

**INFLUENCE OF MANAGEMENT PRACTICES ON SUSTAINABILITY OF  
YOUTH INCOME GENERATING PROJECTS IN SOY SUB-COUNTY, UASIN  
GISHU COUNTY, KENYA**

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## DECLARATION

This project is my original work and has not been presented for the award of a degree in any other university.

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**Date**

**L50/71824/2014**

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

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## **DEDICATION**

I dedicate this project to my wife and children.

## **ACKNOWLEDGEMENT**

I wish to extend my gratitude to all who have been influential in the completion of this project. I am indebted to my supervisor Dr. Nyonje Raphael who was instrumental in assisting in formulating the topic and advising me to go over the proposal writing. I also appreciate Mr. Patrick Cheben who inspired and guided me to continue with the subject herein and made suggestions to this work.

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## **LIST OF ABBREVIATIONS AND ACRONYMS**

C-YES	:	Constituency Youth Enterprise Scheme
MDG	:	Millennium Development Goals
MF	:	Monetary Fund
MFI	:	Micro Finance Institution
MSE	:	Micro and Small Enterprises
MSMEs	:	Micro, Small and Medium Enterprises
SHGs	:	Self Help Groups
SME's	:	Small and Medium Enterprises
UNFPA	:	United Nations Population Fund
YEDF	:	Youth Enterprise Development Fund
DYO	:	District Youth Office

## ABSTRACT

The purpose of this study was to establish the influence of management practices on sustainability of the youth income generating projects in Soy Sub-County, Uasin Gishu County, Kenya. It focused on leadership, training, financial management and monitoring & evaluation aspects in relation to project sustainability. Descriptive survey research design was adopted with 55 youth groups selected through stratified random sampling where the chairperson and four members of each group were included in the sample. The Sub-County youth officer was involved in an interview with the researcher. The instruments validation exercise was done by the supervisor. Reliability of the instruments was determined through a pilot study where a Cronbach alpha co-efficient of 0.79 was obtained indicating that the instruments were highly reliable. Data was analyzed using descriptive statistics. The results were presented in form of tables and percentages. The findings were broadly discussed, conclusions drawn and recommendations made. The study established that training of project managers and members in the day to day running of the projects should be streamlined to ensure project team focus on purpose, strategy and sustainability of their projects within the constraints of time, cost, resources and quality output. It also established that if proper financial records are kept in youth income projects their sustainability would be promoted. Also for a project to be sustainable, experience of the project leader in financial management matters was paramount in youth income projects. Frequent financial reporting on the project progress has an influence on the sustainability of the youth projects. Constant monitoring and evaluation greatly influence sustainability of the youth projects. Periodic Monitoring and Evaluation by expert from the Ministry of Youth or any other area should be incorporate to assist the monitoring and evaluation of these projects so as to make them give quality returns. It is the opinion of the researcher that, if the youth groups in Soy Sub-county are trained on monitoring and evaluation skills their projects would be more effective and sustainable.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

The concept of sustainability of projects has been of great concern (United Nations document, 1987). According to IFAD Strategic Framework (2007-2010), sustainability of a project can be defined as the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project external funding. The Brundtland Report, is probably the most widely quoted definition as it marks an important shift away from the idea of sustainability as primarily an ecological concern to one that emphasizes the economic and social processes of development (IISD, 2003). In recent years there has been an increasing focus on, and understanding of, the design and implementation phases of projects as part of efforts to make projects more successful and work more efficiently (IFAD, 2007).

Recent studies (TANGO International 2008c, 2008d, 2008e) noted that, while the trend with implementation is showing significant improvement, the trend with sustainability is rather disappointing, as fewer projects are being sustained. This means that the expenditure incurred during implementation is not commensurate with the benefits accrued. One of the most common constraint on sustainability encountered in field operations in Philippines and Vietnam reveal that they did not conduct risk analyses prior to project design, and lack of concrete risk management strategies. Also inadequate consideration of contextual issues, such as a lack of infrastructure or financial services

has led to the development of market-driven project designs which might not be sustainable.

In Africa and developing countries, significant proportion of projects may be inoperable or abandoned completely. Similarly, according to Foxand (2004) in a study of sustainability of projects in rural areas of Limpopo Province in South Africa, projects cannot be implemented and sustained without active community participation; such projects will collapse leaving the communities trapped in abject poverty. Also, a study by McKay and Sarakinsky (1995), noted that, lack of education and skills to run the projects is likely to affect the participants in projects negatively as they will make mistakes and blunders which may hamper the sustainability of the projects. According to Youth Challenge International Kenya an international NGO concerned with youth, majority of the Kenya's population is the youth aged 15 to 35 years and currently number about 60% of the population (YCIFK, 2005). This means that the youth is a significant group which cannot be ignored in community development agenda. Empowering youth through initiating and supporting income generating projects to successful completion and sustainability globally is still a neglected concern in general, or an unfulfilled aspiration at best (World Bank, 2005).

The Government of Kenya in its effort to support the youth established the Youth Enterprise Development Fund (YEDF) in 2006 which is channeled through financial intermediaries like banks and SACCOS. This was a strategic move towards arresting unemployment which is virtually a youth problem ([www.yedf.go.ke](http://www.yedf.go.ke)). In response to this,



many youth projects have been implemented in Soy Sub-County but some are not able to sustain themselves during and after implementation (YEDF guide, 2009). According to a report from the District Youth Office (2011), eighty youth groups were registered and applied for the youth fund to start their income generating Projects in Soy Sub-County in 2007 ranging from Kshs 50,000-250,000. Currently, 36 youth groups are active but with a lot of challenges to sustain themselves (DYO report, 2011). The government of Kenya target which is in line with Vision 2030 aims to make sure that youth unemployment problem is solved. The above ambition by the government has triggered the need to explore the youth projects income generating projects and consequently their sustainability.

## **1.2 Statement of the Problem**

From the background of the study, it is evident that project sustainability is still a major challenge in many developing countries as many of projects implemented at huge costs often tend to experience difficulties with sustainability. Findings from a study by Alexia (2006) on factors affecting sustainability of rural water supplies in Tanzania concluded that, sustainability of rural water supplies projects is clearly undermined by poor financial management the constituent element which must be addressed by all implementing agencies, donors and government. Recent study findings by (TANGO International 2008c, 2008d, 2008e), have shown that, while the trend with implementation of projects is showing significant improvement, the trend with post-implementation is rather disappointing as fewer projects are being sustained. With the establishment of YEDF (2006) in Kenya, Several Youth income generating projects have been implemented in Soy Sub-County, Uasin Gishu County but with low success rate (MOYA Soy Sub-

County Report, 2010). Initially, 80 youth groups were registered and funded by the YEDF in Soy Sub-County but according to the District Youth Officer some projects were unable to sustain themselves as indicated by the repayment schedule of the loan given to the youth groups or individual projects (District Report 2011). The overall research problem addressed in this study is that, although there has been a lot of funding from the Kenya government through the YEDF and other sources, there is a substantive dispersion between the implemented youth projects and the sustainable or active ones. This study set out to examine the influence of management practices on sustainability of these youth income generating projects that are funded by the YEDF in Soy Sub-County, Uasin Gishu County.

### **1.3 Purpose of the Study**

The purpose of the study was to establish the influence of management practices on sustainability of youth income generating projects funded by the YEDF in Soy Sub-County, Uasin Gishu County, Kenya.

### **1.4 Objectives of the Study**

The study was anchored on the following four objectives;

1. To establish influence of projects leadership on sustainability of youth income generating projects in Soy Sub-County.
2. To establish influence of Training on sustainability of youth income generating projects in Soy Sub-County.
3. To establish the influence of financial management on sustainability of youth income generating projects in Soy Sub-County.

4. To assess the influence of Monitoring and evaluation on sustainability of youth income generating projects in Soy Sub-County.

