

**INFLUENCE OF PROJECT MANAGEMENT SKILLS OF STAFF
ON PERFORMANCE OF GOVERNMENT FUNDED PROJECTS IN
KENYA: THE CASE OF KAZI KWA VIJANA INITIATIVE IN
KIBERA, NAIROBI COUNTY, KENYA**

UBAH IBRAHIM SHAIR

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Requirements for the Award of the Degree of Master of Arts in Project
Planning and Management of University of Nairobi**

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DECLARATION

This research project is my original work and has not been presented for any academic award in any other university.

Signature.....

Date.....

Ubah Ibrahim Shair

L50/71844/2014

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

Signature.....

Date.....

Dr. Dorothy Ndunge Kyalo

Senior Lecturer

Department of Extra Mural Studies

University of Nairobi

DEDICATION

I dedicate this research project to my mum Gedia Mohamed, my sister Amina Ibrahim and brother Ismail Ibrahim who have supported me throughout this degree program. I further thank them for believing in me as I look forward to seeing myself in greater heights of life. May God bless you.

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ABSTRACT

The purpose of this study was to establish the influence of project management skills of staff on performance of government funded projects in Kenya. The study was guided by the following objectives; to examine the influence of human resource management skills of staff on performance of government funded projects in Kenya, to establish how financial planning skills of staff influence performance of government funded projects in Kenya, to assess how monitoring and evaluation skills of staff influence performance of government funded projects in Kenya and to examine how risk management skills of staff influence the performance of government funded projects in Kenya. It is hoped that the findings of this study would help the management of Kazi Kwa Vijana initiative to understand the importance of developing project management skills of staff thus appreciate the application of such skills in the running of the day to day operations of projects. It would also guide the development of policies and guidelines governing human resource management, financial planning, monitoring and evaluation and also risk management practices. The study would contribute to the existing knowledge in project management and to increasing performance standards amongst the project management professionals and the entire industry. It would also help improve the management of government funded project. The study on project management skills would provide a platform for more research in the area and would also be used as a source of references by scholars. The research adopted Descriptive survey research design with a view of collecting information through administering questionnaires and interviews to the sampled respondents. The population of this study was 500 out of which a sample of 217 respondents was selected using Krejcie and Morgan (1970) table for determining sample size, at the confidence interval of 0.05 and confidence level of 95%. The study employed stratified and simple random sampling technique. Data collected was analysed using SPSS to generate both descriptive and inferential statistics. The findings of the study were presented using table, charts and explanation was given in prose form. The study found out that employees at KKV were not recruited based on experience from similar projects, training of employees was not done on a regular basis and that employees did not transfer knowledge gained from the training to the work place. The study also established that there was no internal financial control system at KKV and that each task was not well budgeted. The study revealed that there was no tracking of implementation schedules and activities, there was no regular evaluation of project progress and that there were no periodic monitoring reports generated. Risk identification checklists were in place and were developed based on historical information. The study recommends the following; recruitment of employees with experience from similar projects and regular training of employees to increase knowledge, establishment of an internal financial control system and proper budgeting, monitoring and evaluation of all schedules and activities to ensure that necessary actions are taken in good time.

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ABBREVIATIONS AND ACRONYMS

CDF:	Constituency Development Fund
ESP:	Economic Stimulus Program
GOK:	Government of Kenya
KKV:	Kazi Kwa Vijana (KKV)
KNBS:	Kenya National Bureau of Statistics
M&E:	Monitoring and Evaluation
NACOSTI	National Commission for Science, Technology and Innovation
PMI:	Project Management Institute
RBV:	Resource-based View
SC:	State Corporations
SPSS:	Statistical Package for Social Science
UNDP:	United Nations Development Programme
YEDF:	Youth Enterprise Development Fund

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project administration in different fields has turned out to be more imperative as tasks get to be intricate and costly. All around, project administration abilities have become one of the key administration effectiveness instrument that give cost and asset investment funds while in the meantime improving the nature of project executions (Njakwe, 2012). The act of project administration is relied upon to develop as showed by a figure by Hwang and Ng (2013) with a forecast of that some place around 2010 and 2020 there will be 15.7 million wander organization positions made globally across over wander raised undertakings which consolidate gathering, business administrations, data frameworks, fund and protection, utilities, oil and gas. On the off chance that the development pattern is to be maintained then there is requirement for project administration aptitudes that assist in the attainment of the project targets.

Undertakings are certain not to succeed if convincing endeavor organization models and methods of insight are not suited their execution (Kerzner, 2010). Satisfactory affirmation of these mistake exists all through the world, the condition is not kidding in making countries where crucial aptitudes have not been effectively made in its meander association related work oblige. The achievement of these errands is greatly subject to several components which when perceived and overseen amidst coordinating and utilize times of the meander, add to gainful fulfillment of the attempts. Different attempts have fizzled happening as intended to white elephant widens or have been unsuccessfully

finished due nonattendance of unmistakable confirmation and organization of this components (Arnaboldi et al., 2004).

The motivation behind project administration aptitudes is to include the craved esteem in project conveyance in accordance with the concurred destinations. For the most part, project administration writing recommends that project administration procedures are adapted towards the conveyance of effective results (Zulu 2007). This has made a prerequisite for abilities that now and again prompted to cost invades, deferrals and absence of project subsidizing. Note that the lion's share of those issues are unsurprising and avertable if a project administrator has the best possible project administration aptitudes.

Project administration aptitudes are imperative in the Kenyan economy since individuals who have the significant abilities make capital hardware more beneficial as well as make compelling utilization of machines and gear they work with (Mbeche, 2011). These abilities incorporate human asset administration aptitudes, monetary arranging aptitudes, checking and assessment aptitudes and hazard administration abilities. The Kenya government has placed assets into a significant measure on endeavors wherever all through the country concentrating on the pre-adult and women in achieving its vision 2030 targets. Direction endeavors to draw in the country human resource has stood out with the course of action of free key and required preparing. Dares to manufacture school system have been financed through Electorate Improvement Subsidize (CDF) and Financial Boost Program (ESP). Women bundles have benefitted an incredible arrangement in different endeavors intended to reinforce them and their families the

country over. Regardless, various endeavors have been unsuccessful occurring to setbacks to the council and the beneficiaries of those wander (Nganga, 2013).

The Government of Kenya (GoK) developed a game plan in 2007, underscoring the significance of a sorted out and multi-sectoral way to deal with oversee tending to the issue of youth unemployment (Republic of Kenya, 2007). In April 2009, the Kazi Kwa Vijana (KKV), the Work for Youth program, was instigated. It was a way for the work of youth in country and urban zones in labor authentic open works meanders, concentrating on more minor attempts that can be finished quickly. Cases are street reinforce sub-meanders, little scale water supply and sanitation, water get-together, afforestation and waste gathering. The Kazi kwa Vijana activity has been defaced with issues, mostly authoritative which has seen a significant part of the financing pulled back by contributors and henceforth confronted development challenges (World Bank, 2011).

Project execution is focused on three key columns, that is, cost, time, details/scope furthermore fulfillment. These columns depend altogether on administration and the earth inside which projects conveyance groups work. Keeping in mind the end goal to amplify gives back, the project must be conveyed inside the parameters of time, cost and details. Projects must be conveyed inside indicated courses of events. They need to meet some set gauges or determination and give some fulfillment to the clients, be it the lenders, customer, group or nature it is set on. It has been watched and condemned by general society and different clients of Government subsidized undertakings that they generally linger behind in time, which then again have an orientation on cost, because of different elements. Order of laws and Acts that administer Government acquisition frameworks, for example, Open Obtainment Oversight Power (PPOA, 2005), Open Acquirement and

Transfer Act (PPDA, 2005) and Open Obtainment and Transfer Directions (PPDR, 2006) have gone far in checking ills connected with cost and time overwhelms. In spite of the considerable number of endeavors set up throughout the previous 10 years or something like that, Administration projects still endure intensely in cost and time invades contrasted and secretly financed projects in administration and project conveyance.

1.2 Statement of the Problem

One of the primary test confronting Kenya today is the administration of government financed projects. These undertakings are vital and if all around oversaw they will enhance their prosperity and add to the efficiency of this nation. Legitimate project administration has been fundamental for fruitful project conveyance. In spite of the developing interest worldwide for qualified project chiefs, there's an extensive number of project administrators who don't have the applicable abilities nor the important project administration rehearses for effective project conveyance (Ling &Ma, 2014). Further,Ameyia, Onsongo, Huka and Onwong'a (2011) showed that absence of successive observing and assessment of projects, inadequate subsidizing thwarts staffing of required fitness, absence of limit working as far as monetary administration aptitudes, uncalled for project determination procedures and absence of support from partners, are a portion of the significant difficulties that young reserve endeavors project confront.

As indicated by a study done by Njakwe (2012), more than Kshs 100 billion is lost because of absence of project administration aptitudes and related innovations both in the private and open segment. One path in which poor project administration aptitudes as a rule shows itself is fizzled projects or delays in project execution (Githenya &Ngugi, 2014). The disappointment of youth improvement tasks is an issue that has been

knowledgeable about Kenya in the past and current and could persevere later on if administrative difficulties are not tended to. Thinks about have uncovered that the disappointment rate of youth tasks in Kenya remain at more than half in the initial three years (Bowen, Morara and Murithi, 2009). For example, the Adolescent Endeavor and Advancement Subsidize, built up in 2006, has not had any basic impact. The turning resource of \$57 million has been harmed by gross screw up, political impedance, and power wrangles. Basically, the Kazi Kwa Vijana activity has endured net bungle and misappropriation of assets. As per Bowen, Morara and Murithi (2009), insights show that 75% of the reasons for disappointment the young tasks were because of administrative difficulties. There is in this manner need to evaluate project administration aptitudes in government supported activities in Kenya. It is against this foundation that this study tried to build up the impact of project administration abilities on the execution of government supported tasks in Kenya.

1.3 Purpose of the Study

The purpose of this study was to establish the influence of project management skills of staff on performance of government funded projects in Kenya: The Case of Kazi Kwa Vijana Initiative in Kibera, Nairobi County, Kenya.

1.4 Research Objectives

The study was guided by the following objectives

1. To examine the influence of human resource management skills of staff on performance of government funded projects in Kenya

2. To establish how financial planning skills of staff influence performance of government funded projects in Kenya
3. To assess how monitoring and evaluation skills of staff influence performance of government funded projects in Kenya
4. To examine how risk management skills of staff influence the performance of government funded projects in Kenya

1.5 Research Questions

The research attempted to provide answers to the research questions:

1. What is the influence of human resource management skills of staff on performance of government funded projects in Kenya?
2. How does financial planning skills of staff influence performance of government funded projects in Kenya?
3. How does monitoring and evaluation skills of staff influence performance of government funded projects in Kenya?
4. How does risk management skills of staff influence the performance of government funded projects in Kenya?

1.6 Significance of the Study

The administration of the Kazi Kwa Vijana project would have the capacity to comprehend the significance of the creating project administration aptitudes of staff hence value the use of such abilities in the running of the everyday operations of undertakings.

They would likewise pick up a superior comprehension of the impact of project administration aptitudes on execution therefore control the improvement of approaches

and rules representing human asset administration, budgetary arranging, checking and assessment furthermore risk administration rehearses.

