years	[ ]

17. Category of respondent

Youth within the project [ ] Project Partner [ ] Project Staff [ ]

PART 2: PROJECT INITIATION

To what degree do you agree that the following processes are important in the initiation phase in the youth empowerment project at VSO Kenya? Tick as appropriate with 5 as strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree.

Defining needs	**1**	**2**	**3**	**4**	**5**
Identifying the needs and problems of the youth					
Setting objectives of the project					
Establishing the level of knowledge needed for the project					
Determining the variety of skills that will be needed					
Explaining systems required for the project					
Exploring opportunities					
Exploring opportunities for conserving resources					
Exploring the value anticipated from the project deliverables					
Analyzing stakeholders to work with in the project					
Developing alternative solutions to the needs identified					
Analyzing assumptions and underlying risks					
Project selection					
Assessing the anticipated revenue for the project					
Assessing risk associated with the project					
Analyzing resources required for the business					
Analyzing the costs associated with the project					
Assessing team availability					
Mapping stakeholders					

Project stakeholders are identified					
Project stakeholders are analyzed					
Stakeholders' expectations is identified					
Business case development					
The reasons for implementing the project is identified					
What the project seeks to achieve is identified					
How the project will be achieved is identified					
Who will take part and benefit from the project is identified					

Please explain how you think project initiation affects the general performance of the youth empowerment project at VSO Kenya.

……..

……..

PART 3: PROJECT PLANNING

To what degree do you agree that the following processes are important in the project planning phase in the youth empowerment project at VSO Kenya? Tick as appropriate with 5 as strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree

Schedule and work plan	**1**	**2**	**3**	**4**	**5**
Identification of the logical order of the activities					
Determining the duration of the project activities					
Laying down procedures for monitoring project progress					
Outlining the project planning steps					
Outlining the milestones of the project					
Team composition and responsibilities					
Identifying the team members to participate in the project					

Identifying the responsibilities of the project team					
Identifying the different skills needed for the project					
Establishing project leader and team members involved in performing the various tasks					
Resources, tools and workflow					
Identifying how much budget will go towards the project					
Establishing which department will the budget be allocated					
Identifying materials and supplies required for the project					
Selecting tools and equipment for project implementation					
Establishing the duration for which the project ought to be completed					
Risk Management Plan					
Risks associated with the project are identified					
Potential risks are evaluated and assessed					
Mitigation actions are established					
How risks will be assessed is documented					

Please explain how you think project planning affects the general performance of the youth empowerment project at VSO Kenya.

……..

SECTION 4: PROJECT IMPLEMENTATION

To what degree do you agree that the following processes are important in the project implementation phase in the youth empowerment project at VSO Kenya? Tick as appropriate with 5 as strongly agree, 4 agree, 3 neutral, 2 disagree and 1 strongly disagree.

Carrying out activities of the project	**1**	**2**	**3**	**4**	**5**
Taking part in implementing project activities					
Supporting supervision of the project					
Training others on the necessary skills as outlined in the project					

Controlling budgets					
Directing project resources to meet objectives					
Support in the coordination of project resources					
Provision of adequate incentives for the team members					
Accountability of cash expenditure					
Ensuring tracking cash receipts					
Stakeholders management					
Mapping out and working with key project stakeholders					
Stakeholders are well informed on project activities and progress					
Stakeholders are actively involved in project implementation					
Conducting periodic stakeholders' forums to review project					
Capacity building of stakeholders on different components of the project					
Managing Issues					
Issues are identified and documented					
Issues documented are resolved by reviewing					
All relevant information is carefully reviewed					
Managing Internal Controls					
Established standards for financial processes are followed					
Potential problems in terms of those standards are identified and managed					
Current safeguards already in place are identified and followed					

Please explain how you think project implementation affects the general performance of the youth empowerment project at VSO Kenya. .

……..

SECTION 5: PROJECT CLOSURE

How much do you agree that the following procedures are critical to the youth empowerment project at VSO Kenya's project completion phase? If applicable, mark 5 as highly agreeing, 4 as agreeing, 3 as neutral, 2 as disagreeing, and 1 as strongly disagreeing.