### **1.5 Research Questions**

The study was guided by the following research questions;

1. How does leadership influence sustainability of youth income generating projects in Soy Sub-County?
2. What is the influence of Training on sustainability of youth income generating project in Soy Sub-County?
3. To what extent does financial management influence sustainability of youth income generating projects in Soy Sub-County?
4. To what extent does Project Monitoring and evaluation influence sustainability of youth income generating projects in Soy Sub-County?

### **1.6 Significance of the Study**

This study would be of substantive value to the Youth groups especially on how to improve on the management of their projects and consequently get substantial returns. It would also help the Ministry that deals with Youth Affairs and YEDF in making policies regarding proper management and the sustainability of these youth projects and offer timely advice on how to run these projects.

### **1.7 Limitation of the study**

Since the study only covered Youth projects in Soy Sub-County, the findings may not be representative of other Sub-Counties in Uasin Gishu County.

Many of the respondents were illiterate and therefore there was need for an interpreter.

However, the interpreter may have also interpreted the information wrongly. Also, due to

the time factor, the study was rushed and therefore did not cover a large number of respondents.

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

The study was delimited to Youth projects in Soy Sub-County and not any other sub county within Uasin Gishu county, with interests in leadership, training, financial management and monitoring & evaluation aspects as derived from the objectives. It was also focused on Youth owned projects sponsored by YEDF only in Soy Sub-County and not Women and men owned projects within the county as they were delimited from the study.

### **1.9 Assumptions of the study**

The study assumed that

1. The Youth Project leaders used sound project management practices in running their projects in Soy Sub-County.
2. The study further assumed that the projects' officials were literate
3. That the group members were also knowledgeable enough to work with the project management practices.

### **1.10 Definitions of significant terms**

**Women Enterprise Fund:** An agency that provides accessible and affordable credit to support women to start or expand business for wealth and employment creation.

**Small and Medium Enterprises:** Enterprises with between 10 to 30 full-time employees (excluding the technology/knowledge based enterprises) that are registered and/or licensed.

**Group representation:** These are members that serve as agents for others of the same classification.

**Loan size:** This is the amount of money a borrower can borrow.

**Training:** Entrepreneurship training is the building of knowledge and skills in preparation for starting a business and running a business.

**Collateral:** Collateral is the property that you agree to give to a bank if you fail to pay back money that you have borrowed. Over time, traditional commercial banks used land title deeds and other assets as collateral for loan borrowed.

**Entrepreneur:** An entrepreneur is a person who is able to identify a business opportunity and obtain the necessary resources to initiate a successful business activity. Women are generally engaged in varied business activities that offer services and a product as need arises.

**Microfinance:** Refers to small scale financial services primarily credit and savings to people who operate small enterprises. It is a development intervention that has evolved over time to operate a commercially viable basis which aims at providing banking and financial services to the low income and poor people (K-REP Bank). Micro-insurance and Micro-Savings also fall under this category as components of microfinance.

**Sustainability of a project:** Is the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project external funding.

### **1.11 Organization of the study**

The project is organized into five chapters. Chapter one covered the introductory part of the study. It also comprises of the background to the study; the statement of the problem; objective of the study and the significance of the study. Chapter two covered the review of the available literature. The review of literature critically analyzed what had been done about the topic vis-à-vis the objectives. From the review of literature a knowledge gap that this study intended to fill was also identified. The chapter also comprises of the theoretical and the conceptual framework. Chapter three outlines the methodology and tools used in the study. It pointed out the research designs used in the study, areas of study, the target population, sample size and sampling procedures and data collection and analysis procedures. Chapter four dealt with the research findings and discussion as per the objectives of the study. Under each objective, data was presented as follows: introduction (what was done to get the data), presentation of the results, highlights of the results and lastly the interpretation and discussion of the results. Chapter five focuses on the summary of the findings and practical implications. It outlines the main findings of the study as drawn from the results in chapter four. These findings are closely tied to the objectives of the study. This chapter also provides the conclusions as well as the recommendations from the study which were systematically drawn in terms of contribution to practice.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Theoretical orientation**

Project management has advanced and become more specialized branch of management in its own right. As a result, the nature of projects has to take into focus the project cycle; that includes: proper design, planning, effective implementation, monitoring and evaluation and the sustainability of the projects (Norton & Bryan, 2005). The concept has also evolved as it has become of interest to non-grant-making institutions.

#### **2.1 Leadership and sustainability**

Choudbury (1988) argues that, leadership involves motivating the employees, being innovative, creating a healthy organization, policy maker and so on. In relation sustainability of projects, the above can play a key role in influencing successful sustainability of youth income generating projects. Managers of youth income generating projects, due to their incompetence have failed to effectively lead people working in the project. This has led to low success rate of such projects during implementation and subsequent post-implementation (Westland, 2007).

The project managers of medium and large scale organizations, when executing their leading function give assignments, explain routines, clarify policies and provide feedback of the performance to the project staff (Wickham & Wickham, 2008). Managers of the youth economic projects in their attempt to lead, usually confuse people working in the project due to inadequate of the necessary competencies for leading the project team (Ncebere, 2000). According to Hakala (2009), many project leaders have difficulty

striking the right amount of assertiveness. According to him being under assertive or overassertive may be the most common weakness among vision aspiring leaders.

## **2.2 Training and sustainability**

Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently (Landale, 2006). Training also enables the target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency.

For the project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). Training offered should be of quality and must match with the project requirements to ensure effective and efficient post-implementation of the project. In order to increase chances of successfully sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard & Bolles, 2007). By knowing what lead to project failure, we stand a better chance to forestall the pitfalls by being more proactive in our planning. To counteract the foregoing and ensure success, the following factors should be put into consideration; risk management, project control and sponsorship (Mulwa, 2007). Youth income generating projects are micro-businesses; hence they lack financial capacity for training their managers and members on essential skills needed for effective implementation and sustainability of the projects (Wickham & Wickham, 2008). Small



firms unlike macro-firms have a much lower incidence of formal training, relying mainly on training on the job (Blackburn, 1990).

### **2.3 Financial management and sustainability**

Finance is a major resource in project, without which it cannot operate and so the resource should be given the attention it deserves if the youth projects have to survive. Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. Financial activities in youth groups should be planned for, recorded, monitored and controlled if the projects have to be sustainable. Massie (2006) noted that the demand for careful project planning has made financial management a key activity in organizations and projects in general.

Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc. In many cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm. According to Madison (2009), financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase.

It is important to lay and plan our budget for the amount of money received (Kiogora, 2009). However it is doubtful whether the youth income generating projects in Soy Sub-County prepare and use budgets appropriately. This makes it necessary to investigate the financial management in these groups. Massie (2006), points out that financial statements contain valuable information that managers can use to analyze past performance of a project. Stoner et al (2007) noted that financial statements are used to track the monetary value of goods and services into and out of the organization. This then calls for the youth project managers to have a careful financial management strategy to guarantee the sustainability of these projects.

#### **2.4 Monitoring and evaluation and sustainability**

In According to UNDP (1997a) “Monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition it enables the reinforcement of initial positive results.” In fact it is a major aspect that cannot be overlooked because it determines the sustainability of any venture or project. According to Standish Group Project Chaos Report (2005), one of the reasons for project failure is lack of project monitoring and control.

Monitoring and evaluation of development activities provides programme and project managers, including Government officials and civil society with better means for learning from past experience, improving service delivery, planning and allocating resources, and

demonstrating results as part of accountability to key stakeholders. Within any programme or project there is a strong focus on results - this helps explain the growing interest in monitoring and evaluation. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities (Mark, Henry, & Julnes, 2000).

Over the past decade, aid organizations have faced increasing pressure to become more effective and results-oriented. Many have launched agendas of results-orientation and results based management (RBM), more recently referred to as 'managing for development results'. (Hatry & Harry, 1999) It is for this reason that the youth projects need to embrace fully the concept of M&E to ensure their sustainability.