It would also provide information to the policy makers and planners in both governmental and non-governmental organizations on areas of focus. The study on project management skills of staff would provide a platform for more research in the area. This study could be used as a source of references by scholars.

1.7 Limitations of the Study

The investigation was limited to Kazi kwa Vijana initiative, therefore the application of the findings and recommendations to other projects other than Kazi kwa Vijana initiative should be treated with a lot of caution. The researcher faced uncooperative respondents, however, the researcher carried around an introduction letter from the university, explained to the respondents that the research was meant for academic purposes only and assured them of anonymity and confidentiality.

1.8 Delimitations of the study

The investigation focused on Kazi kwa Vijana initiative in Kibera. Only the four variables were focused on: human resource management, financial planning, monitoring and evaluation and risk management and how they influence performance of government funded projects in Kenya, despite there being varied project management skills. The target population was 500 employees of Kazi kwa Vijana initiative project at Kibera and consisted of top and middle level management staff and also the general staff.

1.9 Assumption of the Study

The researcher made assumptions that the questionnaires were honestly completed by the targeted respondents. The study also assumed that the impact of project administration skills on performance was replicated in other parts of the country and Kibera being in the

capital city of Nairobi gave representative information that can be generalized. The researcher also assumed that the authorities of KKV would grant required permission to collect data from employees.

1.10 Definitions of Terms

Financial Planning Skills: These are management abilities that project managers require to meet the changing financial circumstances of the projects undertaken such as an increase in income or growth in the value of your assets. These skills include budgeting and financial control.

Government Funded Project: Refers to projects that are undertaken and fully financed by the government.

Human Resource Management Skills: Refers certain set of abilities that human resource managers need to run a fruitful human asset office and contract the best ability available for the accomplishment of the project. These skills include training, communicating and negotiation among others

Monitoring and Evaluation: Monitoring is the regular nonstop following of the key components of project execution that is: data sources, exercises and yields, through record keeping and general reporting. Assessment is the intermittent evaluation of an advancing or completed dare to choose its real impact against the masterminded impact.

Project Management: Project management is the discipline of planning, organizing, and managing resources to bring about the

successful completion of specific project goals and objectives.

Project Performance: Refers to the actual output or results of a project as measured against its intended outputs (or goals and objectives).

Project Management Skills: This refers to a set of abilities that project managers need to have to enable them understand and apply the learning, apparatuses, and systems that are perceived as best practices for successful project administration.

Risk Management Skills: Refers to the ability of project managers to forecast and evaluate the likelihood of an unpredictable occasion or condition that, in the event that it happens, has a positive or negative impact on a project's targets. It includes the ID of systems to keep away from or minimize the effect of the event.

1.11 Organization of the Study

The study is organized in five chapters. The first chapter comprises of the introduction, background of the study, statement of the problem, purpose of the study, objectives and research questions, significance of the study, limitations and delimitations of the study,

basic assumption and definition of significant terms and an overview of the research proposal. The second chapter contains a review of recent relevant studies (Local and International) relating to the subject matter of this study. This review mainly looks at the

objectives of such studies, the findings as well as recommendations. This chapter is of significance to the study as it helps in the identification of the existing gaps in the subject area. It also articulates the conceptual framework in terms of the relationship between the outcome and predictor variables of the study. The third chapter of this study presents the research design as well as methodology. Thus it articulates the research design, population sample, sampling, data collection and data analysis. This chapter also gives an insight on the appropriateness of the research methods in addressing the objectives of the study. The fourth chapter presents analysis of the findings, presentation and interpretation of the results based on the study's stated objectives. The fifth and last chapter presents summary of findings, discussions, recommendations, conclusion of the study and also offers suggestions for further research in this area.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of past research studies that have been carried that relate to the current study. The review enables establishment of the contributions that had been made to the scholarly knowledge and any existing research gaps which would be addressed by this study. The chapter focuses on independent and dependent variables, theoretical framework and the conceptual framework that illustrates the relationship between the independent and the dependent variables.

2.2 Performance of Government Funded Projects

In analysing project performance Pennypacker (2000) battles that there is no single arrangement of measures that all around applies to all organizations. The suitable arrangement of measures relies on upon the association's system, innovation, and the specific business and environment in which they contend. The creator assist diagrams benchmarking measures for project administration execution include: degree of profitability, efficiency (yield), quality, execution cost, plan execution, consumer loyalty, process duration, prerequisites execution, worker fulfillment and arrangement to vital business objectives. Project execution estimation alludes to a continuous assessment of the adequacy and importance of a given project. Execution estimation can be utilized to research the general execution of a worker or group of representatives in a given project. A project can likewise be dragged down because of horrendous correspondence, unequal workloads, or inability to co-work among laborers. There are numerous elements that figure out if or not a project is a win, fluctuating basically in light of the underlying goal

of the project. Xavier, Harold Goodwin, Racheal Walton (2012) analyzed the prerequisites crucial for the achievement of a group tourism companies and reasoned that there had been 10 characteristics which have been important in clarifying achievement and disappointment in the execution of speculations: a durable and strong group; genuine group interest, ownership and control; appropriation of a business mentality, anticipating money related feasibility from the start; engagement with the private division; activities basically in view of market query and request driven item improvement; providing alluring, pleasant items principally in light of natural and social resources and which are more convenient to voyagers; time; engagement, support and coordinated effort in the association through partners with key ranges of skill; straightforward and responsible administration, administration and basic leadership structures and in addition sound, master monetary administration; and checking and differentiate so that groups and others can share and gain as a matter of fact and guarantee persevered achievement. In their research, Iyer and Jha (2005) recognized numerous variables as having affect project esteem execution, these incorporates : mission supervisors ability, best organization direct ,project chiefs planning and administration aptitudes, checking and criticism by method for members, decision making , coordination among project members proprietor's capability ,social situation ,financial situation and climatic conditions. Pheng and Chuan (2006) portrayed wander accomplishment as the finishing of a project inside attractive time, cost and quality and achieving customer's fulfillment. Project achievement can be brought out through the brilliant execution of signs of the project. Thus, achievement alludes to task achievement and general execution alludes to general execution of

pointers, for example, project administrators. Pheng and Chuan (2006) place that human components played a vital position in choosing the general execution.

Scientific proof from people in general segment gives to some degree consolidated results. For instance, Hyndman and Eden (2001) met the CEOs of nine organizations in Northern Ireland. Every one of the respondents bring up that a focal point of consideration in mission, targets, points and execution measures had expanded the general execution of the association for the advantage all partners (Bushman et al, 2003). Respondents also demonstrated that the negative usage of the framework that esteem productivity over excellent and additionally transitory over long haul comes about, and in addition the inclination to overemphasize numbers to the detriment of judgment, could risk execution.

2.3 Human Resource Management Skills of Staff and Performance of Government Funded Projects

One of the key phases of managing for quality is creating and developing human resources. Organizations need to recruit employees with appropriate skills and then grant them with systematic education and ongoing worker assistance (Marc Holzer, Kathryn & Klorby, 2008). During recruitment and selection of the project staff, it is vital to pick out the ones with excellent skills and experience since this is a necessary factor to the success of the project. However the purpose, the type and dimension of the task or programme, and the cost range on hand will determine whom to recruit (Frances, 2003). It is of importance that this should be performed through the use of a wide viable network of contacts to identify the candidates. Sources of team of workers consist of different organizations, educational establishments (local and international) and associate organisations. In addition, the group of workers should have experience of similar

projects and a grasp of the kind of work mission involved, and at least some of the team members must have an excellent know-how of the County and of the local scenario (Nahyan. Moza, Al,Amrik Sohal, Brian & Fides, 2012) for project success. Improved human resource techniques that emphasize recruitment, training and improvement of personnel should be developed and applied.

Training of workforce by itself is not enough to enhance organizational effectiveness to a greater level due to the fact now not all knowledge received from the training is transferred and utilized to the organization. In other words transfer of the expertise and abilities obtained through training has to be fully implemented in the workplace to realize full benefits (Dirani, 2012). Effective communication has a significant relationship with superb implementation approach hence good performance of project (Maina & Waweru, 2011). Lack of well-educated and skilled staff places a restriction to the extent to which organizations can manage their each day affairs and their capacity to effectively, plan, appraise, implement and display their activities (Vera Ogeh & Fiador, 2013)

Afande (2013) established that the degree of accomplishment of contributor project is resolved through specialized and organization capability of human resources of the executing offices. He contended that the officers in the contributor project may likewise do not have the formal preparing in outside guide administration, planning and bookkeeping. These defenseless capacities may moreover prompt to poor valuation for the giver consumption conventions coming about into ineligible use, which prompt to dismissal for comparative financing by method for the benefactor. Xavier, Harold, Racheal and Walton (2012) found that in spite of the traditional learning that the ability of the project fashioners, organizers and administration group is most identified with

achievement. Observational verification shows that viable discussions are more key in impacting the project achievement. Abraham and Farhad (2006) stated that project performance relies upon on the managerial abilities and competence of the project manager. An important, but continually overlooked element of the implementation method is the nature of personnel involved. Many a times, the staff for the project are selected with much less than the required competencies necessary to make the assignment a success. It is vital to develop a project team that has the requisite competencies to perform their functions and also to understand the mission well. Staff education to enhance competency need to be factored in all the projects. Effective coaching must be carried out and the trainees given an opportunity to exercise the newly received abilities on completion of the training. The focal point on capacity building of the project staff ensures a workforce with suitable skills to promote participatory and sustainable implementation of projects.

A project administrator may likewise have the vital abilities to direct a project individuals in various stages and project life cycles, yet group's inspiration which is far a great deal less unmistakable is a basic part of a beneficial project. PMI (2004) underscores that the interpersonal capacities expected to motivate a project group are a project director's most vital resource. Whether a project group is colossally inspired to accomplish project's objective can have the effect between smooth project undertaking and one that is impeded with inconveniences. Huszczo's (2004) perspective of inspiration is fixated on desires and fortifications, while distinctive scientists have clarified inspiration as the vitality faculty convey to work (Welbourne, Andrews, and Andrews, 2005). The

capability of a project director to work with individuals and accomplish wishes results is vital to the achievement of any project.

2.4 Financial Planning Skills of Staff and Performance of Government Funded Projects

Government agencies are required to utilize cash judiciously for the cause implied and upgrade the living prerequisites of the populaces intended to profit (Abernethy, Bouwens& Loaned, 2004). Regularly, employments of money are occupied to serve diverse courses of the project directors outside the extension and work arrangements of tasks (Anthony and Youthful, 2003). Great budgetary administration rehearses request that key administration standards and norms, for example, manageability, responsibility and straightforwardness which are fundamental for organized formal procedures are set up. As indicated by Habeeb (2013) budgetary administration is the operation of an inward control framework. Monetary organization of a project must be effectively overseen; it is a fundamental period of the project organization prepare and ought to be looked into by the project director, budgetary group, partners and key project colleagues frequently (Jensen, 2004). By keeping up a nearby eye on the project spending plans, one will be sure that they are kept inside the figure set from the start.