Contract Closure	**1**	**2**	**3**	**4**	**5**
The contract is completed based on the terms on the contract					
The contract is settled based on the terms of the project					
Final results of the work on the project is updated					
Assess if the deliverables are acceptable and satisfactory					
Financial Closure					
Execution of all the financial agreement required					
Fulfilment of conditions precedent for initial draw down of funds					
Financial closure occur within a specified period					
All project-related financial transactions are completed					
There is finalizing and closing the project financial accounts					
Administrative Closure					
Get confirmation that all the deliverables have been both received and accepted					
Assess whether the sponsor, stakeholder and customer requirements have been satisfied					
All the work is verified, delivered, and accepted by the customer					
All the disputes are raised, finalized and come to a closure					
Project Learning					
Stakeholders are actively engaged in problem solving					
Stakeholders undergo assessment and consistent feedback					
Project participants are given the opportunity to demonstrate their capability					
Project participants undergo maximum involvement and participation					

Please explain how you think project initiation affects the general performance of the youth empowerment project at VSO Kenya.

……..

SECTION 6: PROJECT PERFORMANCE

Kindly indicate to what degree you agree that your participation or that of other youth helped to improve project performance of the youth empowerment and engagement project at VSO Kenya in the aspects indicated below. Please tick on the most appropriate response. The scales are 5 for strongly agree, agree 4, neutral 3, disagree 2 and strongly disagree 1.

Project Cost	**1**	**2**	**3**	**4**	**5**
Cost incurred was within the budget					
Costs incurred lower than the value of the impact					
Project objectives and scope					
Productivity was within the expected outcome					
The project was able to solve/ improve its problem or intended purpose					
The implementation phase was able to achieve desired project quality					
Project timelines					
Project was completed with the stipulated time					
Team members performed each activity within the within allocated time					
Quality Deliverables					
The services of the YEP meet stakeholder expectations					
There is consistent delivery of results that are fit for the intended purpose					

Please explain how else the participation of youth has helped improve the performance/ success of the youth empowerment project at VSO Kenya.

……..

Appendix II: Sample Size Table

Table for Determining Sample Size of a Known Population

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

Note: N is Population Size; S is Sample Size *Source: Krejcie & Morgan, 1970*

Appendix III: Letter of Transmittal

Dear Respondent,

My name is Monicah Ramah, and I attend the University of Nairobi as a student. In order to partially complete the requirements for the award of the degree of Master of Arts in Project Planning and Management, I am conducting research on the impact of project lifecycle management on the effectiveness of youth empowerment projects, using the case of Voluntary Service Overseas (VSO) Nairobi County, Kenya.

I would like you to support the process by providing critical information on this either as a youth beneficiary, staff or partner.

The information you will share with me is for academic use. Your identity will be kept private, and the results of the study will only be available to the relevant people.

Thank you for your participation.

Yours faithfully

Monicah Ramah

L50/10098/2018

APPENDIX IV: Letter of Introduction

UNIVERSITY OF NAIROBI
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES
OFFICE OF THE DEAN

Telegrams: "Varsity",
Telephone: 020 491 0000
VOIP: 9007/9008
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P.O. Box 30197-00100, G.P.O.
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Our Ref: **I50/10098/2018** September 02, 2022

National Commission for Science, Technology and Innovation
NACOSTI Headquarters
Upper Kabete, Off Waiyaki Way
P. O. Box 30623- 00100
NAIROBI

RE: INTRODUCTION LETTER: MONICAH A. RAMAH

The above named is a registered Master of Arts In Project Planning And Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. She is conducting research on ***"Project Lifecycle Management On Performance Of Youth Empowerment Project: A Case Of Voluntary Service Overseas Nairobi County, Kenya.***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Dean's Office
University of Nairobi
Faculty of Business
and Management Science
P.O. Box 30197-00100, Nairobi

PROF. JAMES NJIHIA
DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **492520**

Date of Issue: **07/November/2022**

RESEARCH LICENSE

This is to Certify that Ms.. Monicah A. Ramah of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: Project Lifecycle Management on Performance of Youth Empowerment Project: A Case of Voluntary Service Overseas Nairobi County, Kenya. for the period ending : 07/November/2023.

License No: **NACOSTI/P/22/21513**

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Applicant Identification Number

Director General
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See overleaf for conditions