## **2.5 Theoretical Framework**

The systems theory has had a significant effect on management science and understanding organizations. A system is a collection of part unified to accomplish an overall goal. If one part of the system is removed, the nature of the system is changed as well. A system can be looked at as having inputs (e.g., resources such as raw materials, money, technologies, and people), processes (e.g., planning, organizing, motivating, and controlling), outputs (products or services) and outcomes (e.g., enhanced quality of life or productivity for customers/clients, productivity). Systems share feedback among each of these four aspects of the system.

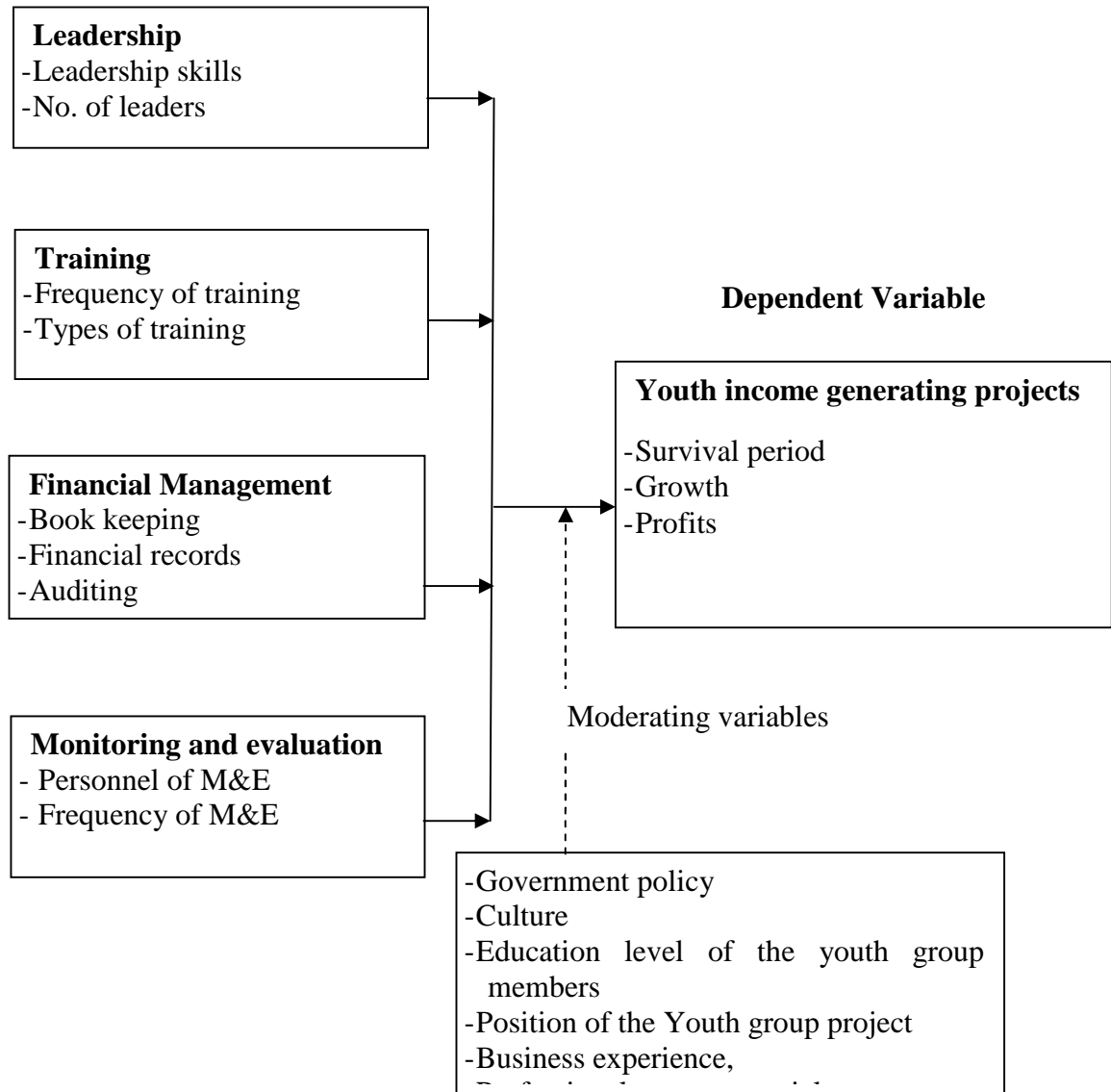
The Systems Theory may seem quite basic. Yet, decades of management training and practices in the workplace have not followed this theory. Only recently, with tremendous

changes facing organizations and how they operate, have educators and managers come to face this new way of looking at things. The effect of systems theory in management is that it helps Youth group leaders to look at the Youth groups more broadly. The systems theory has also enabled Youth group leaders to interpret patterns and events in the group projects – i.e., by enabling Youth group leaders to recognize the various parts (leadership and training services, Financial management, monitoring and evaluation) of the group projects, and, in particular, the interrelations of the project.

## **2.8 Conceptual framework**

The study adopts the conception that project management practices act as tools that bring about sustainability of youth income generating projects particularly among the youth. Project management practices such as sound leadership, training, financial management and monitoring and evaluation are considered very key for the sustainability of youth income generating projects. In so doing they are able to empower the youth hence improving their livelihood strategies for the ultimate reduction of poverty. However due to constraining factors in the environment in which youth projects are operated, majority of the youth are unable to run the projects using sound management practices. Youth income generating projects interact with the general environment composed of political, economic, socio-cultural, and institutionally based factors which impacts on accessibility.

**Independent variable**



**Figure 1: Researcher’s conceptual framework of the linkages between variables in the study**

The dependent variable is the youth income generating projects. The independent variable is the management practices. The government policy, culture, education level of the youth group members and position of the youth group project, age, business

experience, professional entrepreneurial courses attended position of the youth group income generating project, political and community considerations among others, are important control variables in measuring the influence of the independent variable on the dependent variable.

## 2.9 Knowledge gap

**Table 1: A table showing the knowledge gap**

Variable	Source	Finding	Gap
Leadership	Westland, (2007).	Managers of youth income generating projects, due to their incompetence have failed to effectively lead people working in the project. This lead to low sustainability of such projects during implementation	The study does not specify the exact types of leadership practices used and how they are used.
Training	Wickham and Wickham, (2008)	Training should be to management practices and mindsets that benefit economies by fostering creativity, innovation and self-employment	Youth income generating projects are micro-businesses; hence might lack financial capacity for training their members on management practices needed for effective sustainability of the projects
Financial management	Massie (2006)	Noted that the demand for careful project planning has made financial management a key activity in organizations and projects in general.	The study did not establish the influence of financial management on sustainability of the projects hence for the focus for this study
monitoring and evaluation	Project Chaos Report (2005)	Established that one of the reasons for project failure is lack of project monitoring and control.	This study did not find out the influence of monitoring and evaluation on sustainability of the projects

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter highlights the proposed research design to be adopted, the target population, sample size, and procedures for selection of such samples. Also included in the chapter are research instruments and methods employed in data collection and analysis. Lastly it looks at the ethical issues and operationalization of variables.

#### **3.2 Research Design**

The study utilized a descriptive survey design. A research design is the structure of research that is said to be the glue that holds all the elements of the study together. Kothari (2004) describes it as “the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure This design was considered an appropriate tool for collecting information when the goals of the research call for quantitative and qualitative data (Polland, 2005). Descriptive research is concerned with conditions or relationships that exist, practices that prevail, processes that are ongoing, attitudes that are held or trends that are developing (Best, 1970). Survey method was chosen because information provided would answer the questions posed.

#### **3.3 Target Population**

The study targeted 989 members of 61 Youth groups dealing with income generating projects in Soy Sub-County. The study targeted youth groups that were direct beneficiaries of the YEDF. Thus, for the purpose of this research, only Youth groups



registered with YEDF were used. An enquiry from the Soy Sub-county YEDF office showed that 61 Youth groups with a membership of 988 had registered from January 2008 to December 2014.