Financial management is an integral instrument, regardless of whether in paper or mechanized structure (Atkinson et al., 2007). These worksheets empower project colleagues to select all the fundamental things required for the whole project, and additionally recognizing the exact people responsible for ensuring that the undertaking is done effectively, the evaluated work time which incorporates assortment of work hours/days and slip by time which incorporates time of days over which the work will occur considering that the laborers don't invest all their energy in only one action they may deal with various exercises simultaneously, and the monetary and material or different assets required for that attempt (Bonner and Sprinkler,2002). When all essential exercises are perceived in this way, the focused on arranging diagrams can be finished by separating each primary movement into an assortment of undertakings (Burchell et al. 2000). Every movement has its unique code to maintain a strategic distance from any disarray in task talks on the work to be performed. Likewise, this instrument indicates the individual responsible for each movement; along these lines, helping to take away the "free rider" issue consistently said in collective work (Young, 2000).

2.5 Monitoring and Evaluation Skills of Staff and Performance of Government Funded Projects

Monitoring can be characterized as the continuous way by method for which partners get ordinary input on the advance being made toward accomplishing their objectives and goals while assessment is a thorough and autonomous assessment of either completed or progressing exercises to choose the degree to which they are accomplishing referred to destinations and adding to basic leadership (UNDP, 2009). Monitoring and evaluation is carried out for several reasons particularly to establish what works and what does not; to make informed decisions involving programme operations and provide service delivery based on objective data; to make certain efficient and environment friendly use of resources; to assess extent the programme is having its preferred impact; to create transparency and foster public trust and create institutional memory.

According to UNDP (2009), monitoring places focus on the implementation process and probes the key question on how well is the program being implemented while evaluation analyses the implementation process. Evaluation seeks to determine how well program activities have met objectives, examines extent to which outcomes can be attributed to project objectives and describes quality and effectiveness of program by documenting impact on participants and community. Monitoring generates periodic reports throughout the program cycle, focuses on project outputs for monitoring progress and making appropriate corrections, highlights areas for improvement for staff and tracks financial costs against budget.

According to Kamunga (2000), State Corporations (SCs) have not been able to achieve their targets due to mismanagement, bureaucracy, wastage, pilferage, incompetence and irresponsibility by way of administrators and employees. Despite the government intervening to save the SCs by re-examining their objectives and targets, coaching employees, increasing their revenue and benefits, the state corporations companies still did not improve on their overall performance. Wholey, Hatry & Newcomer (2010) states that assessment is utilized as a part of government to project straightforwardness, bolster responsibility, and enhance execution, though general execution organization structures build up result arranged objectives and general execution targets, screen advance, fortify execution upgrades, and convey results to higher strategy levels and people in general.

Powerful checking permits one to assemble data through information gathering with the goal that one can gauge and alter advance toward the project objectives. It licenses one to record project advance and acclimations to colleagues, partners, directors and customers

and offers avocation for rolling out any essential improvements to the arrangement. As per (Lewis, 2006), Monitoring and Evaluation of a project involve the precise social meeting and investigation of measurements on project and their exercises. It distinguishes advance and also troubles that effect on usage and evaluate the accomplishment of the individual program's or project's targets. M&E additionally evaluates an establishment's general execution towards the accomplishment of the objectives and destinations. Hence M&E aptitudes ought to be viewed as a vital component of administration that tracks execution calendars and exercises towards the satisfaction of the institutional targets and mandates. In case of funded work, it will be essential to distinguish between monitoring and evaluation that are internal to the agency of the project, and that which relates to the expectations or agreements with the funders or sponsors. An evaluation may also have more than one purpose, however it is essential for stakeholders to agree on the precedence purposes. Identifying stakeholders, and making sure that they agree about the major purpose of an evaluation, is integral in order to figure out on the approach and methods to be used in carrying it out. Frances (2003) argues that a funder has a function in an evaluation and this case the authorities has a role to play in the evaluation of initiatives funded by the government such as the Kazi Kwa Vijana initiative. Monitoring and evaluation is conducted in order to generate specific details about the task implementation process and additionally to enhance the results in terms of why activities failed or succeeded (Mishra, et al 2006). In this manner through consistent observing and assessment of government financed projects, administration can plan, timetable and control all exercises in the project and in this way total it inside the planned time and cost.

2.6 Risk Management Skills of Staff and Performance of Government Funded Projects

Risk management is necessary on all projects. The level of usage can contrast starting with one anticipate then onto the next, depending on such components as size, sort of project, who the buyer is, relationship to the organization vital arrangement, and corporate culture. Hazard administration is particularly crucial when the normal stakes are awesome arrangement of instability exists. Chance administration is one of the nine information ranges engendered by the the Project Management Institute (PMI, 2008). Risk and uncertainty can probably have unfavorable consequences for any project (Flanagan, Norman & Chapman, 2006). Therefore, risk evaluation and administration continue to be an important function of the project administration with an end goal to bargain productively with instability and surprising events and to make project progress. Project Administration Foundation characterizes project chance as an uncertain occasion or condition and that the event has positive or negative impact on no less than one wander goal, for example, time, cost, degree, or quality (PMI, 2008).

Alleviating hazard through diminishing the effect is an indispensable part of hazard administration. Actualized accurately, a viable hazard alleviation strategy ought to minimize damaging effects. Basically an all around arranged and a very much regulated hazard moderation methodology is a substitute of unverifiable and dangerous exercises with a more unsurprising or oversaw reaction (Chapman and Ward, 2007). The relationship between hazard administration and project achievement or disappointment has been concentrated broadly, particularly in the zone of Data Innovation (IT) (Bakker,

Boonstra and Wortmann 2010). These studies have thought of disputable discoveries, some studies like that of Zwikael and Globerson (2006) found that hazard administration had low effect on project execution while Bakker, Boonstra, and Wortmann (2010) proposed that even sensible degrees of hazard administration arranging suffice to decrease the awful impacts of hazard on project achievement. These discoveries may moreover be clarified with the guide of the possibility approach, in which the sort of undertaking can influence project general execution as well as the viability of assignment organization rehearses (Schwalbe 2007). Another elucidation for the conflicting discoveries is that these examination concentrate on hazard administration, ignoring correlated perspectives in instability administration, for example, the delicate abilities of project partners (Sharma and Gupta 2012).

Delicate aptitudes include the administration of interpersonal connections and the idea of project environment (Grabher 2004). Moreover, the authoritative setting, for example, hierarchical culture, atmosphere and demographics can influence hazard and instability administration (Sharma and Gupta 2012), and in addition singular parts, for example, desires, nature and judgments, inclinations, vitality clashes, trust and learning (Soderlund and Maylor 2012). As indicated by Thamhain (2013), compelling project chance administration requires immeasurable inclusion and joint effort over all portions of the task gathering and its surroundings. Soderlund and Maylor (2012) contend that hazard administration requires additional time and exertion put resources into delicate aptitudes.

Hazard recognizable proof agendas can be useful while distinguishing potential hazard territories (Shahu, Pundir and Ganapathy, 2012). Hazard ID agendas are created in light of chronicled data and learning that has been amassed from past comparable tasks and from different wellsprings of data. While an agenda can be brisk and basic, one of their major disadvantages is that it is typically difficult to manufacture an all-inclusive checklist.

Risk probability and impact assessment is crucial when it comes to risk analysis. probability addresses how likely the hazard occasion or condition is to happen and affect points of interest the degree of what might happen if the hazard appeared (Shahu, Pundir and Ganapathy, 2012). Chance likelihood appraisal explores the probability that every particular hazard will happen. Hazard affect appraisal researches the potential effect on a wander objective, for instance, arrange, cost, quality, or execution, including both negative effects for risks and useful results for conditions (Tabish and Jha, 2012). Chance probabilities and effects are appraised by definitions given in the risk administration arrangements.

Risk managers should monitor and control risks, there are specialized execution measures (TPMs) apparatuses that show how well a framework is fulfilling its necessities or meeting its objectives. A standout amongst the most significant devices that a project supervisor has is a week after week project status meeting (Zwikael and Globerson, 2006). Project hazard administration ought to be a motivation thing at intermittent status gatherings. Visit exchanges about hazard makes it more probable that individuals will distinguish dangers and openings. Arrange Chance Reactions includes the way toward creating alternatives and activities to upgrade openings and to lessen dangers to project

destinations. Chance Reactions addresses the dangers by their need, embedding assets and exercises into the monetary allowance, calendar and project administration arrange as required (Zwikael & Globerson, 2006).

2.7. Theoretical Framework

Theoretical framework alludes to the arrangement of interrelated ideas and suggestions that displays an efficient perspective of marvels by determining relations among factors (Kothari, 2004). The theoretical framework turns into the premise of the examination issue. It clarifies the wonders whereupon the proposition examination wants to fill the vacuum in the surge of learning (Sevilla, Ochave, Punsalan, Regala, and Uriarte, 2007). A hypothetical structure can be considered as a guide or travel arrangement. The resource based theory and decision theory were reviewed for the purposes of this study.

2.7.1 Resource based theory

Resource Based view (RBV) is a way to deal with accomplishing upper hand that rose in 1990s, after the significant works distributed by Wernerfelt (1984), "The Resource Based View of the Firm", Prahalad and Hamel "The Core Competence of the Corporation", Barney, "Firm resources and sustained competitive advantage" and others. The supporters of this view contend that firms ought to glimpse inside the organization to discover the wellsprings of upper hand as opposed to taking a gander at focused environment for it.

The Resource-based View (RBV) is a strategic management theory that is broadly used in project management, it examines how assets can power competitive advantage. Competitive benefit is the capacity to make more noteworthy esteem than opponents, and in this way produce higher rates of profitability. Reasonable focused pick up requires persisting points of interest through skills that can't be effortlessly imitated (Killen et al.,

2012). The RBV is constructed on the notion that assets and abilities are not heterogeneous throughout different organizations, and through this thinking the success rate variations between corporations can be explained. Kraaijenbrink et al (2010) stated that if an organization is to get a condition of supported upper hand, it have to secure and control significant, uncommon, incomparable, and non-substitutable assets and capacities. According to this theory, all resources are equally necessary to decide the project success and overall performance. Findings exhibit that intangible assets are necessary determinants for project successes such resources are rare, particular and hard to exchange or mimic (Beam et.al, 2004). Assets can be depicted as the beneficial property of the organizations the capacity through which errands are achieves (Mathews 2006). RBT hypothetically predicts elusive assets as crucial variables for accomplishment of a project. Elusive assets are money related, physical, human, scholarly, hierarchical reputational and innovative assets. For the achievement of a project, every one of the advantages should be fused together. Undoubtedly strategist who grasp this thought bring up that focused pick up originates from adjusting aptitudes, vital arrangement, fit workforce with authoritative frameworks (Salaman et.al, 2005). This theory supports the human resource management and financial planning variable in this study.

2.7.2 Decision Theory

The first general theory of the stages of a decision process was put forward by the great enlightenment philosopher Condorcet (1743-1794) where the process was defined in three stages where the first was identifying the principle, then opinion after which a choice is made. Project management is getting to be acknowledged and advanced by professionals, researchers and governments in people in general and private segment

(Fone and Youthful 2000). As talked about by Boorsma (2006), there are sufficient motivations to apply money related hazard administration; the economization of monetary misfortunes and time, the anticipation of human life misfortune and the achievement of vital targets, among others. Moreover, monetary hazard administration choices are concerned principally with a particular stride in project administration prepare, which is through selecting the systems or procedures that will be utilized for the dangers that have been recognized and measured.

Thus, they express that Decision Theory is certainly contained by the hazard administration handle, since hazard administration relies on upon standards got from general learning and statutes of Decision Theory (Vaughan, 1997). Particularly lately, quantitative systems of basic leadership have developed, in spite of the fact that not ignoring the way that the investigation of an issue of basic leadership regularly requires some qualitative contemplations

(Vaughan, 1997).