**Table 3.1: Target population**

Ward	Number of youth groups	Membership	Youth officer in charge
Moi's Bridge	14	294	
Kapkures	5	71	
Ziwa	10	155	
Segero/Barsombe	8	101	1
Kipsomba	7	91	
Soy	12	195	
Kuinet/Kapsuswa.	5	81	
Total	61	988	1

The study also targeted the sub-county youth officer. This made the total targeted population to be 989. According to Kombo and Tromp (2006), an effective population should have ideas on the topic investigated.

### **3.4 Sample size and Sampling Techniques**

#### **3.4.1 Sample size**

A sample is a set of respondents selected from a larger population for the purpose of a survey. (Kothari 2004) confirms that a sample size is part of the population that took part in the study. A sampling frame has the property to identify every single element and include it in the sample. For this study, the sample frame that is used is a list of

representative population. The sample size for this study was identified from the Krejcie and Morgan tables as shown below. Krejcie and Morgan (1970) came up with a table for determining sample sizes from any given population. Their formula observes that as the population increases the sample size increases at a diminishing rate and remains relatively constant at slightly more than 380 cases. They indicate that for a population of 989 the corresponding sample size is 278.

### 3.4.2 Sampling procedures

A sample size of 297 youth was used in the study. Probability proportional to size (PPS) sampling technique was used to determine the number of respondents per group. The key informants were identified using Purposive sampling technique.

Ward	Number of youth groups	Membership	Youth officer in charge
Moi's Bridge	12	88	
Kapkures	5	21	
Ziwa	9	47	
Segero/Barsombe	7	31	1
Kipsomba	6	27	
Soy	11	59	
Kuinet/Kapsuswa.	5	24	
Total	55	297	1

### **3.5. Data Collection Instruments**

Data collection instruments are tools used to collect data from respondents. Questionnaires and interview schedules were therefore be used to solicit data from the respondents. The study used two types of instruments, questionnaires for members of the Youth groups (chairpersons and youth group members) and interview schedules for the Sub-County Youth Officer.

Dwivedi (2006) defines a questionnaire as a device for securing answers to questions by using a set of questions. Questionnaires were used to collect data from the sampled youth group members. Given that the respondents are literate and had no problem in reading and answering the questionnaire, use of questionnaires helped to save on time when the sample size was as big as in the case of the youth group members. The questionnaire generated data on the projects leadership, training, financial management, monitoring and evaluation on management of youth income generating projects in Soy Sub-County among other data.

Interviews are the most common forms of data collection in qualitative research (Lichtman, 2010). Kvale (1996) argues that the aim of an interview is to gain open nuanced descriptions of different aspects of the subjects' life world. The interviews therefore gave the researcher the freedom to focus on the dimensions he thought were important in Youth project management practices and the Youth owned projects and also assist him to keep the discussion on track so that the interviews remained focused on the topic at hand. Thus interview schedules were used on Sub-County Youth Officer in charge of Soy Sub-County to provide data on the projects leadership, training, financial

management and monitoring and evaluation on management of youth income generating projects.

### **3.5.1 Pilot testing of the instruments**

A pilot study was done in Trans Nzoia county which was neighbouring Uasin Gishu County. 10% of the sample was used in the pilot study. The number of respondents used in the pilot study was 25 respondents. These youth group projects were not included in the main study. A data entry screen was developed using the questionnaires and their data keyed and analyzed. Results were used to make necessary adjustments to the instruments (Polland, 2005). The main aim of piloting was to determine the accuracy and consistence of the instrument before they were used for actual data collection. This also helped the researcher to establish to what extent the instruments measured accurately the attributes under investigation.

### **3.5.2 Validity**

In this study, validity of the research instruments started at the design stage. According to Leedy and Ormrod (2005) and Silverman (2005) content and construct validity is supposed to be established by referring the instruments for professional judgment to check whether it measured what it claimed to measure. Thus, the researcher sought the advice of her supervisors and other experts from the Department of Extra Mural Studies-Kitale office, University of Nairobi to validate the instruments. Their corrections and suggestions were therefore be used to produce the final copy of the questionnaire.

### **3.5.3 Reliability**

The reliability of an instrument is the degree of consistency with which a research instrument measures whatever it is intended to measure and yields consistent results. It refers to the extent to which findings can be replicated by another researcher (Silverman 2005). To test the internal consistency of the items listed on the instrument used, the Cronbach alpha coefficient was computed. Cronbach's alpha is a statistic coefficient (a value between 0 and 1) that is used to rate the reliability of an instrument such as a questionnaire. This method randomly splits the data set into two and a score for each participant calculated from each half of the scale. If a scale is very reliable, respondents get same scores on either half of the scale so that, correlation of the two halves is very high. The advantage with using Cronbach's alpha is that the data is split into every possible way and the correlation coefficient for each split computed. The average of these coefficients is the value equivalent to this alpha (Cronbach, 1951). Thus Cronbach's alpha was used to test reliability of the questionnaires used in the study. A reliability correlation coefficient of 0.79 was achieved which indicated a high degree of internal consistency among the data collected and hence was used for data collection of the final study (Kathuri & Pals, 1993).

### **3.6 Data Collection procedures**

On approval of the proposal by the Department of extra mural studies, the researcher got an approval letter from the Department of extra-mural Studies of University of Nairobi. The letter will be used by the researcher to acquire a research permit from the National Council of Science and Technology. The questionnaires were hand delivered by the researcher and one hired research assistant to the youth project owners and given time of

around 15 minutes to respond to the questions. The questionnaires will be administered in a period of two weeks. Before the interview the respondents will be given an initial introductory and motivating talk by the researcher to prepare them psychologically and also to inform of them the rationale for the study. The researcher will however be as brief as possible to avoid boredom.

The study utilized a questionnaire for collecting data which was administered by the researcher to the chairperson of each sampled group and the members of each sampled groups. There was also an interview schedule for the Sub-County youth officer in charge of the youth affairs. The researcher therefore visited all the 36 sampled Youth groups for data collection among its members.

### **3.7 Data analysis**

Quantitative and qualitative data was generated using questionnaires and interview schedules. Both descriptive and inferential statistics were used in the analysis. Data collected was analysed through measures of frequencies, percentages, central tendency and Chi-square. It was then presented using tables, charts and graphs.

Interviews with the Sub-County Youth Officer were auto taped and transcribed. A qualitative thematic strategy of data analysis was then employed. Inferences were made objectively and systematically by searching for emerging themes. The information was summarized under themes and presented in the form of narratives. The analysis utilised the SPSS program version 17.

### **3.8 Ethical Consideration**

Before the administration of the questionnaire, the researcher sought to be granted permission to conduct the study. Thus, after clearance from the School of Continuing and Distance Education, the researcher applied for a permit from the National Council of Science, Technology and Innovation (NACOSTI). The permit was a requirement by the NACOSTI for all research projects and was used to seek permission from the participants. Informed consent was sought from all respondents before data collection (Bogdan and Biklen, 1998). The researcher also ensured confidentiality of the data and individual names of Youth group members were not revealed as data was aggregated during analysis and reporting.

## **CHAPTER FOUR**

### **DATA ANALYSIS, PRESENTATION, INTERPRETATION AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents an analysis of the data that was gathered for the purpose of this study. The study aimed at investigating the influence of management practices on sustainability of youth income generating projects funded by the YEDF in Soy Sub-County, Uasin Gishu County, Kenya. The chapter is organized along the following sub topics: Questionnaire return rate, respondents' demographic factors, projects leadership, training, financial management and monitoring and evaluation on sustainability of youth income generate projects. The data were analyzed using the Statistical Package for Social Sciences and presented by the use of frequency tables and percentages. Qualitative data was analyzed based on content analysis.

#### **4.2 Questionnaire return rate**

This study was about investigating the influence of management practices on sustainability of youth income generating projects in Soy Sub-County, Uasin Gishu County, Kenya. Therefore it was concerned with the youth in registered youth groups that utilized YEDF loans. There were a total of 297 sampled youth (Officials and non-officials) to participate in the study. The study sought the participation of all these 297 members of the registered youth groups. The response rate was tabulated in Table 4.2.1.



**Table 4.2.1: Questionnaires return rate**

Return rate	Frequency	Percentage (%)
Returned	283	95.29
Not Returned	14	4.71
Total	297	100

A total of 297 respondents were issued with the questionnaires, where 283 respondents filled and returned the questionnaires, representing a response rate of 95.29%. This response rate was considered good for this study because Kothari (2005) recommends a 60% response rate as sufficient for analysis and reporting.

### **4.3. Demographic Factors**

This section shows the respondent's demographic information as regards their age, gender, number of SMEs and business type.

#### **4.3.1 Gender Distribution of the Respondents**

The study sought to determine the distribution of the respondents by gender. This was to find out if gender sensitivity was a concern in the youth groups. The data obtained is summarized in the Table 4.1.

**Table 4.1: Distribution of respondents by Gender**

Gender	Frequency	Percentage (%)
Female	117	41.34
Male	166	58.66
Total	283	100

According to Table 4.1 the male respondents were 166(58.66%) and the females were 117(41.34%). This shows that most of the groups were made up of male respondents. Though the disparity in gender distribution among the youth groups was not very significant it may cause an imbalance in development between men and women in the sub-county. Thus, it would be important to identify the challenges the women are facing either in formation of their own groups or in joining already existing ones. The YEDF is meant to benefit all the youth regardless of gender, and if need be some affirmative action can be put in place to address the differences in youth groups that utilize YEDF services.

#### **4.3.2: Level of Education of Respondents**

The respondents were requested to provide information about their highest level of education attained. This was because some formal education would be necessary for proper management of projects. The level of education and training of the members of a group enable them to be able to plan, design, implement and sustain a project. The results are tabulated in Table 4.2.

**Table 4.2: Level of Education of respondents**

Education level	Frequency	Percentage (%)
No Schooling	2	0.71
Primary	18	6.36
Secondary	176	62.19
College	61	21.55
University	26	9.19
Total	283	100

Table 4.3.2 show that the respondents who had secondary level education were 176 (62.19%) and college level was 61(21.55 %.) However those with University and primary level of education were 26(9.19) % and 18(6.36%) respectively. Only 2 respondents had no formal schooling which represented 0.71% of the respondents. From the analysis, it was evident that majority of the members only have basic education. This poses a major challenge in sustainability of the youth projects because they do not have the basic knowledge and skills in project management. It was also realized that the youth with University and primary education formed a small proportion of the respondents. It could be that those with primary and university education shy away from group activities or they are engaged in formal employment respectively.

#### **4.3.3 Distribution of the respondents by age**

The study sought to establish the distribution of the respondents by age. This was because the study is on management of youth projects and it mainly targeted the youth. The results are as presented in Table 4.3.

**Table 4.3: Age distribution of the respondents**

Age in Years	Frequency	Percentage (%)
18 — 23	21	7.42
24 — 29	187	66.08
30 — 35	62	21.91
Above 35	13	4.59
Total	283	100

According to the findings in Table 4.3.3 the respondents aged between 24-29 years represented 187(66.08%) of respondents. Those aged 30-35 were 13(4.59%) and those between the ages of 18-23 years were 62(21.91%). However, those above 35 years represented only 4.59% of the respondents. This was understandable because the study was concerned with the youth, and the youth are taken to be between 18-35 years of age.

#### **4.3.4 Respondents' marital status**

The researcher asked the respondents to indicate whether they were single, married, separated or widowed at the time of collecting the data. The results are as summarized in Table 4.4.

**Table 4.4: The respondents' marital status**

<b>Gender</b>	<b>Frequency</b>	<b>Percentages</b>
Single	108	38.16
Married	137	48.41
Separated	32	11.31
Widowed	6	2.12
Total	283	100.00

The findings in Table 4.4 show that 137(48.41%) of the respondents were married at the time of data collection. However 108(38.16%) of the respondents were still living single lives. Only 32(11.31%) and 2.12% respectively observed that they were either separated or widowed. This implies that the youth income generating projects were initiated to play a crucial role in running of families in Soy Sub-County.

#### 4.3.5 Type of income generating project

The study sought to establish the type of income generating project the youth are engaged in. This was meant to provide an overview of the type of income generating project under operation in Soy Sub-County. The findings were summarized in Table 4.5.

**Table 4.5: Type of Enterprise engaged in by the respondents**

Type of Enterprise	Frequency	Percentage
Bee keeping	76	26.86
Animal rearing	36	12.72
Tailoring	14	4.95
Service industry	91	32.16
Construction	17	6.00
Second hand items (Cloths shoes etc)	18	6.36
Groceries farming	15	5.30
Others	16	5.65
Totals	283	100.00

The findings in Table 4.5 show the types of income generating youth project in Soy sub-county. The findings suggest that a majority 91 (32.16%) of the of youth income generating project are in the service industry. A good percentage of the youth also engage in bee keeping 76 (26.86%) and animal rearing 36 (12.72%). The youth have also engaged in tailoring 14(4.95%), selling of second hand items such as shoes and clothes

18 (6.36%), construction industry e.g making of bricks 17 (6.00%), and the ‘others’ (5.65%). This implied that some of the youth such as those keeping bees and rearing animals might have been influenced by the culture of the people around them who eke their living by doing the same.

#### **4.4 Leadership and sustainability of youth groups’ income generating projects**

This section presents the Members’ view on the influence of leadership on sustainability of the youth income generating projects as captured from the data collected.

##### **4.4.1 Project leaders’ prior experience in project management**

The respondents were requested to indicate whether or not their project leaders had prior experience in project management before they formed their income generating projects.

The responses obtained are shown in Table 4.6

**Table 4.6 Prior experience in project management**

<b>Whether project leaders had prior experience in project management</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	61	21.55
No	222	78.45
Total	283	100

The findings in Table 4.6 show that 222 78.45% of the respondents believed that project leaders had no prior experience in project management. Only 61 21.55% of the respondents observed that their project leaders had prior experience in project management. This implied that most of the youth income generating projects had no

sound basis to start on in terms of leadership which could have made their sustainability difficult.

#### **4.4.2 Project leaders’ ability to carry out a SWOT or PESTEL analysis**

The respondents were further requested to indicate whether their project leaders had the ability to carry out a SWOT or PESTEL analysis of the income generating youth project.

The responses are recorded in the Table 4.7.

**Table 4.8: Project leaders ability to carry out a SWOT or PESTEL analysis**

<b>Whether their project leaders had the ability to carry out a SWOT or PESTEL analysis</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	157	55.48
No	126	44.52
Total	283	100

The results in Table 4.7 show that 55.48% of respondents agree that their project leaders had the ability to carry out a SWOT or PESTEL analysis of the income generating youth project. Despite this 44.52% of the respondents disagreed that their project leaders had the ability to carry out a SWOT or PESTEL analysis of the income generating youth project. This implies that a good percentage of the respondents (44.52%) do not believe much in their leaders to carry out a good SWOT or PESTEL analysis of the income generating youth project. Leaders of youth income generating projects in Soy sub-county due to their incompetence have failed to effectively lead people working in the project.

This impacts heavily on the sustainability of the projects since the members had no confidence in their leaders.

#### **4.4.3 Project leaders’ academic qualification**

The respondents were also requested to indicate whether they agreed or disagreed that their project leaders’ academic qualification could lead well their income generating project. The responses are recorded in the Table 4.8

**Table 4.8: Project leaders’ academic qualification and good leadership**

<b>Whether project leaders’ academic qualification could provide the project with good leadership</b>	<b>Frequency</b>	<b>Percentage (%)</b>
Yes	146	51.59
No	137	48.41
Total	283	100.00

The findings in Table 4.8 show that 146(51.59%) of the respondents believed that project leaders who had good academic qualification always provided good leadership to income generating projects. An equally the same number of respondents 137 (48.41%) observed that project leaders who had good academic qualification would not always provide good leadership to income generating projects. This implied that good academic qualification is not a big factor is sustainability of the youth income generating projects.