The decision theory is relevant to the study focusing on the variable of the top management commitment. Purchasing raw materials and making other project payments that are complex or unfamiliar involves a lot of risks, e.g. compatibility risks, risk of delivery, financial risks etc. The top management should consider financial risk management decisions to mitigate all potential risks. This theory supports the financial planning and risk management variable in this study.

2.8 Conceptual Framework

Kothari (2004) describes conceptual framework as an arrangement of interrelated ideas, definitions, and suggestions that shows a precise perspective of wonders by determining

relations among factors. It is a network of concepts that are related and interlinked in one way or another to provide an elaborate understanding of some existing phenomena or phenomenon. The conceptual frame that guided this study is presented in Figure 2.1.

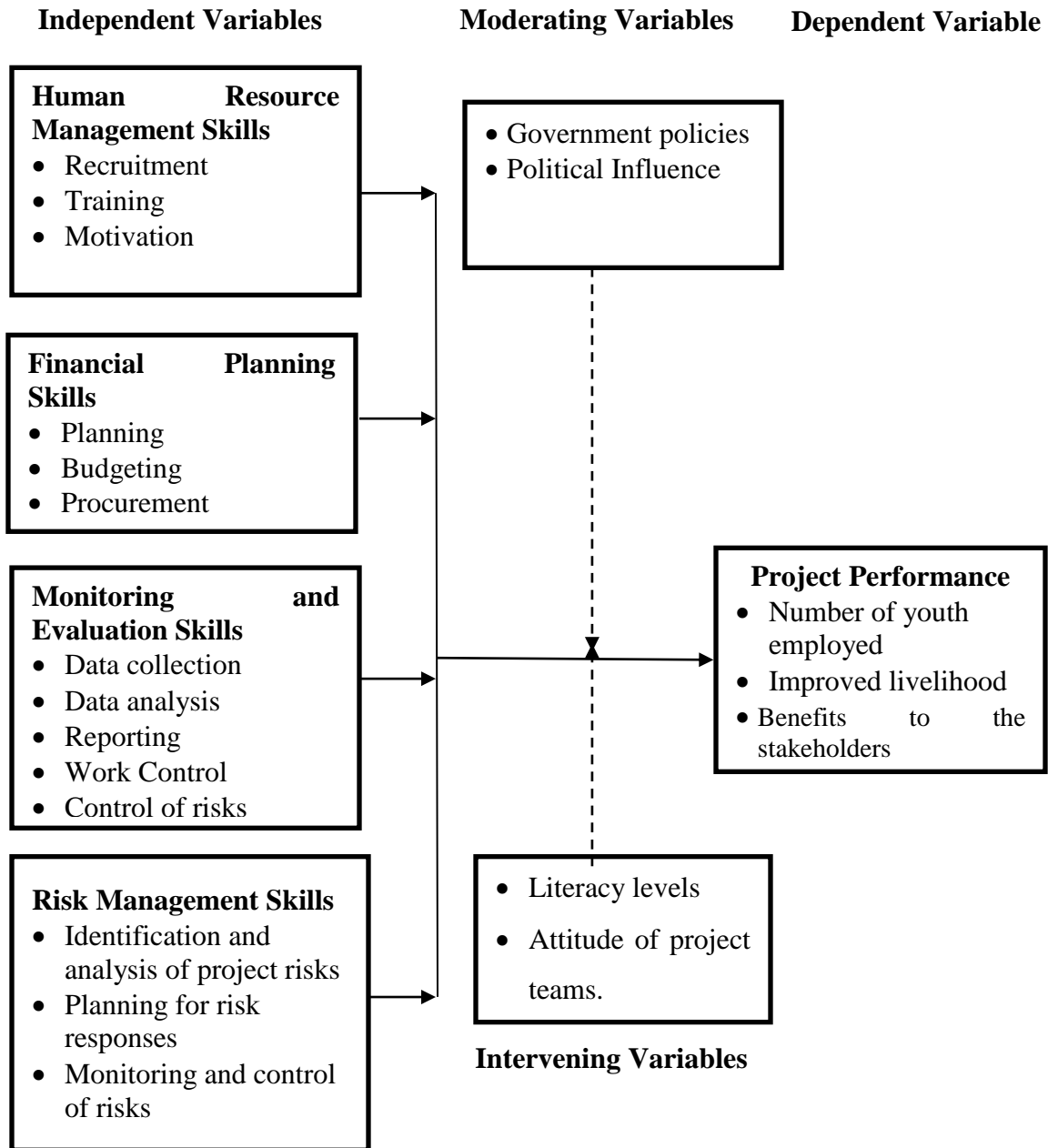


Figure 2.1: Conceptual Framework

The researcher evaluated two variables: project management skills of staff (independent variable) and project performance (dependent variable). Some of the project management skills include, human resource management skills, financial planning skills, monitoring and evaluation skills and risk management skills. Project performance can be seen from the number of youth employed since the main objective of KKV was to increase youth employment, improved livelihoods and the benefits accrued from the implementation of the KKV initiative. The moderating variables for this study were government policies and political influence and the intervening variables include literacy levels and attitude of project teams which ultimately affects the performance of government funded projects.

2.9 Knowledge Gaps

From the aforementioned studies, it is clear that many scholars have researched on project management in different parts of the world and also locally. Table 2.1 presents a summary of previous researches and the research gaps identified.

Table 2.1: Knowledge Gaps

Author	Topic	Findings	Research Gap
Ling & Ma (2014)	The effect of competency and communication on project outcomes in cities in China.	The outcomes demonstrate that the competency of temporary workers has more noteworthy relationships with project results than the competency of advisors, recommending that it is significantly more vital to draw in capable contractual workers.	The study was conducted in a different country and hence the findings may not be applicable to the local scenario.
Amenya et al.(2011)	Challenges facing youth enterprise development fund in Nyaribari Chache Constituency in	They found that one of the difficulties confronting the Reserve was absence of mindfulness by youth on the most proficient method to get to the Store.	The study was limited to Kisii County. The current study seeks to collect information on project management skills in public

	Kisii County		corporation with a special focus on Nairobi county where most organizations have their headquarters.
Githenya, & Ngugi (2014)	Assessment of the determinants of implementation of housing projects in Kenya with a special focus on Nairobi	The study found that project arranging, project control, roused project group and project administration competency affect lodging project execution in Kenya.	The study was focused on housing projects and the determinants of the implementation of such projects. The current study focuses on KKV and the dependent variable was project performance
Iyer and Jha (2005)	Factors affecting cost performance: evidence from Indian construction projects	Distinguished numerous variables as having affect project value execution, these incorporates: mission directors fitness, best organization control, project supervisors planning and administration aptitudes.	The study focused on cost performance of Indian construction projects. This study focusses on influence of project management skills of staff on performance of government funded projects.
Afande (2013)	Factors affecting use of donor aid by NGO'S in Kenya	found that project scheduling, project control, propelled project groups and project administration competency affect lodging project utilization in Kenya	Focused on NGO'S. This study focuses on government funded projects.
Mbeche (2011).	Critical Success Factors of Industrial and Commercial Projects in Kenya	The outcomes demonstrate that there are three basic achievement figures similarly as Mechanical and Business projects are concerned These are monetary suitability and administration, advertise examination and administration and the nature of project administration.	The study focused on industrial and commercial projects. This study focusses on government funded projects.

Nganga (2013).	Management in Implementation of Government Sponsored Projects in Kenya: A Survey of Fish Ponds Projects in Gatundu South District- Kenya	project degree was not satisfactorily characterized before the start of the undertakings and these prompted to ensuing deficient getting ready for the tasks. This was found to have profoundly added to Project non-performance.	The study was carried out in Gatundu South with focus on fish pond projects. This study was carried out in Nairobi County where most organizations have their headquarters.
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2.10. Summary of the Reviewed Literature

There are many factors that determine whether or not a project is a success, varying primarily based on the initial objective of the project. Some of those factors include human resource capabilities that the workforces possess. In this regard organizations need to recruit employees with appropriate skills and then grant them with systematic education and ongoing worker assistance to enable them perform at their best. Another factor is financial planning skills, there is need for active financial planning which is a vital phase of the project administration handle and ought to be looked into by the project leaders, and money related group and key project participants consistently to guarantee the process of planning, budgeting and procurement are well managed. Monitoring and Evaluation of a project is critical to ensure systematic gathering and analysis of statistics on project and their activities. This helps to determine whether the project is on or off track and plan accordingly. Risk management skills are crucial because almost all projects are faced with uncertainty which can lead to collapse of a project. The ability of project managers to identify and analyze project risks, plan for risk responses, monitor and control risks is a crucial component of project performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the methodology employed. It discusses the research design that was utilized, population of interest, sample size and sampling design, investigation instruments, data gathering and data analysis procedure applied. The pilot study, validity and reliability of the research instruments and ethical considerations are also described.

3.2 Research Design

This study adopted a descriptive survey research plan. Descriptive survey is a strategy for gathering data by meeting or distributing questionnaires to an a sample population (Orodho, 2003). It can likewise be utilized when gathering data about individuals' mentalities, assessments propensities or some other social issues (Orodho and Kombo, 2003). The choice of this plan was suitable for this study since it used a quantitative and qualitative way to deal with perceptions of staff towards the impact of project administration aptitudes on execution. This is upheld by (Sekaran, 2010) who affirms that this kind of design empowers one to acquire data with adequate exactness so hypothesis can be adequately tested. It is likewise a system that aides the gathering and examination of data. Gerson & Horowitz (2002) observes that a descriptive research plan is utilized when information is gathered to depict people, company settings or events.

3.3 Target Population

Population alludes to a whole gathering of people or components that have no less than one thing in like manner. Population likewise alludes to the bigger gathering from which a specimen is taken (Orodho and Kombo, 2003). A population can likewise be

characterized as including all individuals or things with the trademark one wish to get it. The study targeted 500 employees of Kazi kwa Vijana initiative in Kibera, Nairobi County (Kenya National Bureau of Statistics-KNBS, 2013). The study targeted these employees because they were in position to give accurate information that is assumed to be representative.

3.4 Sample Size and Sampling Procedure

3.4.1 Sample Size

A sample is a subset of the population (Nachmias and Nachmias, 1996). It is a part of a bigger populace that is illustrative of the whole populace. The testing outline depicts the rundown of all population units from which the specimen will be chosen (Sekaran, 2010). It is a physical representation of the objective population and includes every one of the units that are potential individuals from a specimen (Kothari, 2005). Sample of respondent staff was drawn from the KKV offices in Kibera. The sample size was selected according to Krejcie and Morgan (1970) table for determining sample size. Sample size for this study was estimated to be 217, at the confidence interval of 0.05 and confidence level of 95%. The sampling distribution is presented in Table 3.1.

Table 3.1: Sample Distribution

Stratum	Population (N)	Sample Size (n)
Top managers	5	2
Middle managers	50	22
General staff	445	193
Total	500	217

3.4.2: Sampling Procedure

The study employed stratified and simple random sampling technique. Stratified sampling helped in grouping employees according their levels/positions to ensure

representativeness and simple random sampling was used to select employees from each category, hence giving equal chances for selection in each as suggested by Amin (2005). Based on this contention, a sample size of 217 employees was adequate for this study.

3.5 Research Instruments

According to (Sekaran, 2003) data accumulation is the methods by which data is acquired from the chose subject of an examination. The scientist gathered both essential and optional information. Essential information was gathered utilizing a poll from the workers of Kazi kwa vijana activity in Kibera, Nairobi District. A meeting aide was likewise used to gather sees on the subject from the top administration.

The survey contained both organized and unstructured questions. The open-ended inquiries were utilized to confine the respondents to given factors in which the analyst is intrigued, while unstructured questions were utilized as a part of request to give the respondents space to express their perspectives in a more sober minded way (Kothari, 2004). Optional information was accumulate from existing solid and perceived source. The information contained materials that are alluring, present, exact, adequate and important and was gathered from library course books, web and magazines and work force details in the company.

3.5.1 Pilot Testing

Gerson & Horowitz (2002) shown that a pilot test is directed to recognize shortcomings in plan and instrumentation and to give intermediary information to determination of a likelihood test. As per (Orodho, 2003), a pilot study is led when a poll is given to only a couple people with an expectation of pre-testing the inquiries. Pilot test is a movement that helps the exploration in figuring out whether there are defects, constraints, or

different shortcomings inside the meeting outline and permits him or her to make fundamental amendments preceding the execution of the study (Orodho, 2003). A pilot study was embraced on no less than (21) representatives to test the unwavering quality and legitimacy of the survey. As indicated by Connelly (2008), surviving writing proposes that a pilot examine test ought to be 10% of the specimen anticipated for the bigger parent think about. The motivation behind a pilot test was to test the unwavering quality and legitimacy of the poll and empower the specialist to correct the survey as suitable to catch information precisely. The pilot test was completed at Kazi Kwa Vijana activity in Mathare.

3.5.2 Validity of the instruments

Validity is the accuracy and meaningfulness of inferences which are based on the research results. In essence this means the degree to which results obtained from the analysis represented the phenomenon being studied (Mugenda & Mugenda, 2008). According to Patton (2002) validity is the strength of the conclusions, inferences or propositions. It is the best available approximation to the truth or falsity of a given inference, proposition or conclusion. The research instrument was subjected to both content and construct validity.

To ascertain the content validity, the questions in the questionnaire was assessed to see whether they achieve the objectives of the study or whether the respondents answer the questions asked in the questionnaire. This enabled the researcher bring out all aspects of project management skills and performance. Through construct validity, the questions in the instruments were assessed to show whether they are phrased in terms of clarity, vagueness and also in a manner that ensures reliability. The research instrument was discussed between the researcher and the supervisor to obtain expert opinion in a bid to

ensure that the instruments measure what they are intended to measure in accordance with the recommendations.

3.5.3 Reliability of the instruments

Reliability is the constancy of an arrangement of estimation things while authenticity exhibits that the instrument is attempting what it should gage (Cronbach, 1951). Steady quality is the consistency of estimation, or how much an instrument measures a comparable way every time it is used under a comparable condition with comparative subjects. (Cronbach, 1951). A measure is seen as strong if a man's score on a comparable test given twice is relative.

Remember that unwavering quality is not measured, it is evaluated. Unwavering quality does not, notwithstanding, suggest legitimacy in light of the fact that while a scale might quantify something reliably, it may not really be what it should gauge. The analyst utilized the most widely recognized inward consistency measure known as Cronbach's alpha (α). It shows the degree to which an arrangement of test things can be dealt with as measuring a solitary idle variable (Cronbach, 1951). The suggested estimation of 0.7 was utilized as a cut-off of reliabilities.

It's a general type of the Kuder-Richardson (K-R) 20 recipes used to evaluate inner consistency of an instrument in light of split-half reliabilities of information from all conceivable parts of the instrument. Cronbach's alpha is generally translated as the mean of all conceivable split-half coefficients. It diminishes time required to register an unwavering quality coefficient in different strategies (Cronbach's 1971; 2004).

The Kuder-Richardson (K-R) 20 formula is as below:

$$KR_{20} = \frac{(K) (S^2 - \sum s^2)}{(S^2) (K-1)}$$

Where KR_{20} Reliability coefficient of internal consistency

K Number of items used to measure the concept

S^2 Variance of all scores

S^2 Variance of individual items.

3.5.3.1 Reliability Analysis

A pilot study was completed to decide unwavering quality of the instrument utilized as a part of the gathering of information. This was to guarantee that the instrument gathers dependable and legitimate information. Unwavering quality investigation was therefore done utilizing Cronbach's Alpha which measures the inner consistency by setting up if certain thing inside a scale measures a similar build. Cronbach's alpha of well above 0.7 suggests that the instruments were adequately dependable for the estimation.

Table 3.2: Reliability Analysis

Variable	Cronbach's alpha	No of items
Human resource management skills	.809	7
Financial management skills	.807	6
Monitoring and evaluation skills	.793	6
Risk management skills	.879	6

Human resource management skills had $\alpha=0.809$, Financial management skills had $\alpha=0.807$, Monitoring and evaluation skills had $\alpha=0.793$ and Risk management skills had $\alpha=0.879$. This illustrates that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.7.

3.6 Data Collection Procedure

The researcher gathered information according to the study variables in a systematic way to enable answering of the research questions and evaluation of the outcome. Before data collection process began, the researcher applied for permission from NACOSTI to be able to collect the data. The researcher engaged two exploration partners were taken through preparing to plainly comprehend the examination instruments, motivation behind the study and morals of research. Drop and pick technique was utilized to gather information from the survey. Auxiliary information was accumulated from existing tenable and perceived sources. The information involved materials that are alluring, present, exact, adequate and applicable and was gathered from library course readings, web and magazines and staff document in the association. The analyst booked meetings with the top administration for meetings.

3.7 Data Analysis Techniques

This study was relied upon to deliver both quantitative and subjective information. Once the surveys were gotten they were coded and altered for fulfillment and consistency. Quantitative information was broke down by utilizing distinct measurements and inferential investigation utilizing factual bundle for sociology (SPSS). This strategy gives straightforward rundowns about the example information and present quantitative portrayals in a sensible shape, (Orodho, 2003). Clear insights include utilization of total and relative (rates), frequencies, measures of focal propensity and scattering (Mean,

standard deviation separately). Together with straightforward representation examination, graphic measurements shape the premise of for all intents and purposes each quantitative investigation to information, (Kothari, 2004). Subjective information was perused and classified into particular topics as appeared by the reactions of the respondents. Reactions with normal topics or examples were assembled together into sound classes.

Furthermore, the specialist directed a numerous relapse examination in order to decide the degree to which

project management skills affect project performance. The following model was used:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Whereby Y = Project performance

X₁ = Human resource management skills

X₂ = Financial management skills

X₃ = Monitoring and evaluation skills

X₄ = Risk management skills

3.8 Ethical consideration

Government rules and regulations were observed throughout the research process. Permission was sought from all the concerned authorities including the management of Kazi Kwa Vijana Initiative. Honesty was observed though out the data collection period. Principle of Voluntary consent was applied, where the respondents willingly participated in the research. Confidentiality, privacy and anonymity of the participants of research process was upheld.

3.9 Operationalization of variables

The tabulation below shows the operational indicators which was used during the study on the Influence of Project Management Skills of Staff on Performance of Government Funded Projects in Kenya: The case of Kazi Kwa Vijana Initiative in Kibera, Nairobi County, Kenya. It presents a summary of the different variables, indicators, their operational definition and instruments that were used to assess each of the variables.

Table 3.3: Operationalization of Variables

Objectives	Variable	Indicators	Measurement Scale	Data collection instrument	Data Analysis
1.To examine the influence of human resource management skills of staff on performance of government funded projects in Kenya	Independent Variable. Human resource management skills	<ul style="list-style-type: none"> • Recruitment of skilled and experienced staff • Training of staff in line with project objectives. • Motivation of employees to improve performance 	Ordinal	Questionnaire	Mean, standard deviation, frequencies and percentage
2. To establish how financial planning skills of staff influence performance of government funded projects in Kenya.	Independent Variable Financial Management skills	<ul style="list-style-type: none"> • Planning for the overall financial scope of the project • Budgeting for the project financial needs • Procurement of the necessary tools for project success 	Ordinal	Questionnaire	Mean, standard deviation, frequencies and percentage
3.To assess how monitoring and evaluation skills of staff influence performance of government funded projects in Kenya	Independent Variable Monitoring and evaluation skills	<ul style="list-style-type: none"> • Data collection in terms of the project progress • Data Analysis • Reporting on the project progress • Work control to ensure that the necessary milestones are achieved in set limits • Control of risks 	Ordinal	Questionnaire	Mean, standard deviation, frequencies and percentage
4. To examine how risk management skills of staff influence the performance of government funded projects in Kenya.	Independent Variable Risk Management skills	<ul style="list-style-type: none"> • Identification and analysis of project risks • Planning for risk responses • Monitoring and control of risks 	Ordinal	Questionnaire	Mean, standard deviation, frequencies and percentage

Performance of government funded projects	Dependent Variable Performance	<ul style="list-style-type: none"> • Number of Youth employed • Improved livelihood • Benefits to the stakeholders 	Ordinal	Questionnaire	Mean, standard deviation, frequencies and percentage Multiple regression
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CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This section exhibits the information investigation, presentation and understanding of the discoveries in view of the exploration targets. The study looked to set up the impact of project administration abilities of staff on execution of government subsidized undertakings in Kenya: The Case of Kazi Kwa Vijana Initiative in Kibera, Nairobi.

4.1.1 Response Rate

The scientist focused on a specimen of 217 respondents. Out of the 217 dispersed polls, 155 were completely filled and returned. This meant a reaction rate of 71% which was sufficient and illustrative of the populace and fits in with Mugenda and Mugenda (2003) stipulation that a reaction rate of 70% or more is incredible.

4.2 Background Information

This segment presents finding on the foundation data of the respondents so as to discover their appropriateness to embrace the study. The discoveries are appeared in the resulting subsections.

4.2.1 Gender Distribution of the Respondents

The study looked to decide the sexual orientation circulation of the respondents. The finding is appeared in Figure 4.1. This chapter presents the data analysis, presentation and interpretation of the findings based on the research objectives. The study sought to establish the influence of project management skills of staff on performance of

government funded projects in Kenya: The Case of Kazi Kwa Vijana Initiative in Kibera, Nairobi.