#### **4.4.4 Project leadership**

The respondents were also requested to indicate whether they agreed or disagreed that good leadership in the youth income generating projects influence the sustainability of the projects. The responses are recorded in the Table 4.9



**Table 4.9 Whether good leadership in the youth income generating projects influence the sustainability of the projects**

<b>Does leadership in the youth income generating projects influence the sustainability of the projects?</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	242	85.51
No	41	14.49
Total	283	100

From the analysis in Table 4.9, the study revealed that, 242(85.51% )of the members in the youth groups concurred that leadership in the youth income generating projects were paramount as it influences the sustainability of the projects. This therefore implies that there should be courses on leadership to be attended by all project leaders so as to influences the sustainability of the many of the youth income generating projects. This may explain the low success rate of such projects during implementation and subsequent post- implementation or sustainability. This concurred with the ideas of (Dana, 2001) who pointed out that, project managers should lead by establishing project values and ethics, and transforming the way project does business in order to improve its effectiveness, efficiency and sustainability. It was also supported by Mchugh et.al (2002) who suggested that, good project leaders motivate project workers and create suitable environment for workers to motivate themselves

#### **4.5: Training and sustainability of youth groups' income generating projects**

In determining the influence of Training on sustainability of youth income generating projects in Soy Sub-County, the researcher had to analyse data collected on any training undergone by members towards management of income generating projects, reasons why the youth group members never attended project management trainings and the influence these trainings had on the management of income generating projects. This was summarized in the following sub-sections.

##### **4.5.1: Trainings on management of income generating projects**

This research analyzed technical and entrepreneurial trainings undergone by members towards management of income generating projects Soy Sub-County. The results were presented in Table 4.10.

**Table 4.10: Attendance of any technical and entrepreneurial training on management of income generating projects**

Ward	Have you ever undergone any technical and entrepreneurial training on management of income generating projects?					
	Yes		No		Total	
	F	%	F	%	F	%
Moi's Bridge	29	10.25	48	16.96	77	27.21
Kapkures	8	2.83	12	4.24	20	7.07
Ziwa	14	4.94	32	11.31	46	16.25
Segero/Barsombe	5	1.77	25	8.83	30	10.60
Kipsomba	8	2.83	18	6.36	26	9.19
Soy	16	5.65	45	14.84	61	21.55
Kuinet/Kapsuswa.	4	1.41	19	6.71	23	8.13
Total	84	29.68	199	70.32	283	100

Note: F= Frequency and % = Percentage

According to Table 4.10 majority 199(70.32%) of participants had not attended any attended any technical or entrepreneurial training on management of income generating projects. Only 84 (29.68%) indicated that they had attended a technical or entrepreneurial training organized by micro finance institutions on management of income generating projects. This finding was supported by the sub-county youth officer who observed that:

“...this sub-county has so many youth income generating projects but the problem is that we rarely organize seminars and trainings for them on how to run the projects. We depend on their officials to run them to the best of their knowledge with a hope that they are being run in the right way.”

This concurs with the ideas of Hubbard and Bolles (2007) who suggested that, to facilitate timely achievement of project objectives in youth projects, members of the team must possess characteristics, skills, values, attitudes and commitments gained through training that enable projects to achieve their goals efficiently. Formation of youth income generating projects in Soy Sub-county does not consider the above characteristics and other aspects in most cases. This implied that most of the group members that ran the income generating projects in Soy Sub-County had no technical or entrepreneurial knowledge on management of income generating projects.

#### **4.5.2: Reasons why members of the income generating projects had not attended any trainings on enterprise management**

The study also sought to establish why some of the members of the income generating projects had not attended any training on enterprise management. The data was collected in this regard, analyzed and presented as shown in Table 4.11

**Table 4.11 Reasons why some members of the youth income generating projects had not attended any trainings on project management practices**

<b>Reason</b>	<b>Frequency</b>	<b>Percentage</b>
Lacked finance to meet cost of training	64	22.61
Training only meant for youth group officials	69	24.38
Lack of awareness of entrepreneurial trainings being offered in the Sub-county	29	10.25
There were no training opportunities	38	13.43
Time constraint	83	29.33
<b>Totals</b>	<b>283</b>	<b>100.00</b>

The results as shown in Table 4.11 indicated that 38(13.43%) of respondents stated that there were no training opportunities on project management practices in sub-county. A majority 83 (29.33%) of the respondents observed that they lacked time to go and attend the trainings on project management practices, while 64(22.61%) of the youth lacked the finances to meet the training cost which was considered very expensive. A sizeable group of the respondents 69 (24.38%) stated that the training only meant for youth group officials. This implies that nonattendance of trainings on project management practices in sub-county led to lack of technical knowledge, inadequate managerial skills and lack of planning in the youth groups hence a high chance of the projects being unsustainable. The findings were similar to a study carried out by Woldie (2008), on perceptions of business challenges facing Malaysian small enterprises, which indicated that factors

related to human capital were observed to be the greatest challenge facing the business development. The factors were indicated by dominance of unskilled workforce in the industry and lack of motivation among the workforce, there was also lack of managerial and marketing skills as well as low labour productivity.

**4.5.3: Influence of project management practice trainings on sustainability of income generating projects**

To determine the influence of project management practice trainings on sustainability of income generating projects, the researcher asked the respondents to state whether project management practice training(s) had an influence on the development and sustainability of income generating projects or not. The results were as summarized in Table 4.12

**Table 4.12 Whether project management practice training(s) had an influence on the development and sustainability of income generating projects**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	212	74.91
No	71	25.09
Total	283	100.00

According to Table 4.12 majority 212 (74.91%) of respondents observed that the project management practice trainings organized by the various stakeholders had a positive impact on the development and sustainability of income generating projects. Despite of this, only 71 (25.09%) observed that the trainings had no influence on the development and sustainability of income generating projects. Fox and van Rooyen (2004) indicated that, the inability of entrepreneurs to maintain the input and dynamic required to sustain

projects is a cause for concern. According to them the projects collapse due to inadequacy of local participation and lack of local capacity to implement them. Individuals should be empowered to take full responsibility for managing natural resources and contributing to their sustainable livelihood. This implied that though many of the respondents had not attended any training on project management practice they had a strong believe that training in management practice had an influence on the development and sustainability of income generating projects

The researcher further asked the respondents to state the type of influence these management practice trainings had on sustainability of income generating projects. The results are as summarized in Table 4.13.

**Table 4.13 The type of influence that project management practice trainings had on sustainability of income generating projects**

<b>Influence of trainings</b>	<b>Frequency</b>	<b>Percentage</b>
Customer retention	144	21.46
Increase in volume of sales	133	19.82
Planning for the projects activities	112	16.69
Better marketing of the products	115	17.14
Survival of the project	167	24.89
Total	671	100.00

NB: The total exceeds the sample size due multiple responses

The results as shown in Table 4.13 indicate that majority 167(24.89%) of respondents felt that project management practice trainings had an influence on survival of the income generating projects in the Sub-County. A good number 144 (21.46%) of the respondents also observed that the project management practice trainings had an influence on customer retention in the income generating projects in the Sub-County. The respondents 133 (19.82%) also observed that project management practice trainings had an influence on income generating projects by increasing their volume of sales. This implied that training in project management practices was great importance to the sustainability of income generating projects in the sub-county. It led to survival, customer retention, increased volume of sales, better marketing of the products and better planning for the income generating projects.

#### **4.6: Financial Management and sustainability of youth groups' income generating projects**

To determine the influence of project management practice trainings on sustainability of income generating projects, the researcher asked the respondents to state whether they had any background in projects' financial management. The results were as summarized in Table 4.14



**Table 4.14 Whether the income generating project members had any background in projects' financial management**

<b>Response</b>	<b>Frequency</b>	<b>Percentage</b>
Yes	62	21.91
No	221	78.09
Total	283	100

Table 4.14 shows that majority 221(78.09%) of the respondents had no background in projects' financial management. Only a few 62(21.91%) of the members of the income generating projects had a background in projects' financial management. This implies that a majority of the members bank on the few members who have a background in projects' financial management to balance the books and also undertake any financial transactions for the project. This might be a disadvantage to the projects' sustainability if those dependent on are not honest.

The researcher further asked the respondents to state the extent to which they agree or disagree on how the following aspects in financial management has had an influence on the sustainability of their income generating projects. The results were as summarized in Table 4.15

<b>Aspect</b>	<b>Strongly agree</b>	<b>agree</b>	<b>Not sure</b>	<b>Disagree</b>	<b>Strongly disagree</b>	<b>Total</b>
Frequent financial reporting on the project progress	112 (39.58%)	101 (35.69%)	8 (2.83%)	38 (13.43%)	24 (8.48%)	283 (100%)
Proper financial records	98 (34.63%)	180 (63.60%)	0 (0.00%)	4 (1.41%)	1 (0.03%)	283 (100%)
Frequent auditing of the financial records	47 (16.61%)	163 (57.59%)	38 (13.43%)	24 (8.48%)	11 (3.89%)	283 (100%)
Experience of project leader in financial management	64 (22.61%)	98 (34.63%)	24 (8.48%)	59 (20.85%)	38 (13.43%)	283 (100%)

Table 4.15, show the Members' view on the influence of selected aspects of financial management on sustainability of the youth income generating projects in Soy Sub-County as captured from the data collected. From the analysis, it can be concluded that, majority of the members either strongly agreed or agreed that frequent financial reporting on the project progress (75.27%); proper financial record keeping (98.23%); frequent auditing of the financial records (74.20%) and experience of the project leader in financial management (57.24%) influences the sustainability of youth income generating

projects in Soy Sub-county. This concurs with the idea of Sanga, (2009) who argued that proper record keeping sustains and expands an organization and without it the business runs a risk of hitting cash flow crunches wasting money and missing out opportunities to expand. This was also supported by ideas advanced by Madison (2009) who suggested that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is also supported by Kiogora, (2009), who argued that sustainability of any project lies on a good plan and budget for the amount of money received. This implies that members of projects in in Soy Sub-county must observe the mentioned aspects in order to properly sustain their income generating projects.

#### **4.5: Monitoring and Evaluation and sustainability of youth groups' income generating projects**

The respondents view on the influence of monitoring and evaluation on sustainability of youth income generating projects in Soy Sub-county was captured and summarized in Table 4.16.

**Table 4.16: Type of personnel that undertake the monitoring and evaluation of the income generating projects**

Type of personnel	Frequency	Percentage
monitoring and evaluation expert	47	16.61
Project leader	112	39.57
Members	100	35.34
Sub county youth officer	24	8.48
Total	283	100.00

From Table 4.16, it is evident that monitoring and evaluation of youth projects is done largely by the project leaders 112 (39.57%) and project members 100 (35.34%). Only 16.61% of the respondents reported to being evaluated by monitoring and evaluation expert. This view was supported by Landale (2006) who concurred with the findings that, training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently. This is actually limited in the youth projects in Soy Sub-county as most of them relied on their limited skills and had no external expert opinion. This posed a challenge in their survival of these projects since they were not able get external input. This implies that if the income generating project complexities are beyond the project leaders and members, the project is bound to fail. Thus there should

be periodic monitoring and evaluation by expert from the Ministry of Youth to assist in the sustainability of the youth income generating projects.

The researcher also asked the respondents to state the frequency in which their income generating projects are monitored and evaluated. This was necessary because the frequency of monitoring and evaluation as a management practice also influences sustainability of income generating projects. The results are as summarized in Table 4.17.

**Table 4.17: Frequency in which the income generating projects are monitored and evaluated in a year**

<b>Numbers of times per year</b>	<b>Frequency</b>	<b>Percentage</b>
None	76	26.86
1-2	91	32.15
3-5	75	26.50
Over 5	41	14.49
<b>Total</b>	<b>283</b>	<b>100.00</b>

From the data analysis summarized in Table 4.17., it is clear that most of the youth projects 91(32.15%) are only evaluated twice a year. There are also those that are only monitored and evaluated 3-5 times 75(26.50%) a year. In addition 76(26.86%) of the respondents observed that their projects have not been evaluated at all. Monitoring and evaluation is important for the sustainability of a project. This frequency should be enhanced so as to seek feedback and offer proper advice. This concurs with ideas of

Mark, Henry, & Julnes, (2000) who argued that the success and sustainability of any project or program largely depend on constant feedbacks about project on going activities.

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

In this chapter, the major findings of the study are highlighted and conclusions drawn from the study are made. In addition, the implications and policy recommendations derived from the study are made, and also areas of further study recommended.

#### 5.2 Summary of findings

The study aimed at investigating the influence of management practices on sustainability of youth income generating projects in Soy Sub-County, Uasin Gishu County, Kenya. It sought to establish the projects leadership, training, financial management and monitoring and evaluation on sustainability of youth income generating projects. The data was collected using questionnaires and interview. It was also analyzed using descriptive statistics and presented using frequency tables.

The study established that the male respondents were 58.66% and the females were 41.34%. This shows that most of the groups were made up of male respondents. Though the disparity in gender distribution among the youth groups was not very significant it may cause an imbalance in development between men and women in the sub-county. It also established that the respondents who had secondary level education were 62.22% and college level was 21.55%. However those with University and primary level of education were 9.19% and 6.36% respectively. Most of the respondents were aged between 24-29 years represented 66.08% of respondents. Those aged 30-35 were 11.33% and those between the ages of 18-23 years were 21.91%. However, those above 35 years

represented only 4.59% of the respondents. This was understandable because the study was concerned with the youth, and the youth are taken to be between 18-35 years of age. The study also established that 48.41% of the respondents were married while 38.16% of the respondents were still living single lives. Only 11.31% and 2.12% respectively observed that they were either separated or widowed. The study also established that majority (32.16%) of the of youth income generating project are in the service industry. A good percentage of the youth also engage in bee keeping (26.86%) and animal rearing (12.72%).

The study established that 78.45% of the respondents believed that project leaders had no prior experience in project management. Only 21.55% of the respondents observed that their project leaders had prior experience in project management. It also established that 55.48% of respondents agreed that their project leaders had the ability to carry out a SWOT or PESTEL analysis of the income generating youth project. Despite this 44.52% of the respondents disagreeing that their project leaders had the ability to carry out a SWOT or PESTEL analysis of the income generating youth project. The respondents believed that project leaders who had good academic qualification always provided good leadership to income generating projects. An equally the same number of respondents 48.41% observed that project leaders who had good academic qualification would not always provide good leadership to income generating projects. The study also revealed that, 85.51% of the members in the youth groups concurred that leadership in the youth income generating projects were paramount as it influences the sustainability of the projects.



The study established that majority (70.32%) of participants had not attended any attended any technical or entrepreneurial training on management of income generating projects. Only 29.68% indicated that they had attended a technical or entrepreneurial training organized by micro finance institutions on management of income generating projects. A majority (29.33%) of the respondents observed that they lacked time to go and attend the trainings on project management practices, while 22.61% of the youth lacked the finances to meet the training cost which was considered very expensive. Majority (74.91%) of respondents observed that the project management practice trainings organized by the various stakeholders had a positive impact on the development and sustainability of income generating projects. Despite of this, only 25.09% observed that the trainings had no influence on the development and sustainability of income generating projects. The study further revealed that majority (24.89%) of respondents felt that project management practice trainings had an influence on survival of the income generating projects in the Sub-County. A good number (21.46%) of the respondents also observed that the project management practice trainings had an influence on customer retention in the income generating projects in the Sub-County. The respondents (19.82%) also observed that project management practice trainings had an influence on income generating projects by increasing their volume of sales.

Majority (78.09%) of the respondents had no background in projects' financial management. Only a few (21.91%) of the members of the income generating projects had a background in projects' financial management. From the analysis, it can be concluded

that, majority of the members either strongly agreed or agreed that frequent financial reporting on the project progress (75.27%); proper financial record keeping (98.23%); frequent auditing of the financial records (74.20%) and experience of the project leader in financial management (57.24%) influences the sustainability of youth income generating projects in Soy Sub-county.

The study also revealed that monitoring and evaluation of youth projects is done largely by the project leaders (39.57%) and project members (35.34%). Only 16.61% of the respondents reported to being evaluated by monitoring and evaluation expert. The study further revealed that most of the youth projects (32.15%) are only evaluated twice a year. There are also those that are only monitored and evaluated 3-5 times (26.50%) a year. In addition 26.86% of the respondents observed that their projects have not been evaluated at all.

### **5.3 Conclusions**

The project leaders need to have the ability to carry out a SWOT or PESTEL analysis of the income generating youth project. Members of the youth projects need to attend technical and entrepreneurial training on management of income generating projects organized by the various stakeholders. Project management practice trainings had an influence on income generating projects by increasing their volume of sales. Members of the income generating projects need to have a background in projects' financial management so as to sustain the projects. Frequent financial reporting on the project progress; proper financial record keeping; frequent auditing of the financial records and

experience of the project leader in financial management influences the sustainability of youth income generating projects in Soy Sub-county. Monitoring and evaluation of youth projects is done largely by the project leaders and project members. Most of the youth projects are only evaluated twice 1-2 times a year.

From the study findings, the concept of sustainable projects would be a strong pillar in attaining sustainable development and vision 2030. Also it would be able to arrest the constant problem of youth unemployment. The government of Kenya through the Ministry of Youth and Sports has really tried to avail financial resources to the youth so as to engage in income generating projects but not without challenges which are technical and need to be addressed to sustain the policy on Youth empowerment. The government funding is not adequate and there is need to increase this funding. In addition, there is urgent need to address the challenges facing the youth income generating projects which include; inadequate training on basic project management issues, leadership problems, internal wrangles between the members and illiteracy of the members in the rural areas. The government should also rethink of the entire Youth Policy on empowerment and involve the youths at the grassroots more. This will actually help them in making sure that they come up with sustainable income generating projects which will benefit them from the continuous profits. Also they should come up with projects which are in line with the latest technology so as to avoid competition and market problems which eventually make their projects unsustainable.

## **5.4 Recommendations**

Guided by the findings of the study, researcher recommended the following;

1. Efforts should be made by the stakeholders concerned with these youth projects to involve professional or experts in management of youth projects particularly during planning, implementation and monitoring and evaluation phases. This will provide appropriate leadership skills.
2. Ministry of Youth and Sports should provide the youth groups with comprehensive, quality and convenient training on project planning, implementation and post-implementation of income generating projects.
3. Youth income generating projects should solicit expert assistance in financial management of the projects. The members should also be trained in book keeping and auditing of financial records for effective sustainability of the projects.
4. Frequency of monitoring and evaluation should be enhanced so as to seek feedback and offer proper advice in managing and sustaining income generating projects. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities.

## **5.5 Further research**

The study suggests further study to be done on the following areas.

- 1) The study recommends that further studies should be done on appropriate funding of income generating projects in Kenya. It would be beneficial to study the best strategies for disbursement of the funds to maximize its effectiveness.

- 2) Youth groups should explore and take advantage of emerging business opportunities which are market driven to avoid failure due to competition for example in Information Technology and I.C.T.
- 3) It would be important to identify the challenges that income generating projects are facing monitoring and evaluation of the projects.

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## APPENDICES

### A: LETTER OF TRANSMITTAL

Dear Respondent,

My name is Jacob Some. I am a student at the University of Nairobi undertaking a degree in Masters of Arts in Project Planning and Management. I am undertaking a research project entitled: **influence of management practices on sustainability of youth income generating projects funded by the Youth Enterprise Development Fund in Soy Sub-County, Uasin Gishu County, Kenya.** You have been selected to participate in this study to obtain your perceptions and views regarding various aspects of the women owned retail projects. There are no good or wrong answers but your honest participation in answering the questions will assist in establishing the influence of women enterprise fund on the initiation of women owned retail projects in Soy Sub-County. The information provided will be treated confidentially.

Thank you in advance.

Signature..... Date.....

Jacob Some

MA, PPM student

University of Nairobi

**A: QUESTIONNAIRE FOR THE GROUP MEMBERS.**

**1. What is your Gender**

Female ( )

Male ( )

**2. What is your level of Education?**

Education level ( )

No Schooling ( )

Primary ( )

Secondary ( )

College ( )

University ( )

**3. What is your age?**

18 — 23 ( )

24 — 29 ( )

30 — 35 ( )

**4. What is your marital status?**

Single ( )

Married ( )

Separated ( )

Widowed ( )

**5. What type of Enterprise are you engaged in?**

Bee keeping ( )

Animal rearing ( )

Tailoring ( )

Service industry ( )

Construction ( )

Second hand items (Cloths, shoes etc.) ( )

Groceries farming ( )

Others

**6. Do you have any prior knowledge in project management?**

Yes ( )

No

( )

**7. Are the project leaders in your group able to carry out a SWOT or PESTEL analysis**

Yes

( )

No

( )

**8. Do you think Project leaders' academic qualification and good leadership affect the performance of the project?**

Yes

( )( )

(

No

( )( )

(

**9. Does good leadership in the youth income generating projects influence the sustainability of the projects?**

Yes

( )

No

( )

**10. Have you ever undergone any technical and entrepreneurial training on management of income generating projects?**

Yes ( )

No ( )

**11. Why have you not attended any trainings on project management practices**

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Lacked finance to meet cost of training ( )

Training only meant for youth group officials ( )

Lack of awareness of entrepreneurial trainings being offered in the Sub-county ( )

There were no training opportunities ( )

Time constraint ( )

**12. Has the training or trainings had an influence on the management practices of the group?**

Yes ( )

No ( )

**If yes how?**

.....

.....

**13. What influence does training impact on the sustainability of the youth  
income generating project?**

Customer retention ( )

Increase in volume of sales ( )

Planning for the projects activities ( )

Better marketing of the products ( )

Survival of the project ( )

**14. Do project leader of your group have any background on financial  
management?**

Yes ( )

No ( )

**15. Does the following practices on financial management affect the sustainability of  
your income generating projects?**



Aspect	Strongly agree	Agree	Not sure	Disagree	Strongly disagree
Frequent financial reporting on the project progress	( )	( )	( )	( )	( )
Proper financial records	( )	( )	( )	( )	( )
Frequent auditing of the financial records	( )	( )	( )	( )	( )
Experience of project leader in financial management	( )	( )	( )	( )	( )

**16. Who does monitoring and evaluation of your income generating projects?**

- Monitoring and evaluation expert ( )
- Project leader ( )
- Members ( )
- Sub county youth officer ( )

**17. How Frequent is your income generating project monitored and evaluated in a year?**

None

1-2 ( )

3-5 ( )

Over 5 ( )

**B: INTERVIEW SCHEDULE FOR THE KEY INFORMANT.**

**PART 1: Personal details**

1. Name: \_\_\_\_\_ Gender: Female ( ) Male ( )

2. Organization/Dept: \_\_\_\_\_ Position: \_\_\_\_\_

3. What is your age?.....

1=18-25

2=26- 34

3=35-44

4=45-55

5=Above55

4. What kinds of youth income generating project do you evaluate/ supervise?

.....  
.....

5. What is your role in the management practices of this youth income generating project?

.....  
.....  
.....

6. What challenges do you face in assisting group leaders manage the youth income generating project?

.....  
.....  
.....

7. What measures have you put in place to overcome these challenges?

.....  
.....  
.....  
.....