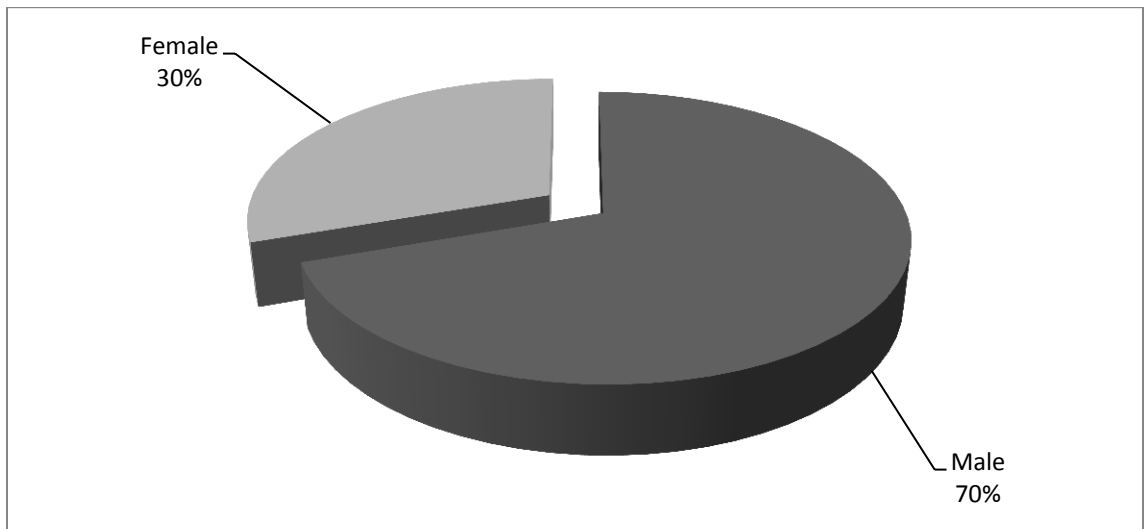


Figure 4.1: Gender Distribution of the Respondents

From the reactions, 30% of the respondents were females while 70% were male. This demonstrates all sexual orientations were incorporated hence given great representation to the study.

4.2.2 Age of the Respondents

The respondents were required to indicate their age bracket. The finding is shown below.

Table 4.1: Age of the Respondents

	Frequency	Percent
18 – 30	57	36.8
31 – 40	54	34.8
41 – 50	40	25.8
50 and above	4	2.6
Total	155	100.0

As showed in Table 4.1 above, 36.8% of the respondents were between the age of 18-30 years, 34.8% were between 31-40 years, 25.8% were between 41-50 years and 2.6% were 50 or more years. This demonstrates all age gatherings were canvassed in the concentrate in this manner the data gave were pertinent and solid.

4.2.3 Level of Education of the Respondents

The study sought to determine the level of education of the respondents.

	Frequency	Percent
O/A level	91	58.7
Certificate/Diploma	45	29.0
Bachelors	13	8.4
post graduate	6	3.9
Total	155	100.0

Table 4.2: Level of Education of the Respondents

The findings of the level of education of the respondents is shown below;

From the finding, 58.7% of the respondents had O/A level of education, 29% had certificate/Diploma, 8.4% had bachelors and 3.9% had post graduate. This shows that the respondents had relevant knowledge thus they had ease in addressing the questions and provided the correct response.

4.3 Human Resource Management Skills and Project Performance

Several statements on the impact of human asset administration abilities on execution in the association were distinguished and the respondents were required to demonstrate the degree to which they concurred. A size of 1-5, where 1=strongly differ 2=disagree 3=impartial 4=agree and 5=strongly concur was utilized. From the reactions, graphic measures, mean and standard deviation were utilized for simplicity of understanding and speculation of discoveries. The finding is appeared on Table 4.3.

Table 4.3: Human Resource Management Skills and Project Performance

	Mean	Std. Dev
Employees at KKV are recruited based on experience from similar projects	2.13	1.529
Employees at KKV are recruited based on academic qualification	3.78	.953
Training of employees at KKV is done on a regular basis.	2.64	1.155
Employees transfer knowledge gained from the training to the work place.	2.75	1.141
Staff education enhance competency needed to be factored in all the projects	2.22	1.047
Interpersonal skills needed to motivate a project team are a project manager's most important asset	3.71	1.120
The project team at KKV is highly Motivated	2.07	1.081

As depicted in Table 4.3 above, workers at KKV were selected in light of scholastic capability with a mean of 3.78 and a standard deviation of 0.953 and interpersonal abilities expected to rouse a project group were a project chief's most critical resource with a mean of 3.71 and a standard deviation of 1.120. This discoveries agree with the finding of Afande (2013) who set up that the degree of achievement of contributor project is resolved through specialized and organization capability of human resources of the executing offices.

In any case, the respondent couldn't help contradicting the announcements that representatives at KKV were enlisted in light of experience from comparative tasks with a mean of 2.13 and a standard deviation of 1.529, preparing of workers at KKV was done all the time with a mean of 2.64 and a standard deviation of 1.155, workers exchanged learning picked up from the preparation to the work put with a mean of 2.75 and a standard deviation of 1.141, staff training upgraded competency should have been figured in every one of the activities with a mean of 2.22 and a standard deviation of 1.047 and the project group at KKV was profoundly energetic with a mean of 2.07 with a standard deviation of 1.081. This discoveries negates Marc et al (2008) who expressed that

associations need to enlist representatives with fitting aptitudes and after that concede them with orderly instruction and continuous laborer help. It advance can't help contradicting Dirani (2012) who expressed that preparation improves hierarchical viability and that exchange of the skill obtained and the training has to be fully implemented in the workplace to realise full benefits.

4.3.1 Extent to which Human Resource Management Skills Affect Project Performance

The respondents were required to indicate the extent to which human resource management skills affect project performance. The finding is presented in Table 4.4.

Table 4.4: Extent to which Human Resource Management Skills Affect Project Performance

	Frequency	Percent
Not at all	10	6.5
Little extent	12	7.7
Moderate extent	12	7.7
Great extent	76	49.0
Very great extent	45	29.0
Total	155	100.0

As indicated in Table 4.5, 6.5% of the respondents indicated not at all, 7.7% indicated little extent, 7.7% indicated moderate extent, 49% indicated great extent and 29% indicated very great extent.

4.4 Financial Management Skills and Project Performance

Several statements on the impact of money related administration aptitudes on execution in the association were recognized and the respondents were required to show the degree to which they concurred. From the reactions, mean and standard deviation were utilized

for simplicity of interpretation and generalization of findings. The finding is shown on Table 4.5.

Table 4.5: Financial Management Skills and Project Performance

	Mean	Std. Dev
There is an internal financial control system at KKV	2.83	1.113
Each task at KKV is well budgeted	1.94	1.049
Individuals accountable for each task are specified	3.93	.991
There are planning charts completed by breaking down every principal activity into a variety of tasks	3.98	.966
The financial administration process at KKV is reviewed by the project manager	3.88	.993
The financial administration process at KKV is reviewed by the finance team	3.67	1.098

From the reactions the respondents showed that people responsible for every undertaking were determined with a mean of 3.93 and a standard deviation of 0.991, there were arranging graphs finished by separating each vital action into an assortment of errands with a mean of 3.98 and a standard deviation of 0.996, the monetary organization handle at KKV was assessed by the project chief with a mean of 3.88 and a standard deviation of 0.993 and the money related organization prepare at KKV was evaluated by the back group with a mean of 3.67 and a standard deviation of 1.098. The discoveries were steady with the finding of Jensen (2004) that money related organization of a project must be effectively overseen; it is a key period of the project organization prepare and ought to be checked on by the project administrator, monetary group, partners and key project colleagues frequently.

Be that as it may, they differ that there was an inside budgetary control framework at KKV which had a mean of 2.83 and a standard deviation of 1.113. The finding does not relate to Habeeb (2013) who suggested the operation of an interior control framework as a method for money related administration. The concentrate additionally discovered that every errand at KKV was not very much planned with a mean of 1.94 a standard deviation of 1.049. This relates to Afande (2013) who contended that the officers in the benefactor project may likewise do not have the formal preparing in outside guide administration, planning and bookkeeping.

4.4.1 Extent to which Financial Management Skills Affect Project Performance

The respondents were asked to indicate the extent to which financial management skills affect project performance. The finding is presented in Table 4.6.

Table 4.6: Extent to which Financial Management Skills Affect Project Performance

	Frequency	Percent
Not at all	4	2.6
Little extent	8	5.2
Moderate extent	21	13.5
Great extent	69	44.5
Very great extent	53	34.2
Total	155	100.0

As shown in Table 4.6, 2.6% of the respondents showed not in any manner, 5.2% demonstrated little degree, 13.5% showed direct degree, 44.5% showed awesome degree and 34.2% showed that to an extremely extraordinary degree money related administration aptitudes influence project execution.

4.5 Observing and Assessment Aptitudes and Project Execution

Different explanations worried with the impact of checking and assessment aptitudes on execution in their association were distinguished and the respondents were required to demonstrate the degree to which they concurred. From the reactions, spellbinding measures, mean and standard deviation were utilized for simplicity of understanding and speculation of discoveries.

The finding is presented on Table 4.7.

Table 4.7: Monitoring and Evaluation Skills and Project Performance

	Mean	Std. Dev
There is tracking of implementation schedules and activities at KKV	2.81	1.053
Stakeholders receive continuous feedback on the progress being made in the direction of achieving KKV goals	2.75	1.052
There is regular evaluation of project progress at KKV	2.16	1.121
Monitoring at KKV generates periodic reports	2.71	1.177
Data is collected to measure progress	1.97	.946
Data is collected to modify progress	2.09	1.004

As shown in Table 4.7 above, the respondents disagreed that there was tracking of implementation schedules and activities at KKV with a mean of 2.81 and a standard deviation of 1.053, stakeholders received continuous feedback on the progress being made in the direction of achieving KKV goals with a mean of 2.75 and a standard deviation of 1.052, there was regular evaluation of project progress at KKV with a mean of 2.16 and a standard deviation of 1.121, monitoring at KKV generated periodic reports with a mean of 2.71 and a standard deviation of 1.177, data was collected to measure progress with a mean of 1.97 and a standard deviation of 0.946 and data was collected to modify progress with a mean of 2.09 and a standard deviation of 1.004.

The mean values for the responses lies between 1.97 and 2.81 which shows that the respondents disagreed with the statements to a great extent. This finding contradicts Lewis (2006) who stated that monitoring and evaluation of a project entail the systematic gathering and analysis of statistics on project and their activities.

4.5.1 Extent to which Monitoring and Evaluation Skills Affect Project Performance

The respondents were requested to indicate the extent to which monitoring and evaluation skills affect project performance. The finding is shown in Table 4.8.

Table 4.8: Extent to which Monitoring and Evaluation Skills Affect Project Performance

	Frequency	Percent
Not at all	6	3.9
Little extent	14	9.0
Moderate extent	30	19.4
Great extent	62	40.0
Very great extent	43	27.7
Total	155	100.0

From the finding in Table 4.9, 3.9% of the respondents indicated not at all, 9% indicated little extent, 19.4% indicated moderate extent, 40% indicated great extent and 27.7% indicated very great extent.

4.6 Risk Management Skills and Project Performance

Several statements concerning with the influence risk management skills on performance in their organization were identified and the respondents were required to indicate the extent to which they agreed. From the responses mean and standard deviation were used for ease of interpretation and generalization of findings. The finding is shown on Table 4.9.

Table 4.9: Risk Management Skills and Project Performance

	Mean	Std. Dev
There are risk identification checklists in place at KKV	3.85	1.022
Risk identification checklists are developed based on historical information	4.03	.874
The risk identification checklist are helpful when identifying potential risk areas	4.00	.970
Managers at KKV monitor and control risks	3.86	.980
Risk probability and impact assessment are carried out at KKV	4.06	.984
There are planned risk responses to enhance opportunities and to reduce threats	4.08	.999

The finding in Table 4.10 demonstrates that there were hazard recognizable proof agendas set up at KKV which had a mean of 3.85 with a standard deviation of 1.022, hazard distinguishing proof agendas were produced in light of authentic data with a mean of 4.03 and a standard deviation of 0.874, the hazard ID agenda were useful while distinguishing potential hazard ranges with a mean of 4.00 and a standard deviation of 0.970, supervisors at KKV checked and controlled dangers with a mean of 3.86 and a standard deviation of 0.980, hazard likelihood and effect evaluation were done at KKV with a mean of 4.06 and a standard deviation of 0.984 and there were arranged hazard reactions to improve openings and to decrease dangers with a mean of 4.08 and a standard deviation of 0.999.

The mean qualities for the discovering ranges from 3.85-4.08 demonstrating that the respondents consented, as it were, on the announcements and this is in concurrence with the finding of Thamhain (2013) that compelling undertaking hazard administration requires boundless association and joint effort over all fragments of the task gathering and its surroundings.

4.6.1 Degree to which Chance Administration Abilities Influence Project Execution

The respondents were asked for to show the degree to which chance administration aptitudes influence project execution. The finding is appeared in Table 4.10.

Table 4.10: Extent to which Risk Management Skills Affect Project Performance

	Frequency	Percent
Not at all	10	6.5
Little extent	12	7.7
Moderate extent	17	11.0
Great extent	50	32.3
Very great extent	66	42.6
Total	155	100.0

From the responses, 6.5% of the respondents indicated not at all, 7.7% indicated little extent, 11% indicated moderate extent, 32.3% indicated great extent and 42.6% indicated very great extent.

4.7 Project Performance

The respondents were asked to rate the statements on the influence of project management skills on performance. From the responses mean and standard deviation were used for ease of interpretation and generalization of findings. The finding is shown on Table 4.11.

Table 4.11: Project Performance

	Mean	Std. Dev
Project performance relies upon on the managerial abilities and competence of the project manager	3.84	1.007
There has been increase in the number of youths employed by KKV	2.04	1.015
The KKV projects have been of benefits to the all the Stakeholders	2.17	1.026
Performance at KKV has been enhanced by project management skills of the project managers	1.95	1.218

From the finding the respondents indicated that project performance relied upon managerial abilities and competence of the project manager which had a mean of 3.84 with a standard deviation of 1.007. However, the respondents disagreed that there had been an increase in the number of youths employed by KKV with a mean of 2.04 and a standard deviation of 1.015, the KKV projects had been of benefits to the all the Stakeholders with a mean of 2.17 and a standard deviation of 1.026 and performance at KKV had been enhanced by project management skills of the project managers with a mean of 1.95 and a standard deviation of 1.218.

4.8 Regression Analysis

The study completed a numerous relapse investigation to build up the impact of project administration aptitudes of staff on execution of government supported tasks in Kenya. The finding is appeared in ensuing areas.

Table 4.12: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.780	.608	.598	0.01141

From the discoveries in Table 4.12, R was 0.780 implying that there was a positive relationship between all the four variables affecting execution of government financed projects in Kenya. R² was 0.608 inferring that 60.8% of the needy variable was clarified by the autonomous factors while just 39.1% of the varieties were because of different components not in the study. This suggests the relapse show has great logical and indicator grounds.

Table 4.13: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1290.539	4	322.635	58.352	.000 ^b
Residual	829.370	150	5.529		
Total	2119.910	154			

From the findings on Table 4.13, the sum of squares due to regression is 1290.539 while the mean sum of squares is 322.635 with 4 degrees of freedom. The sum of squares due to residual is 829.370 while the mean sum of squares due to residual is 5.529 with 150 degrees of freedom. The value of F calculated is 58.352 and the significance value is 0.000. The value of critical F is 2.46. Since F calculated (value = 58.352) is greater than the F critical (2.46), this shows that the overall model was significant.

Table 4.14: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
	(Constant)	.396	1.145		
Human Resource Management Skills	.048	.050	.071	.960	.039
Financial Management Skills	.026	.080	.032	.333	.040
Monitoring and Evaluation Skills	.084	.067	.101	1.253	.012
Risk Management Skills	.286	.056	.729	10.475	.000

The established regression equation becomes;

$$Y = 0.396 + 0.071X_1 + 0.032X_2 + 0.101X_3 + 0.729X_4 + \varepsilon$$

Where: Y= Project Performance, X₁= Human Resource Management Skills, X₂= Financial Management Skills, X₃= Monitoring and Evaluation Skills, X₄= Risk Management Skills and ε = Error Term.

From the findings of the regression analysis if all factors (human resource management skills, financial management skills, monitoring and evaluation skills and risk management skills) were held constant, project performance would be at 0.396. A unit increase in human resource management skills would lead to an increase in project performance by 0.071. A unit increase in financial management skills would lead to an increase in project performance by 0.032. A unit increase in monitoring and evaluation skills would lead to an increase in project performance repayment by 0.101 and a unit increase in risk management skills would lead to an increase in project performance repayment by 0.729. All the variables were significant as the P-values were less than 0.05, an indication that all the factors were statistically significant.

4.9 Interviews for Top Management

The interviewees were asked on how they are included in project administration abilities where they showed that they pick project administration procedure and help in recognize the important achievement criteria. They likewise demonstrated that they decide and bolster suitable achievement components to build the possibility of making those progress criteria for maintained subsidized foundation projects through human and monetary capital support. They additionally demonstrated that top administration bolster assumes a basic part in the acknowledgment of the project accomplishment as it must attempt a complete meeting with all project partners. On the part of top administration on human asset administration aptitudes the interviewees showed that they obviously characterize and impart the parts and obligations of project colleagues and arrange satisfactory and significant preparing adjusted to changing needs in view of the accessible

spending plan. They likewise demonstrated that they give motivator arrangements to grant and perceive performing project colleagues to keep them inspired and followed consistently execution of colleagues.

On the aptitudes required in monetary administration, the interviewees demonstrated that budgetary arranging was done that prompted to project spending era preceding task beginning. Enough endeavors to control the project spending plan to guarantee that cash is spent suitably as arranged and legitimate approval made. They additionally demonstrated that down to earth controls measures are set up by the association to guarantee that undertakings adjust to determined spending plans included controlling the project scope, utilizing altered value understandings as opposed to time and materials assention, utilization of sign offs to particular spending plans, business cases and project contracts.

The interviewees demonstrated that the top administration were included in observing and assessment and had experience and preparing, used checking and assessment data, nonetheless they showed that the observing was not extremely predictable and there existed a few slips by because of absence of qualified staff to do an extensive appraisal of projects. Besides, they showed that the execution of observing and assessment frameworks was not tasteful given data was not promptly open to project group, criticism after estimation of project exercises was not got in goodtime since there was deferral in aggregation of reports and subsequently delays in making a move.

On their part in hazard administration the interviewees demonstrated that they apply chance administration aptitude for the most part to perplexing, gigantic speculation, high dubious and more dangerous tasks. The higher the vulnerability, the higher is the hazard and the higher is the degree of the utilization of hazard administration abilities. They showed that even low instability projects endure delays, project spending overwhelms and low quality items and their prosperity is not ensured. These activities also can profit by hazard administration application that will enhance their prosperity rate.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This part abridges the discoveries, gives talks, gives conclusions, proposals and recommendations for further research. The conclusions and suggestions drawn were centered around tending to the goal of this study.

5.2 Outline of the Discoveries

Workers at KKV were enrolled in view of scholarly capability with a mean of 378 and that interpersonal abilities were expected to inspire a project group with a mean of 371. Nonetheless it was likewise uncovered that staffs were not selected in view of experience from comparable activities with a mean of 2.13, preparing of representatives was not done all the time with a mean of 264 and that representatives did not exchange learning picked up from the preparation to the work put with a mean of 2.75. Staff instruction did not upgrade competency should have been calculated in every one of the tasks as demonstrated by a mean of 2.22 and project group was not profoundly energetic as prosecuted by a mean of 2.07.

There was no inward money related control framework at KKV as appeared by a mean of 2.83 and that every undertaking was not all around planned with a mean of 1.94. Be that as it may, people responsible for every undertaking were determined with a mean of 393, there were arranging graphs finished by separating each essential action into an assortment of errands as demonstrated by a mean of 398, the monetary organization

process was explored by the project administrator and the fund group with a mean of 3.88.

There was no following of execution calendars and exercises with a mean of 2.85, partners did not get nonstop criticism on the advance being made toward accomplishing KKV objectives with a mean of 2.75, there was no standard assessment of project advance as showed by a mean of 2.16, there were no intermittent checking reports created with a mean of 2.71 and information was not gathered to quantify and change advance as demonstrated by a mean of 1.97 and 2.09 individually.

There were hazard distinguishing proof agendas set up (mean of 3.85), hazard recognizable proof agendas were produced in light of verifiable data (mean of 4.03), the hazard ID agenda were useful while distinguishing potential hazard regions (mean of 4.00), administrators checked and controlled dangers (mean of 3.86), hazard likelihood and effect appraisals were done (mean of 4.06) and there were arranged hazard reactions to improve openings and to diminish dangers with a mean of 4.08)

5.3 Exchanges

On human asset administration aptitudes, it was uncovered that workers at KKV were not selected in view of experience from comparable projects. This finding does not compare with Marc et.al. (2008) who state that associations need to enroll representatives with proper aptitudes and after that give them with efficient instruction and progressing specialist help. It facilitate negates Nahyan et.al, (2012) who expressed that specialists ought to have experience of comparable undertakings and a grip of the sort of work

mission included, and in any event a portion of the colleagues must have a magnificent know-how of the District and of the neighborhood situation for project achievement.

Preparing of representatives was not done all the time and workers did not exchange information picked up from the preparation to the work put. Dirani (2012) places that preparation of workforce independent from anyone else is insufficient to improve hierarchical viability to a more prominent level because of the reality now not all information got from the preparation is exchanged and used to the association. Staff instruction did not upgrade competency should have been calculated in every one of the tasks, interpersonal abilities were expected to persuade a project group and the project group was not profoundly energetic. This finding agrees with Vera et.al (2013) who expressed that absence of accomplished and gifted staff puts a confinement to the degree to which associations can deal with their every day undertakings and their ability to viably arrange, evaluate, execute and show their exercises.

On money related arranging abilities it was set up that there was no interior monetary control framework at KKV and that every errand was not very much planned. The discovering compare to Afande (2013) who contended that the officers in the benefactor project may likewise do not have the formal preparing in planning and bookkeeping which may prompt to poor valuation for the contributor use conventions coming about into ineligible use, which prompt to dismissal for comparative subsidizing by method for the giver. Notwithstanding, people responsible for every undertaking were determined, there were arranging graphs finished by separating each central movement into an assortment of assignments, the budgetary organization process was assessed by the

project chief and the money related organization process was investigated by the fund group. The discovering compares to Habeeb (2013) who expressed that money related administration is the operation of an interior control framework. It assist agrees with Jensen (204) who stresses that money related organization of a project must be effectively overseen in light of the fact that it is an imperative period of the project organization prepare and ought to be looked into by the project chief, budgetary group, partners and key project colleagues frequently.

On observing and assessment aptitudes, it was uncovered that there was no following of execution timetables/exercises and that partners did not get nonstop input on the advance being made toward accomplishing KKV objectives. This repudiates UNDP (2009) who accentuated that observing spots concentrate on the execution procedure and tests the key question on how well is the program being actualized while assessment investigations the usage procedure. It was additionally uncovered that there was no customary assessment of project advance and that information was not gathered to quantify and adjust advance. This repudiates Lewis (2006) who expressed that Observing and Assessment of a project involve the efficient social occasion and examination of insights on project and their exercises. It distinguishes advance and in addition challenges that effect on usage and evaluate the accomplishment of the individual program's or project's destinations.

On hazard administration abilities, it was found that there were hazard recognizable proof agendas set up that were produced in light of authentic data. These agendas were useful while distinguishing potential hazard regions. This compares to Shahu et al (2012) who

expresses that hazard recognizable proof agendas can be useful while distinguishing potential hazard ranges. The concentrate assist uncovered that hazard likelihood and effect evaluation were done and there were arranged hazard reactions to improve openings and to decrease dangers. Hazard likelihood and effect evaluation is significant with regards to hazard examination. Likelihood addresses how likely the hazard occasion or condition is to happen and affect points of interest the degree of what might happen if the hazard emerged (Shahu, et al., 2012)

5.4 Conclusion

The accompanying conclusions were produced using the study;

Poor project administration abilities may bring about wastage of assets or even aggregate project disappointment. Human asset, monetary arranging, observing and assessment and hazard administration aptitudes are vital and ought to be precisely overseen from the onset of the project to the fruitful fulfillment of the project. It additionally reasons that aptitudes in view of experience from comparative activities are real segments that the human asset office must consider when enlisting for a project.

Project observing and assessment has been an awesome disappointment at KKV in numerous perspectives and this may have prompted to slips between project stages in view of absence of input which accommodates stream and consistency so as to actualize remedial or preventive activities to carry the project into consistence with the project administration arrange.

Project chance administration, chance distinguishing proof and relief are a crucial aptitude required by each project chief and this is by all accounts set up at KKV. Satisfactory hazard administration procedures are essential in recognizing instabilities in a project and utilizing systems to react to such dangers.

5.5 Suggestion

The accompanying suggestions were made in view of the discoveries of the study; KKV ought to guarantee that sufficient arrangements and assets exist to enlist, propel, prepare and create representatives. The association ought to accentuate more on preparing its project administration group in order to raise the guidelines of results radiating from each project and guarantee that their project groups have the important abilities, for example, money related arranging, checking and assessment and hazard administration to alleviate the project from disappointment.

The association ought to think of interior budgetary controls and spending plan for the project thing by thing so that all the project exercises are very much planned for to maintain a strategic distance from deferrals over the span of usage or aggregate project disappointment. Great monetary administration rehearses request that key administration standards and models, for example, maintainability, responsibility and straightforwardness which are vital for standardized formal procedures are set up

The legislature ought to guarantee that satisfactory assets are distributed to projects, since this is a noteworthy determinant to usage of undertakings. It ought to likewise have arranges set up from start to execution to relieve wastage, time administration and also guarantee that every one of the procedures are well laid out and took after.

KKV ought to think of a following of usage timetable and exercises, give partners persistent input on the advance made and lead standard assessment of activities to gage whether they are on track and incase of any deficiencies, take important activities.

5.6 Recommendations for Further Studies

This study concentrated on the impact project management skills of staff on performace, future studies ought to concentrate on; impact of other project administration aptitudes that were not canvassed in this study; other youth activities other than 'Kazi kwa Vijana' activity; project improvement activities by different groups.

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APPENDICES

APPENDIX I: LETTER OF TRANSMITTAL

Ubah Ibrahim
P.O BOX 30599-00100
Nairobi, KENYA.

Dear Respondent,

RE: DATA COLLECTION

I am a student at the University of Nairobi. I am currently conducting a Research study **ON INFLUENCE OF PROJECT MANAGEMENT SKILLS OF STAFF ON PERFORMANCE OF GOVERNMENT FUNDED PROJECTS IN KENYA: THE CASE OF KAZI KWA VIJANA INITIATIVE IN KIBERA, NAIROBI COUNTY, KENYA** to fulfill the requirements of my master's degree.

You have been selected to participate in this study and I would highly appreciate if you assist me by responding to all questions as completely, correctly and honestly as possible. Your response will be treated with utmost confidentiality and will be used only for research purposes of this study only.

Thank you in advance for your co-operation.

Yours Faithfully,

Ubah Ibrahim

APPENDIX II: QUESTIONNAIRE

INSTRUCTION: *Please answer all the questions honestly and exhaustively by putting a tick (✓) or numbers in the appropriate box that closely matches your view or alternatively writing in the spaces provided where necessary.*

NB: This information will be used strictly for academic purposes only and will be treated with utmost confidence.

PART A: Background Information

1. Department.....
2. Job Designation.....
3. Please indicate your gender
a) [] Male b) [] Female
4. Age [] 18 – 30 [] 31 – 40 [] 41 – 50 [] 50 and above
5. Level of education [] O/A level [] Certificate/Diploma []
Bachelors [] post graduate [] other specifications

PART B: Human Resource Management Skills and Project Performance

6. This subsection is concerned with the influence of human resource management skills on performance in your organization. Please indicate the extent to which you agree with the following statements on scale of 1-5, where 1=strongly disagree 2=disagree 3=neutral 4=agree and 5=strongly agree

Statement	1	2	3	4	5
Employees at KKV are recruited based on experience from similar projects					
Employees at KKV are recruited based on academic qualification					
Training of employees at KKV is done on a regular basis.					
Employees transfer knowledge gained from the training to the work place.					
Staff education to enhance competency need to be factored in all the projects					
Interpersonal skills needed to motivate a project team are a project manager's most important asset					
The project team at KKV is highly Motivated					

7. In your Opinion, please state some of the human resources management skills that KKV lack

8. To what extent do human resource management skills affect project performance?

- a) Very great extent []
- b) Great extent []
- c) Moderate extent []
- d) Little extent []
- e) Not at all []

PART C: Financial Management Skills and Project Performance

9. This subsection is concerned with the influence of financial management skills on performance in your organization. Please indicate the extent to which you agree with the following statements on scale of 1-5, where 1=strongly disagree 2=disagree 3= neutral 4=agree and 5=strongly agree

Statement	1	2	3	4	5
There is an internal financial control system at KKV					
Each task at KKV is well budgeted					
Individuals accountable for each task are specified					
There are planning charts completed by breaking down every principal activity into a variety of tasks					
The financial administration process at KKV is reviewed by the project manager					
The financial administration process at KKV is reviewed by the finance team					

10. To what extent do financial management skills affect project performance?

- a) Very great extent []
- b) Great extent []
- c) Moderate extent []
- d) Little extent []
- e) Not at all []

11. In your Opinion, please state some of the financial management skills that KKV lack

PART D: Monitoring and Evaluation Skills and Project Performance

12. This subsection is concerned with the influence monitoring and evaluation skills on performance in your organization. Please indicate the extent to which you agree with the following statements on scale of 1-5, where 1=strongly disagree 2=disagree 3=neutral 4=agree and 5=strongly agree

Statement	1	2	3	4	5
There is tracking of implementation schedules and activities at KKV					
Stakeholders receive continuous feedback on the progress being made in the direction of achieving KKV goals					
There is regular evaluation of project progress at KKV					
Monitoring at KKV generates periodic reports					
Data is collected to measure progress					
Data is collected to modify progress					

13. To what extent does Monitoring and Evaluation influence project performance?

- a) Very great extent []
- b) Great extent []
- c) Moderate extent []
- d) Little extent []
- e) Not at all []

14. In your Opinion, please state some of the monitoring and evaluation skills that KKV lack

PART E: Risk Management Skills and Project Performance

15. This subsection is concerned with the influence monitoring and evaluation skills on performance in your organization. Please indicate the extent to which you agree with the following statements on scale of 1-5, where 1=strongly disagree 2=disagree 3=neutral 4=agree and 5=strongly agree

Statements	1	2	3	4	5
There are risk identification checklists in place at KKV					
Risk identification checklists are developed based on historical information					
The risk identification checklist are helpful when identifying potential risk areas					
Mangers at KKV monitor and control risks					
Risk probability and impact assessment are carried out at KKV					
There are planned risk responses to enhance opportunities and to reduce threats					

16. To what extent does Monitoring and Evaluation influence project performance?

- a) Very great extent []
- b) Great extent []
- c) Moderate extent []
- d) Little extent []
- e) Not at all []

17. In your Opinion, please state some of the risks management skills that KKV lack

PART E: Project Performance

18. In your own opinion, how would you rate the following statements on the influence of financial management skills on performance? Use a scale of 1-5 (1- Strongly agree; 2- Agree; 3-Neutral; 4- disagree; 5- strongly disagree).

Statements	1	2	3	4	5
Project performance relies upon on the managerial abilities and competence of the project manager					
There has been increase in the number of youths employed by KKV					
The KKV projects have been of benefits to the all the Stakeholders					
Performance at KKV has been enhanced by project management skills of the project managers					

19. What recommendations would you give to KKV to improve on project management skills?

20. What other factors would say in your opinion affects the project performance

THANK YOU

APPENDIX III: INTERVIEW GUIDE FOR TOP MANAGEMENT

1. What projects are you involved in?
2. Are you directly involved in making decisions on which projects are to be funded by the Government? If yes, state your role.
3. In what ways are you involved in project management skills? How does this affect the performance of the project?
4. What are the project management skills required at KKV?
5. What is your role in human resource management skills? How does this affect the performance of the project?
6. What are the various skills involved in financial planning within this project? In what ways do your skills in financial planning affect performance?
7. Are you involved in monitoring and evaluation? What is your role?
8. How frequently are KKV projects evaluated? What is the Evaluation criteria used?
9. What are the various skills involved in monitoring and evaluation within this project? In what ways does your skills in monitoring and affect performance?
10. What is your role in the risk management of KKV projects? In what ways do your skills in risk management affect performance?

APPENDIX IV: DATA COLLECTION LETTER FROM UNIVERSITY



UNIVERSITY OF NAIROBI
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
SCHOOL OF CONTINUING AND DISTANCE EDUCATION
DEPARTMENT OF EXTRA-MURAL STUDIES
NAIROBI EXTRA-MURAL CENTRE

Your Ref:

Our Ref:

Telephone: 318262 Ext. 120

Main Campus
Gandhi Wing, Ground Floor
P.O. Box 30197
N A I R O B I

2nd November, 2016

REF: UON/CEES/NEMC/24/356

TO WHOM IT MAY CONCERN

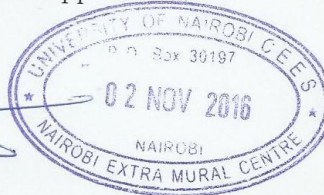
RE: UBAH IBRAHIM SHAIR - REG NO L50 /71844/2014

This is to confirm that the above named is a student at the University of Nairobi, College of Education and External Studies, School of Continuing and Distance Education, Department of Extra- Mural Studies pursuing Master of Arts in Project Planning and Management.

She is preceding for research entitled "influence of project management skills of staff on performance of Government funded projects in Kenya" The case of Kazi Kwa Vijana Initiative in Kibera, Nairobi County, Kenya.

Any assistance given to her will be appreciated.

CAREN AWILLY
CENTRE ORGANIZER
NAIROBI EXTRA MURAL CENTRE



APPENDIX V: RESEARCH AUTHORIZATION LETTER



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
when replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/16/52732/14655**

Date:

11th November, 2016

Ubah Ibrahim Shair
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of project management skills of staff on performance of government funded projects in Kenya: The case of Kazi Kwa Vijana Initiative in Kibera, Nairobi County, Kenya,”* I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending **11th November, 2017.**

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

**BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified