

**MONITORING AND EVALUATION AND PERFORMANCE OF YOUTH
EMPLOYMENT PROJECTS IN NAROK COUNTY, KENYA**

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D53/CTY/PT/33534/2015

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF
DEGREE IN MASTER OF BUSINESS ADMINISTRATION (PROJECT
MANAGEMENT) OF KENYATTA UNIVERSITY**

OCTOBER, 2021

DECLARATION

I declare that, this project is my own original work and has not been presented for award of any degree in any university.

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

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DEDICATION

This project is dedicated to my family for their motivation, love and support. May God bless you all.

ACKNOWLEDGEMENT

I thank my supervisor Dr Kinoti who supported me overwhelmingly. I thank all those who facilitated the completion of this work, with sincere appreciation to my supervisor, family members particularly my wife Innocent Letura and friends. All those who participated in this project, in one way or another, I cannot fail to recognize your efforts and dedication.

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ABBREVIATIONS AND ACRONYMS

ATM	Automatic Teller Machine
DYD	Department of Youth Development
GoK	Government of Kenya
ILO	International Labor Organization
KCB	Kenya Commercial Bank
KK	Kazi KwaVijana
M&E	Monitoring and Evaluation
MFI	Micro Finance Institution
MIS	Management Information System
MOYAS	Ministry Of Youth Affairs
NGO	Non-Governmental Organization
PM	Project Management
RBV	Resource Based View
SCA	Sustainable Competitive Advantage
SME	Small and Medium Enterprises
UN	United Nations
USAID	United States Agency for International Development
WID	Women in Development
WYR	World Youth Report
YEDF	Youth Enterprise Development Fund

OPERATIONAL DEFINITION OF TERMS

Competence	:The abilities, experience, knowledge, skills and capacity of the project team to discharge their mandate to ensure effective project management
Feedback	:The communication, consultation, improvement areas of the project lifecycle that are highlighted and use to improve the process and systems of the M&E
Monitoring & evaluation	:This refers to the whole processes that enhance a project's performance and attaining results. The process of monitoring and evaluation aims at determining the relevance, impact, effectiveness, efficiency and sustainability of interventions and the contributions of the intervention to the results achieved.
Organizational structure	:The model of management of an organization where all key practices have a given order in execution where M&E is key.
Project Management	:It is the application of knowledge, skills and techniques to meet project requirements and achieve project objectives successfully through management and organization.
Project performance	:The level to which a project is implemented within set objectives, timelines, budget and scope.
Stakeholder participation	:Involvement, integration and promotion of interested groups, individuals, parties and agencies in ensuring that a project is regularly, openly and continuously monitored and evaluated.

ABSTRACT

Due to the increasing level of unemployment in Kenya, various government initiatives have been employed with the objective of reducing the rate of unemployment among the youths aged between 18-35 years. However according to the statistics of the 50 projects funded by the YEDF, only 25 percent were functioning as 75 percent of them had failed. The failure of most of the project had been highly enhanced by the ineffective usage of project cycle management model. This study sought to establish the effects of project monitoring and evaluation on the performance of youth employment projects in Narok County. The following objectives guided the study; to analyse the effect of competence, organizational structure, stakeholder participation and feedback on the performance of youth employment projects in Narok County. Program Theory, Theory of Project Management, stakeholder theory and Resource based view theory were anchored on the study. The target population of this study was 195 respondents selected from the 32 registered and active youth employment projects in Narok County. The respondents included the project managers, youth leaders and government representatives among the youth employment projects in Narok County. The study assessed performance of the projects for the last five years between 2014-2018. The primary data was collected using open and closed ended questionnaires, descriptive and inferential statistics was used to analysis the data, while SPSS was used in presenting the data through tables, graphs and charts. The study concluded that monitoring and evaluation positively influenced performance of youth employment projects in Narok County, Kenya. The study concluded that the projects M&E staff were significantly trained, knowledgeable, skilled, experienced and shared knowledge. It was concluded that organization structure in terms of M&E department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. The study concluded that to a significant level the stakeholders participated in the M&E process among the youth employment projects in Narok County through awareness, resource oversight, data collection, needs assessment and reporting and this contributed positively to project performance. It was further concluded that the youth employment projects in Narok County significantly embraced feedback in the M&E process through continuous improvement, decision making, regular monitoring, reporting and integration of policy which positively contributed to performance of a project. The study recommended that project management among the youth employment projects in Narok County need to enhance capacity of its team and embrace modern technology and systems to enhance performance. The projects should have clear M&E structure, managing, systems and processing to ensure peak project performance. The projects also needs to significantly enhance stakeholder involvement and participation in the M&E process to promote joint ownership, decision making and continuous improvement. The study further recommended that the projects need to ensure seamless feedback, reporting, sharing of findings to promote process improvement.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globalization has highly contributed to the change of business environment; this is considering the fact that Monitoring and evaluation as currently been increasing and considered much crucial to both economic and social sustainability. This has always been demonstrated across the globe by different nations , considering the fact that Monitoring and evaluation has had great impact on the political, legal, social and economic trends, tracking process towards attaining speck goals and objectives (Behn, 2003). Monitoring and evaluation aids various entities to enhance the progress as it been attained in line with their expectations. The entire process of monitoring is basically an ongoing which gives information to project managers on progress toward development of goals is attained.

Moreover, the process of evaluations appraisal focuses on the company's long-term effects and tends to expose what the project is expected to provide . Once Monitoring and evaluation are employed in a project, they are crucial to consider if effective resources are effectively allocated to it, considering the fact that Monitoring and evaluation involves a continuous process and needs a significant commitment . One of the other crucial consideration is stakeholder involvement in the entire process of designing and implementing Monitoring and evaluation. While external professionals are expected to offer the required skills, engaging the community is crucial as it demonstrates accountability (Hetman, 2002).

In Africa, the issues of unemployment have been a major issue literary facing all countries. Kenya's youth and general rate of unemployment has also been a challenge , both arising from increased rate of poverty and underemployments. This issue as highly contributed to inadequate economic growth and social development. According to the study conducted by Amenity et al (2011) they established that, the government introduced Youth Enterprises development Fund is yet to solve the unemployment rates among the youths. It's estimated that the Kenya's youth comprises of 63% of the unemployed population (YEDF, 2006). While the funds which was targeting 13 million youths between the age of 18-35 years by improving theory participation in build the country through partnerships has not been achieved. The youths have however managed to start a new projects and other initiatives that are aimed at enhancing their social and economic status. However, there exist limited information on a number of youths on the different funds and government initiatives aimed at improving the economic status (Greer, 2002).

Youths in Kenya account for almost 63% of the entire population (YEDF, 2006). The provided funds always focus on supporting almost 13 million youths. Through the funds the youth population has been encouraged to form groups and come up with projects after which they will be granted development loans. While funds are yearly disbursed, most of the youths lacks the required information on how the funds can be accessed. The youths also have limited knowledge how groups are formed and the projects that are always funded. Though the information has been shared over years though the youths are yet to embrace the approach (Greer, 2020). The initiatives for youthful individuals in the developing world are a cause for empowerment. This

worldwide pattern is no exception in Kenya. The Kenyan government set up a ministry in 2005 to tackle young people's particular requirements. One of this ministry's cardinal duties is to finance initiatives under the Youth Enterprise Development Fund for young people.

According to Nwaobi (2014), the notion of youth in the knowledge-based economy as well as in emerging countries is regarded a true cause of financial strength. The general consensus is that they reflect on young people or groups that combine resources like land, work and capital to produce a product, to make unexpected choices, to be aggressively competitive, technologically innovative and risk-bearing. It fosters a philosophy of enterprise to increase the economic self-reliance of youth (Walukhu, 2015).

Although youth unemployment is a global occurrence, the scenario in Kenya is worse. More than 15 million youth in Kenya are living below the poverty line, with more than three million homeless (Wambua, 2015). In Kenya, young people make up approximately 55% of the workforce, which implies that poverty is a mainly youth problem. The Youth Employment Marshall Plan (2009) showed a youth salary level of 67% among Kenya's lowest. The ILO reports that three out of five unemployed Kenyans is aged between 15-35 years as alluded by Murithi (2013). The declining economy in the midst of widespread incomes inequality exacerbates the condition (WYR 2017). Secondary negative consequences as the direct effects of unemployment have increased, such as systematic erosion of the social value of education, crime and prostitution.

The process of project monitoring is continuing process that undergoes from the incorporation of project to its end. The process of Monitoring and evaluation has been highly associated with the process of helping the project managers to effectively and efficient improve the project's performance by ensuring that the allocated resources and effectively and efficiently utilized to meet the project's goals and objectives (United nations Development Programme, 2002). As further provided by Williams (2000) the process of Monitoring and evaluation offers management and the project's key stakeholders with the indications of project's progress with time in relation to the allocated resources. The whole process of Monitoring and evaluation provides is of different rates, in which evaluation determines the project's policies, objective assessment and execution and results. This aims at providing efficient assessments on the effect, efficiency and overall progress based on the set goals and objectives. As also illustrated by Ballard et al (2010) Monitoring and evaluation refers to the process that aids in program executes make effective decisions on the program's functionality , delivery of services and ensure the program is efficiently attained using the set objectives and the benchmark.

The successfulness of a project is determined form its ability to meet the needs of the stakeholders and utilize the allocate resources As illustrated by Ashley et al (1987) projects are viewed as general success once it attains the expected results and effectively fulfilling the concerns of the customers (de Wit, 1988). The success rate of project members is determines by his/her ability to effectively utilize the provided resources to accomplish a specific project (Sanvido et al, 1992).

As illustrated by Zwikael et al (2014), a number of experts have explored various possibilities which affect the project's success. Effective planning on the ideal project lifecycle for a project being adopted can be of a positive impact to the project's success (Rahrovani, Chan & Pinsonnault, 2014). Hence, upon reviewing provided literature, the first hypothesis is derived. The entire project of project planning entails the key parts of effectively placing strategies in place that are aimed at attaining the project's objectives and goals.

1.1.1 Project Performance

In business, management and economic literature on projects performance and sustainability have long been a prime concern in any economy. The sustainability of the project consists primarily of two components; continuing the same company form and the long-term viability (Gazzarin, 2014). The continuation of the same company form is linked to the achievement of a company (Lussier & Hulabi, 2013). The easiest concept of achievement in a venture is expressed in the continuing venture or commercial operations, whilst failure is expressed in completion and cessation of trading (Simpson, 2014). The second aspect of design achievement is the sustainability and long-term development of a company (O'Gorman, 2011). A long-term assessment of the firm's capacity to function can predict the sustainability of a venture. Overall, there are numerous proposals for the promotion of youth work, but there is strong proof of the work and the position.

Project success in the accomplishment of project duration, price, efficiency, jobs, security and economic development goals (Zhou, Zhang & Wang, 2017). A wide range of performance indices may be assessed and measured using multiple variables

(categories) such as time, price, quality, customer fulfillment, change in customers, company efficiency, health and security. (Cheung, 2014). The profitability and cost management of this research will measure project reliability (Costell, 2008).

The project budget resulting from the planning cycle should be reasonable, achievable and based on contractual costs and the work statement. The budget is based on historical costs, best projections or industrial engineering specifications and needs of projected staff, project money assigned and management reserve. The requirements of performance outcomes include quantitative assessments and include things such as working performance, volume of job, job costs and period to complete (Kerzner, 2009). A project completed within the budget can be considered good performance.

The project time plan also involves a scheduled start date and a scheduled end date for every activity. A project schedule can be submitted in a brief type referred to as a master or milestone plan. The program is often presented graphically using milestone charts, bar charts and network diagrams of project schedules. The basic schedule is created from the schedule assessment of the network and the framework with basic starting points and base end times is endorsed and accepted by the project management group. The basic principle is a key element of time and schedule control (Gitau, 2015) and the performance of a project can be understood and gauged through monitoring and evaluation of it.

1.1.2 Monitoring and Evaluation

Monitoring and evaluation examines the process of planning, information collection and synthesis, reflection and reporting processes, along with the other crucial conditions and abilities needed for the outputs of Monitoring and evaluation to be of

effective to the decision-making process. On the other hand, the approach is employed in integrating the more formal and data-oriented side that is fundamentally related to the task of Monitoring and evaluation together with informal monitoring and communication. Fundamentally the approach aids in providing a defined direction in terms of communication, resource allocation and other supportive structures that enhances project completion.

Monitoring and evaluation forms a crucial structure that provides key objective and credibility views on a specific system (Mackay, 2006). On the other hand, as illustrated by Khan (2003), the conceptual design of the systems is expected to provide defined direction on the issues addressing its objectives, competency, credibility, and planning processes. While there has been an increasing need to have more successful project. The need of Monitoring and evaluation systems has been globally increasing. It should be established that the systems need to be consistent with the organization's or the project's needs to effectively support its strategy (Rick, 2001). The system usually comprises of 12 components of human resources, plans, cost, advocacy, communication and culture, routine monitoring, partnerships, database useful, supportive supervisions and data auditing, periodic surveys, and using information to enhance results (UNAIDS, 2008).

According to Taut's (2007) study focused on self-evaluation on the issue of capacity building within the large international development organization" it would be provided that low organizational readiness for learning from evaluation". Besides, from the interviews similar issues would be recorded on lack of accountability, transparency, formalize structures as an organizational habit. Similarly, there would

exist high sensitization of the potential for evaluation to be employed as a tool for learning. Consequently, monitoring and evaluation is very crucial for the success of the performance of the youth employment projects.

1.1.3 Youth Employment Projects

Youth employment projects are tasks which youth perform as a means of income gain or boost (Walukhu, 2015). These revenue-generating initiatives generate sales output and goods to domestic and external economies. The financing of youth projects has the ability to help youthful individuals in poor regions to help them to develop and enhance their groups and their countries in a sustainable way. Government officers and politicians must look at some of these issues as they feel that rural youth programs can play a major role in their countries (MOYA 2015). In Narok young people take part in financial operations in many areas of the globe. They make up an important proportion of the population in the county. This is particularly the case where there is limited formal education in rural areas and young people become involved in production activities at an early-age. Many youths continually stimulate the implementation of technology to increase sustainable agricultural development and the startup of non-agricultural revenue-generating operations in rural and urban areas. Any effort to strengthen youthful people's understanding, abilities and feelings and promote their link to funds through financed rural youth projects will affect rural markets immediately (UN Report, 2014). In fact, initiatives that target rural young individuals are also able to assist them learn, comprehend and appreciate, individuals of different racial or religious groups, and to contribute to the acquisition of

information and expertise linked to sustainable agricultural growth and income generation operations.

Youth employment initiatives can provide a secure teaching atmosphere in which teenage children can debate and address delicate problems such as notions of gender and public education efficiently together. Youth can jointly learn and play a competitive role that will eventually result in a wider community changing attitudes in support of the objectives of women in development goals (WID) (Magure, 2008). The fact that youthful individuals prefer to hold a unique stake in the preservation and governance of environmental resources has been demonstrated repeatedly. They are more willing than adults to embrace and encourage good agricultural habits. Youth are ready and able to impact culture as a whole significantly. Youth employment initiatives can become the trigger for the economic learning program in a nation that leads to broad-based practical projects and thus contribute to viable growth (Kerera, 2009).

1.2 Statement of the Problem

Despite government and private sector interventions to boost youth work, youth projects failed to meet this expectation. The expected effect of the target groups on the development of jobs and economic empowerment is yet to be established. The initiatives of the youth organization are unable to maintain themselves for a lengthy moment. According to the YEDF 2017 status reports in Narok County, only 40 per cent of the total was paid out of kshs 3, 200,000 for projects in the youth group over the last three years. Official accounts show that the majority of youth initiatives are not developed until the first three years. In 2017, only 11 of the 40 enrolled youth

organizations endured the development phase (Narok County Status Report, 2017). Despite government efforts and other stakeholders investing in youth businesses, very few projects go beyond the implementation phase (Njuguna, 2017). In his Youth Enterprise Development Fund Study, Namusonge (2013) allude that it is essential to ensuring that the achievement of entrepreneurship growth projects in generating long-term jobs provides ongoing and meaningful business development facilities for youths. This means that the government's effort has not fulfilled standards on youth employment initiatives and that it is likely worth investigating the impact of internal variables. Various studies have been conducted on youth employment projects. Wambua (2015) studied factors influencing youth performance enterprise development projects in Kiambaa, Kenya. The study found that availability of resources and entrepreneurial training influence performance of youth enterprise development projects. Additionally Sharu and Guyo (2015) studied effects of growth of youths SMEs in Nairobi County, Kenya and found that availability of capital was the major determinant. Ngoru (2017) studied entrepreneurial factors influencing performance of youth enterprises in Mathare sub county, Kenya and found that training significantly influenced the performance of youth enterprises. This shows that there is limited empirical information on internal factors and performance of youth employment projects therefore providing the impetus for this study. Therefore this study sought to establish the effects of monitoring and evaluation on the performance of youth employment projects in Narok County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of the study was to examine the influence of monitoring and evaluation on the performance of youth employment projects in Narok County, Kenya.

1.3.2 Specific Objectives

The following specific objectives guided the study:

- i. To evaluate the effect of competency in monitoring and evaluation on performance of youth employment projects in Narok County
- ii. To determine the effects of organizational structure on the performance of youth employment projects in Narok County.
- iii. To assess the effect of stakeholder participation in monitoring and evaluation on the performance of youth employment projects in Narok County dealers'
- iv. To investigate the effect of feedback on the performance of youth employment projects in Narok County.

1.4 Research Questions

The study sought to answer the following research questions;

- i. What is the effect of competence in monitoring and evaluation and performance of youth employment projects in Narok County?
- ii. To what extent does organizational structure in monitoring and evaluation affect performance of youth employment projects in Narok County?

- iii. What is the effect of stakeholder participation in monitoring and evaluation on the performance of youth employment projects in Narok County?
- iv. What is the effect of feedback on monitoring and evaluation and performance of youth employment projects in Narok County?

1.5 Significance of the Study

The study findings will be of importance to the management of youth employment projects and the youths as it will add to the pool of knowledge on project monitoring and evaluation and its relation to peak project performance. To the policy makers the study will be useful in the formulation of policies and guidelines that emphasize and consider project Monitoring and evaluation as the backbone and a critical success factor for effective and efficient project implementation.

This study will provide knowledge that is evidence-based and insight concerning the process and significance of project monitoring and evaluation and how it influences the implementation of the youth employment projects in Narok County.

To the government of Kenya and other stakeholders in the youth employment policies, the research will provide information on how to track, monitor, evaluate, control and report on project performance and hence improve project implementation.

The study findings correspondingly will inform policies formulation that warrant credible project monitoring and evaluation and therefore lower projects failure rate.

This study will also be very important for future researchers as it will provide wealth of knowledge required in this study area.

1.6 Scope of the Study

This study was done among youth employment projects in Narok County. The study focused on aspects of project monitoring and evaluation which included competence, organizational structure, stakeholder participation and feedback and their effect on project performance. The population consisted of management among the projects, youths and government representatives. The study assessed performance of the projects for the last five years between 2014-2018.

1.7 Limitation of the Study

During collection of primary data using questionnaires, the study anticipated that respondents will have fear to freely give information the study may be seeking. This fear was because of the fact that the information being sought might be used for victimization. To overcome this, all efforts were made to assure respondents that all information collected will only be used for academic purpose. Respondents were also held up with their daily operations owing to the busy schedule in their businesses. To overcome this limitation, a drop and pick latter method was used while distributing questionnaires. Time and cost was another limitation of the study but the research overcame this through proper planning and minimizing of cost.

1.8 Organization of the study

The study is categorized into five chapters. The first chapter focused on analyzing the study's background, providing key consideration of the study's question, objectives, scope, limitations and importance. The second part focused on the study's literature review analyzing both the theoretical and empirical part of the study. Third chapter focused on the study's methodology analyzing the study's key methods of collecting,

analyzing and presenting data. This further attained the study size, methods and technique of sampling used. Chapter four presents the research findings while chapter five entails summary of findings, conclusions and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discussed the theories that form the basis of the study, the summary of literature showing research gaps, and the conceptual framework is also presented showing how the variables relate to each other.

2.2 Theoretical Review

The study was guided by program theory, stakeholder theory and Resource based view theory.

2.2.1 Program Theory

This theory was proposed by Mark (1990) and its evaluation capacity has grown and developed over the past decade. The theory proposes that a program/project should be well-designed to achieve its intended benefits and outcomes to the target beneficiaries. Similarly, the theory explains the extent to which interventions in project formulation and implementation are understood and their contribution to achievement of program/project's intended long term impacts on beneficiaries. The theory provides a framework that brings together existing aspects of a project /program and clarifies on the prevailing issues that may hinder realization of set objectives.

Additionally, the theory provides a basis for identifying existing gaps on the intended benefits of a project and how the gaps can be sealed. Similarly, Donaldson (2012) asserts that program theory offers an avenue for project evaluation by identifying segments in a project that needs to be emphasized and addressed to realize the intended benefits of a project.

Application of program theory in project formulation, implementation and in post-implementation practices offers helpful information that explains solutions to problems bound to hinder projects sustainability and provides alternative means of obtaining intended results and benefits of a project. Additionally, the theory can be used in making expansive decisions that culminates into solutions on problems facing a project. Every project calls for a close and continuous evaluation and monitoring for it to achieve its long term benefits to beneficiaries. Availability of relevant monitoring resources, framework and support contributes to sustainability of projects to the target beneficiaries. The theory is of relevant to the study as it informs on the important roles played by monitoring practices towards sustainability of projects.

2.2.2 Stakeholder Theory

Freeman (1999) was the proponent of this theory. The model focuses on stakeholder's management relating to the project's performance. According to the model, it would be argued that each of the company's stakeholder has a key responsibility to the project's performance. This demands that stakeholders should as well be involved in the operational activities of the projects. This involves identifying specific groups which form part of the stakeholders of a project , describes and recommends methods the project's manages are expected to provide due regard to the group's interest. Contrary to the traditional form of managers where only owners rather shareholders were viewed as crucial , the development of stakeholder theory did recognize the contribution of each of the company's stakeholder to its operation demanding that each of the stakeholder must be involved in the running of the project or a corporation.

While the application of stakeholder theory has been highly embraced, some like Blattberg (2004) argued that, the use of the model creates disparity between the interests of various stakeholders and others. The researcher continued arguing that the use of the model is accompanied by different issues such as conflicts that always arise from stakeholders due to conflicts of interest between the individuals. However, he recommends that other than focusing on the model, the project's performance would rather be based on conversations as a factor that brought the issue of "patriotic" conceptions as one of the key options to the stakeholder model. As stated by Laplume, Sonpar and Litz (2008) the use of the political concept of a "social contract" to the corporation, the model tends to undermine the principles on which a market economy is based.

The model is applicable in research as it helps in identifying the key stakeholders that determine the performance of a project and their responsibilities. The model helps in addressing the key issues associated with the participants in making decisions on the project's performance. The model aims at defining the specific stakeholders of the project and scrutinizing the conditions under which the project's managers treat these entities as stakeholders. Through the theory, it helps in understanding the roles played by each stakeholder in the project's performance.

2.2.3 Resource Based View Theory

The model was developed by Barney in (1992). According to him, an organization refers to a group of physical, organizational, and human resources. The major provision of the model is that the organizational resources and the firm's capacity may vary based on the operational structure of the organizations and the

variation can as well be stable. The model did focus on the issue of costly to copy attributes of an organization as sources of business returns and then means to attain high competitive advantages and better performance. As narrated by Chandler (1990), the organizational capabilities arises from the firm's lower , middle and top management s. He would further provide that organizational capabilities can enable an organization to attain competitive advantage once its resources and capabilities are effectively utilized. He would as well state that in case an organization's capacity would be efficiently synchronized and assimilated it would attain the required economies of scale and the required scope to compete in national and international markets.

Barney (1991) on the other did provide that , sustainable competitive advantage is attained form resources which are highly valuable, imperfectly imitable and scarce. An organization's resource based view agrees various attributes associated d with previous experiences. the model is of significance to the research as it shows the ability of an organization to attain their competitive advantage and enhance performance by effectively utilizing their capabilities and resources. An organization's resources, must always be valuable, unique, and rare and be easily substitutable capabilities that enhance efficient management of construction wastes. It would be further demonstrated that an organization's resources can significantly enhance its effective management of projects a factor that contributes enhanced performance of project as it helps the organization to appropriate the value. Moreover, resources might be applied to erect entry barriers and also be used in increasing performance at the industry level.

2.3 Empirical Review

The section covers various author's research on monitoring and evaluation and successful project implementation. The correlation between project Monitoring and evaluation, competence, organizational structure , involvement of stakeholders and feedback and project performance the area of focus.

2.3 Competence and Project Performance

HRM form one of the crucial part of project management. Specifically the area helps in enhancing the process of Monitoring and evaluation. The project's technical expertise and capacity of a firm in accomplishing evolutions, the involvement of HRM in the process of decision making positively influences the entire process of evaluation (Vanessa & Gala, 2011).

Forest (2007) would as well provide that this needs to juts a training which can be attained through learning strategy by employing the most effective evaluation process in a firm. In spite of the fact that YEDF disbursement has been increasing over years, there are small allocation to the whole process of capacity building, under which Monitoring and evaluation of the YEDF projects is included.

Njogu (2016) established that human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved Monitoring and evaluation and performance of projects. It concluded that involvement of competent staff in projects led to cost efficiency, customer satisfaction and reduction in project costs. The society or stakeholders were the main sources of human resource and therefore provided management technical capacity to a project. The integration of stakeholders enabled a project to access sufficient human

resource. Wambua (2013) carried out a study on the effects of human resource factors on project performance in Nairobi County in Kenya: The case study chosen was on eastlands' organizations and descriptive survey was used. Regression and correlation analysis were employed to analyse data. The research established that HRM practices have an effect on project performance.

According to the study carried by Yang, Huang and Wu (2011) focusing on the project manager's leadership styles, team work and project performance and success. By using questionnaires as one of the approach of measuring leadership styles, it would be established that a project's success is based on the customer satisfaction, budget and scope. The research's findings did express that effective project management leadership will always result to a more efficient project team member relationships. The research would also express that teamwork spirit positively influences the success and performance of a project.

As a result, also done by Novo, Landis and Haley (2017) examining on leadership and their responsibilities on project management. The study which aimed at discovering the skill required by a project manager and their role to project management, it would be established that leadership traits have a direct correlation with the project manager's competency and skilled leadership would always enhance a project performance.

Buba and Tanko (2017) conducted a research on the impact of project leadership on quality performance of construction projects. A study which included 43 questionnaires that would be distributed to 3 major teams of participants of surveyors, architects and builders in Nigeria, it would be examined that leadership

styles largely contributed to the performance of a project. The research's findings did express that effective project management leadership will always result to a more efficient project team member relationships. The research would also express that teamwork spirit positively influences the success and performance of a project. A research also done by Novo, Landis and Haley (2017) examining on leadership and their responsibilities on project management. The study which aimed at discovering the skill required by a project manager and their role to project management, it would be established that leadership traits have a direct correlation with the project manager's competency and skilled leadership would always enhance a project performance.

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2.4 Organizational Structure and Project Performance

Afroze and Khan (2017) study investigated the effect of organizational communication and project Monitoring and evaluation on performance development projects. The research used survey method. Questionnaires were sent to 60 international firms that work in such type of projects. As from the research it would be established that organizational communication had a significant and strong effect on the performance of the project; project Monitoring and evaluation would be

considered to have relatively low influence on the performance and communication relationship.

According to Affare's (2012) research on Onan assessment of project organizational management on the construction of Ghana's projects. As from the research which did sample 97 respondent from the project including the clients, consultants and contractor , it would be examined that the country's construction sectors , there exists significant appreciation of the importance of the project organizational structure and its crucial in the sectors. As from the research it would also be established that poor organizational management had led to the project delays , project cost overrun and project abandonment.

Naqvi and Aziz (2011) conducted a study on the effect of communication on the performance of projects . The study used a sample of 24 software companies through questionnaires. The collected data was all based on the quality of communication as offered by the stakeholders as employed by the project managers. The study employed frequency distribution linear regression and Pearson correlation. As from the study it would be established that the outcomes of the project on the dependency and stakeholder communicably has a significant relationship with each other.

As from a study that was established form the National Anti-corruption Campaign Steering Committee (2015) in Kenya, provision of developed resources was considered to be relatively low. As from the study it would be established that 78.8% of the citizens had little knowledge on the provision of resources . Under the circumstances , it would also be established that there exist stakeholder with no knowledge on the objective of the project which is aimed at enhancing national

cohesion and integrations . Another research conducted by TISA (2010) on ESP projects, the research did agree with NACCSC on the level of awareness and involvement.

2.5 Stakeholder involvement and Project Implementation

According to Donaldson's (2003) report stakeholder management involves discussing how , what and why there is need to have stakeholder involvement and its significance to the project's performances . Involvement of stakeholders is one of the key factor that should always be made part pf the company's planning and evaluation stage.

While different researcher, can highly recommends the adoption of stakeholder involvement, Patton (2008) states that , the process must always be continuously managed as continues or regular and fully adoption of the approach may lead to evaluator's domination on the process. On the other hand, Mapesa and Kibua (2006) would further state that the use of Youth Development funds have been highly misused by politician. According to Mwangi's (2005) study, while the funds are meant to be beneficial to all individual , corruption are ruined the objectives and the goals of the funds with politicians using the funds for their own development. Under most circumstances politicians have a major role in ensuring that specific projects are accomplished , however an influence by the political maximization has made most project un accomplished.

Heravi, Coffey and Trigunarsyah (2015) conducted a research focusing on the evaluation of the extent of stakeholder engagement in monitoring and evaluation the project's progress in Saudi Arabia. The authors acknowledge that involvement of

stakeholders helps in proving resource need to the successful completion of the project. It would also be established that stakeholder involvement helps in controlling the resource flows in the network hence the need to involve them in planning of a project. Exploratory research design was used in the study and descriptive statistics for analysis. The findings revealed that the owner/developer of the construction or project management were incorporated in the project planning phase and the projects were completed successfully.

Mutua (2017) carried out the investigation on performance of community development projects using a case of INADES (African Institute of Social and Economic Development) in Machakos County, Kenya. The descriptive research design was adopted to determine how community participation in a project affects the performance of Community Development Projects. Descriptive statistics was used for analysis and the results revealed that involvement of key development practitioners and the community in project planning is central to performance. The study recommended that a number of undertakings; that INADES Formation Kenya management and staff follow up on community participation right from the planning process.

2.6 Feedback and Project Performance

Kihuha (2018) carried out a study on Monitoring and evaluation and performance of global environment facility projects in Kenya. The research sought to examine the effects of Monitoring and evaluation on the performance of UNEP projects in Kenya. An exploratory research design was adopted and analysis performed using descriptive statistics. The study found out that monitoring and feedback on allocation of funds

and all the project stages enhanced the performance of the project and the projects where there was limited Monitoring and evaluation feedback and process improvement did not perform well.

Mburu (2018) conducted a study on participatory monitoring and evaluation, and performance of fish farming projects: a case of economic stimulus projects in Nyeri County, Kenya. A mixed research design was adopted and descriptive statistics used for analysis. The results of the findings revealed that stakeholder participation in monitoring during project design and implementation led to success of fish farming projects in Nyeri County.

Micahs (2017) carried out a research on the effects of monitoring systems on the performance of Kenya's NGO projects using a case of maternal health projects within the sub county of Bungoma. The study acknowledged that one of the ways in which firms can effectively enhance their intervention is by fundamentally strengthening their monitoring systems and this can be achieved effectively through stakeholder's participation. Descriptive survey design was adopted and descriptive statistics used for analysis. The study found that feedback in Monitoring and evaluation ensured the successful performance of the projects. The study recommended for alignment of staff job descriptions with their Monitoring and evaluation plans and there be an increase the number of Monitoring and evaluation training.

On the other hand, based on Umulisa, Mbabazize and Shukla (2015), study investigated on the impacts of project Monitoring and evaluation planning practices on the extent of performance of a project of Agaseke in Kigali Rwanda. The study employed descriptive research technique and data was analyzed using descriptive

research design. Financial resource monitoring practices would be established to have a greater impact on the performance of a project. Such practices such as forecasting and budgeting would be found to exist in any project.

According to Lamberson (2005), project management involves the fund management practice and the process of managing and coordinating liabilities and assists in a way that it removes the risk associated with the incapability of meeting short term goals and eliminate excessive investments in such assets. The management of short term assets is crucial as the management of long term financial assets , as it contributed directly to the project’s maximization of liquidity , profit rates and total financial performance and understanding the entire drivers and roles of funds.

2.7 Summary of Literature Reviewed and Research Gaps

Table 2.1: Research Gaps

Author	Topic	Findings	Research gap
Wambua (2013)	Impacts of HR factors on project performance in Nairobi County in Kenya: A case of selected Organizations in Westlands.	HRM practices have an effect on project performance.	The study focused on HRM practices while the current study is on competence of the M&E staff
Njogu (2016)	Human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved M&E and project performance	Involvement of competent staff in projects led to cost efficiency, customer satisfaction and reduction in project costs	The study context was the automobile sector while the current one is youth employment projects in Narok County
Afroze and Khan (2017)	The impact of effective organizational communication and project M&E on performance of international development projects	that organizational communication had a significant and positive impact on project performance; project monitoring	The study was on project communication while the current study focuses on organizational structure and project M&E

		and evaluation has a minimal impact on the communication and performance relationship	
Affare (2012)	Assessment of project organizational management on construction projects in Ghana	There is a strong appreciation of the importance of project organizational structure and its importance within the industry	The study was conducted among construction projects in Ghana while the current is on youth employment projects in Narok County, Kenya
Heravi, Coffey and Trigunarsyah (2015)	Evaluation of the level of stakeholder involvement during the project monitoring and evaluation processes of building projects in Saudi Arabia.	stakeholders often provide the needed resources and have the ability to control the interaction and resource flows in the network hence the need to involve them in planning of a project	The study was conducted among building projects in Saudi Arabia while the current one is on youth employment projects in Kenya
Kihuha (2018)	Monitoring practices and performance of global environment facility projects in Kenya, a case of United Nations Environment Programme	monitoring and feedback on allocation of funds and all the project stages enhanced the performance of the project and the projects where there was limited M&E feedback and process improvement did not perform well	The study was on monitoring practices while the current study is on feedback from M&E and project performance

Source: Literature Reviewed and Author (2019)

2.8 Conceptual Framework

The research's conceptual structure entails a pictorial presentations of the association between the study's independent and dependent variables. The research's independent variables comprises of; stakeholder involvement , competence, organizational structure , and feedback as the dependent one entails the performance of Youth Employment projects in Narok, County, Kenya.

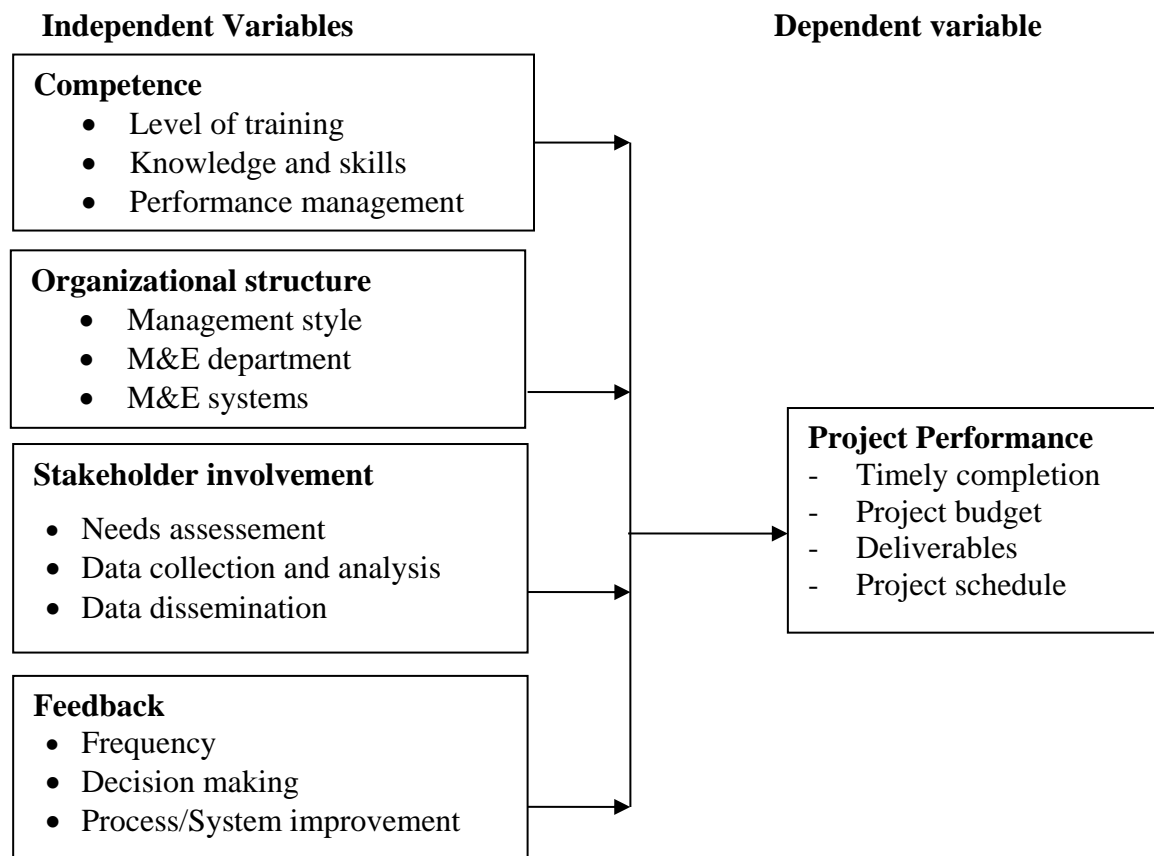


Figure 2.1: Conceptual Framework

Source: Researcher, 2021

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The current chapter focused on describing the methodology applied in carrying out the research to provide answers to the research questions. It covered the research design, data collection methods, sampling procedure, validity and reliability of research instruments, ethical issues, and the methods of data analysis.

3.2 Research Design

The study applied descriptive research design. This design is important in the determination of such answers relating to social demographics (Mugenda & Mugenda 2003). The design helps in giving outcomes to the questions in the research. Cooper and Schindler (2003) assert that the design is suited to social scientists which involve observing and describing the behavior of a subject matter without influencing it.

3.3 Target Population

Yin (2017) describes the target population as a complete set of individuals, case or objects with the same common observable characteristics. The study targeted 32 youth employment projects implemented in the last 5 years in Narok County. The unit of analysis was the project managers, project youth leaders and government representatives among the youth employment projects in Narok County who total to 195. The target population for the study was therefore be 195 respondents.

Table 3.1: Target Population

Category	Population	Percentage
Project managers	32	16.41
Project youth leaders	64	32.82
Government representatives	99	50.77
Total	195	100

Source: Narok County, 2021

3.4 Sampling Procedure

Sampling means selecting a given number of subjects from a defined population as representative of that population (Cramer, 2012). For a population of less than 200, a census is necessary (Mugenda & Mugenda, 2013). Therefore the study adopted a census where the sample was equally 195.

3.5 Data Collection Instrument

Based on the study's objective of M&E and youth performance employment in Narok County, the study is highly based on the use of semi-structured questionnaires which are efficiently framed to cover each of the research's objectives and a pilot research which involved a sample of respondents.

3.6 Data Collection Procedure

The study intended to employ questionnaires on individual's respondents. All questionnaires was controlled and managed by the researcher. To effectively meet the needs of the information and data collection , the researcher employed a drop and

pick technique a technique that allowed respondents answer the questions at their convenient time.

3.7 Validity and Reliability of the Research instruments

3.7.1 Validity of the study

The study enhanced content and construct validity by subjecting the questionnaire to expert judgement. Construct validity was used to ensure that questions were in fact testing the trait they intended to measure, and not any other variables. This was achieved through accurate operationalization of the key variables. Content validity was used to ascertain the degree to which the instruments fully measures the construct of interest (DeVon et al, 2007). This was achieved by ensuring that all the domains of interest were covered as guided by the objectives of the study. Other than validity of the tools, efforts were made to validate the data collected. Towards this end, the use of different tools facilitated verification and validation of the information collected. The information was gathered from the project managers, youth leaders and stakeholders among the youth employment projects in Narok County. Moreover, the different sampled populations that participated in this study enhanced validity. As already said, the data was triangulated. This enhanced validity of the data.

3.7.2 Reliability of the study

Test-retest correlation was used to establish dependability, stability, and predictability of the test measures. The researcher obtained this by administering the same test twice over a period of two weeks to a group of individuals who had the same characteristics with the target population under the same conditions with the first test.

Cronbach's Alpha a coefficient of 0.7 was accepted for the study. George and Mallery (2013) indicated 0.7 to be an acceptable reliability coefficient but lower thresholds are sometimes used in the literature. Though, the technique relies on the internal consistency, thus SPSS software was in support of the techniques as a tool of verifying the reliability data collected.

Other than reliability of the instruments, use of same research questions to different population sample as sources yielded consistent information that was collected, thus suggesting reliability of the data.

3.8 Pilot Study

The pilot study was carried out on a random sample of 20 respondents. The instruments were piloted in Nakuru town, which has similar characteristics to the one sampled for the main study. The results from the pilot study helped the researcher to refine the research tools by correcting ambiguities, misinterpretation and irritating language. This also helped to enhance their validity and reliability. The pilot study also helped to estimate the time sufficient for the interview.

3.9 Data Analysis and Presentation

Analyzing of the collected data was accomplished by the use of descriptive statistics and using SPSS. However, before analysis the data was edited to ensure its complete and consistency. Once analysed the data was presented through means, frequencies and percentages and displayed through prose forms, charts and the use of tables. SPSS was used in interpreting. On the other hand, the collected qualitative data was tested using content analysis. Besides, the following multiple regression was used:

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

Where;

Y= Performance of youth employment projects in Narok County

B₀ - intercept coefficient

ε_i - error term (extraneous variables)

X₁ – Competence

X₂– organizational structure

X₃–Stakeholder participation

X₄–Feedback

β₁, β₂, and β₃ = regression coefficients

3.10 Ethical Considerations

In compliance with the research ethics, a consent letter was obtained from the university. The research was voluntary as unwilling participants were not obligated to be part of the research. However, all respondents were informed of their rights by assuring them not to include personal information in the questionnaires. Thus, an informed consent was sought from all respondents. They were also assured that none of the provided information would be shared as it would be confidentially held and be used only for academic purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The study sought to determine the effect of monitoring and evaluation and performance of youth employment projects in Narok County, Kenya. The target population was the 195 respondents and a census was adopted. The findings were as presented in the subsequent sections;

4.1.1 Response Rate

Out of the 195 questionnaires distributed, a total of 150 were returned from 32 youth employment projects in Narok County which represent 76.92% return rate. The findings were as presented below;

Table 4.1 Response Rate

Rate	Freq	Perct
Response	150	76.92
Non-response	45	23.08
Tot	195	100

Source: Field data, 2019

The findings show that the response rate was sufficient for the current study. This is supported by Mugenda and Mugenda (2013) who stated that a sample size of 50% and above is good and therefore deemed statistically sufficient for a study.

4.1.2 Reliability Test

To ascertain the reliability of the research instruments, a Cronbach Alpha coefficient methodology was used. A Cronbach alpha was computed for each of the variables and the overall coefficient determined. The findings were as shown in Table 4.2.

Table 4.2: Reliability Test

Variable	Items	Coefficient
Competency	5	0.801
Organizational structure	5	0.781
Stakeholder participation	5	0.831
Feedback	5	0.811
Average Coefficient		0.806

Source: Field data, 2019

The research showed that competency as an aspect of Monitoring and evaluation had a Cronbach coefficient of 0.801. Organizational structure, stakeholder involvement and feedback had a coefficient value of 0.781, 0.831 and 0.811 respectively with an average value of 0.806. This reflects a value more than the expected value of 0.7. This is supported by Cronbach (1951) who stated that a Cronbach alpha of 0.7 and above indicates that the research instruments are sufficiently reliable for a study.

4.2 Demographic Background

The study assessed the bio-demographic background characteristics of the respondents ranging from age of respondents, gender, period worked in the project, level of education and position held in the respective project. The findings are presented in the following sections.

4.2.1 Age of Respondents

The study sought to assess the age distribution of the respondents among the youth employment projects in Narok County. The findings were as tabulated below;

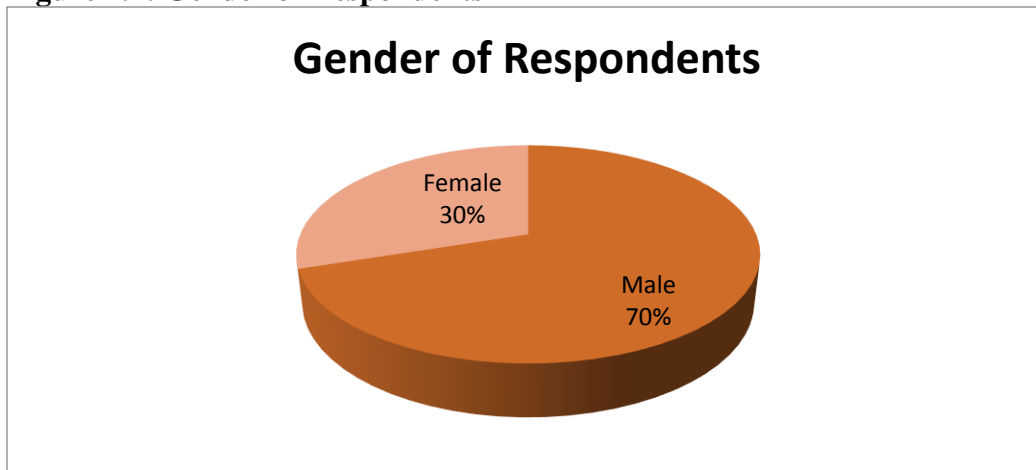
Table 4.3: Distribution of Age

Age Bracket	Freq	Perce
20-30	40	26.67
30-40	56	37.33
40-50	35	23.33
50 and above	19	12.67
Total	150	100

Source: Field data, 2019

The research showed that 26.67% of the participants were aged between 20 and 30 years, 37.33% of them were between 30 to 40 years, 23.33% of them were between 40 and 50 years while 12.67% of them were 50 years and above. This indicates that most of the project team members were below 40 years hence young and could articulate youth issues and promote development of youth employment.

Figure 4.1: Gender of Respondents



Source: Field data, 2019

4.2.2 Gender of Respondents

The study assessed the gender affiliation among the respondents who were running the youth employment projects in Narok County. The findings were presented in the figure below;

The study established that 30% of the respondents were female while 70% were male. A reflection that male made part of the most respondents.

4.2.3 Period Worked

The study sought to establish the number of years the respondents had worked with their respective projects. The findings were as tabulated below;

Table 4.4: Number of years worked

Period	Frequency	Percentage
Less than 1 year	15	10.00
Between 1-2 years	22	14.67
Between 2-5 years	44	29.33
Over 5 years	69	46.00
Total	150	100

Source: Field data, 2019

The research showed that 10% of all participants had been working in the youth employment projects in Narok County for less than 1 year, 14.67% of them had worked between 1 and 2 years, 29.33% of them had worked for between 2 and 5 years while 46% of them had worked for over 5 years. This indicates that most of the project staff had worked for over 5 years which is a significantly long period of time to understand the project lifecycle and specifically Monitoring and evaluation, project performance and challenges involved.

4.2.4 Level of Education

The study assessed the education level of the respondents. The table below presents the findings;

Table 4.5: Education Level of Respondents

Education Level	Frequency	Percentage
Certificate	11	07.33
Diploma	21	14.00
Degree	85	56.67
Post-graduate	33	22.00
Total	150	100

Source: Field data, 2019

The research showed that 7.33% of the participants were certificate holders, 14% were diploma holders, 56.67% were undergraduate degree holders while 22% of them had post-graduate qualifications. This indicates that most of the respondents had at least a degree qualification showing that the project staff were all conversant with knowledge on how to accomplish their roles in their respective projects.

4.2.5 Position Held

The study further analyzed the positions held by the respondents among the youth employment projects in Narok County. The findings were as presented in the figure below;

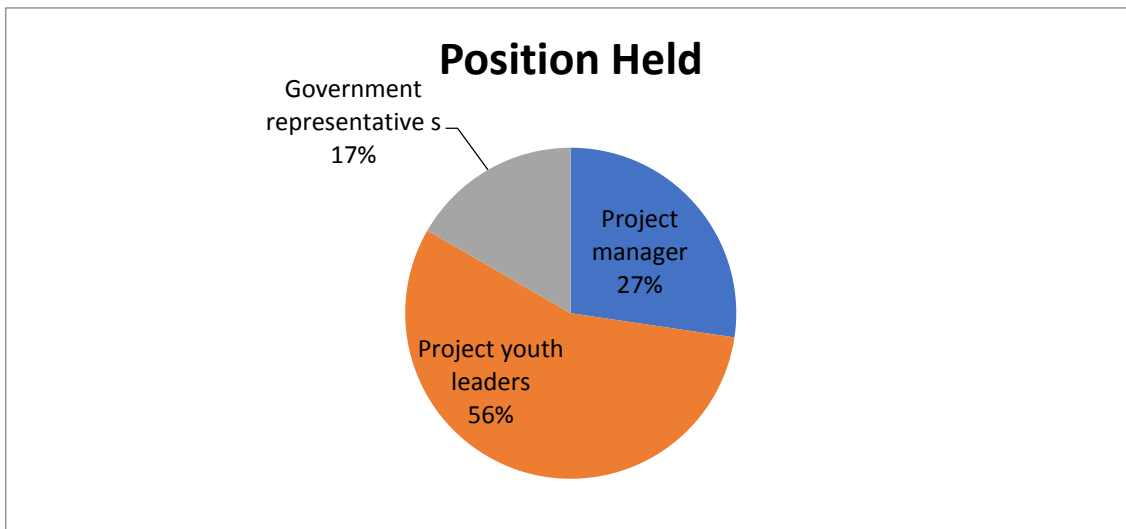


Figure 4.2: Position held by the respondents

Source: Field data, 2019

The research showed that 17% of the participants were government representatives, 27% of them were project managers while 56% were project youth leaders. This indicates that all the officials of the project management team were represented in the study.

4.3 Descriptive Findings

4.3.1 Competence and Project Performance

The research aims at establishing the degree to which competence in M&E influenced project performance. The respondents were asked to indicate the degree to which they agreed with the subsequent indicators associated with competence of M&E and performance of the youth employment projects in Narok County on a scale using likert scale of 1-5 where 1 (strongly disagree) and 5 (strongly agree).

Table 4.6: Competence and Project Performance

Indicator	Mean	Std. Dev
There is partnership and knowledge sharing among project M&E staff	2.79	0.801
The project M&E staff have necessary knowledge and skills	2.99	0.914
The M&E staff have sufficient experience	3.06	0.677
There are sufficiently trained M&E staff in our organization	3.11	0.771
The projects are regularly and contiously monitored	3.26	0.781

Source: Field data, 2019

The research established that to a moderate extent, there are sufficiently training M&E staff in the organizations, the project M&E staff have necessary knowledge and skills, the projects are regularly and continuously monitored, the M&E staff have sufficient experience and that there is partnership and knowledge sharing among project M&E staff as indicated by a mean of 3.11, 2.99, 3.26, 3.06 and 2.79 respectively. Thus expressing that the projects M&E staff were significantly trained, knowledgeable, skilled, experienced and shared knowledge. This contributed significantly to the performance of the projects. Similar findings were established by Njogu (2016) that human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved M&E and project performance. The study indicated that involvement of competent

staff in projects led to cost efficiency, customer satisfaction and reduction in project costs.

4.3.2 Organizational structure and Project Performance

The respondents were further asked to provide the degree to which they concurred with the subsequent sentiments associated with organizational structure regarding M&E and how it has affected project performance of youth employment projects in Narok County using a likert scale of 1-5 where 1 (strongly disagree) and 5 (strongly agreed). The table below provides the findings;

Table 4.7: Organizational structure and Project Performance

Indicator	Mean	Std. Dev
The organization has invested in M&E systems	2.69	0.749
Project management recognizes the need for M&E	2.78	0.864
The organization has M&E tools	2.88	1.511
The organization sufficiently incorporates all staff in project M&E	2.94	0.866
The projects have M&E departments	3.06	0.794
There are officers employed and designed to conduct M&E	3.56	1.199

Source: Field data, 2019

The participants agreed that there are officers employed and designed to conduct M&E as indicated by a mean of 3.56 and standard deviation of 1.199. The respondents further indicated that to a moderate extent the projects have M&E departments, project management recognizes the need for M&E, the organizations have invested in M&E systems, the organization has M&E tools and the

organizations sufficiently incorporate all staff in project M&E as indicated by a mean 3.06, 2.78, 2.69, 2.88 and 2.94 respectively. The study indicated that organization structure in terms of M&E department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. This agrees with Afroze and Khan (2017) study which investigated the impact of effective organizational communication and project M&E on performance of international development projects and established that organizational communication had a significant and strong effect on the performance of the project; project monitoring and evaluation would be considered to have relatively low influence on the performance and communication relationship.

4.3.3 Stakeholder involvement in M&E and Project Performance

The respondents were further asked to indicate their level of agreement with the subsequent sentiments associated with regard to the involvement of stakeholders in project M&E and project performance on a scale of 1-5 where 1 (strongly disagree) and 5 (strongly agree). The findings were as tabulated below;

Table: 4.8: Stakeholder Involvement in M&E and Project Performance

Indicator	Mean	Std. Dev
Accountability of resource use is emphasized by stakeholders	2.67	0.911
The stakeholders are involved in collection of M&E data and analysis	2.81	0.803
Stakeholders are aware of project requirements of M&E	2.84	1.346
Stakeholders are involved in project needs assessment	3.16	0.821
Project M&E process and period is shared with stakeholders	3.22	1.544
Stakeholders form a pool of HR for the project M&E	3.29	0.718

Source: Field data, 2019

The respondents were neutral on whether stakeholders form a pool of HR for the project M&E, stakeholders are aware of project requirements of M&E, project M&E process and period is shared with stakeholders, accountability of resource use is emphasized by stakeholders, the stakeholders are involved in collection of M&E data analysis and that stakeholders are involved in project needs assessment as indicated by a mean of 3.29, 2.84, 3.22, 2.67, 2.81 and 3.16 respectively. This indicates that to a significant level the stakeholders participated in the M&E process among the youth employment projects in Narok County through awareness, resource oversight, data collection, needs assessment and reporting and this contributed positively to project performance. Heravi, Coffey and Trigunarsyah (2015) similarly conducted a research focusing on the evaluation of the extent of stakeholder engagement in monitoring and evaluation the project's progress in Saudi Arabia and

established that stakeholder involvement helps in controlling the resource flows in the network hence the need to involve them in planning of a project

4.3.4 Feedback and Project Performance

The fourth objective of the study was to establish the effect of feedback on M&E on performance of youth employment projects in Narok County. The respondents were therefore asked to indicate the degree to which they concurred with the subsequent sentiments associated with feedback and how this has impacted on project performance on a scale Using Likert Scale of 1-5 where 1 (strongly disagree) and 5 (strongly agree). The findings were as tabulated below;

Table 4.9: Feedback and Project Performance

Indicator	Mean	Std.
The project integrates policy agendas for modernization and social inclusion	2.77	1.564
Stakeholders are updated on M&E reports and give feedback	2.97	0.913
There is continuous improvement of M&E systems	3.02	0.864
There is regular monitoring of objectives and measures of the	3.40	0.719
Stakeholders are involved in resource needs identification	3.51	0.822
The organization embraces continuous improvement	3.56	0.832
Feedback from M&E is used in decision making	3.61	1.477

Source: Field data, 2019

The participant would agree that the projects embraced continuous improvement, feedback from M&E is used in decision making and that stakeholder are involved in resource needs identification as reflected by a mean of 3.56, 3.61 and 3.51 respectively. The respondents however to a moderate extent agreed that there is regular monitoring of objectives and measures of the project, stakeholders are updated on

M&E reports and give feedback, the projects integrates policy agendas for modernization and social inclusion and that there is continuous improvement of M&E systems as indicated by a mean of 3.40, 2.97, 2.77 and 3.02 respectively. This indicates that the youth employment projects in Narok County significantly embraced feedback in the M&E process through continuous improvement, decision making, regular monitoring, reporting and integration of policy which positively contributed to project performance. This findings are in line with those by Kihuha (2018) study on monitoring practices and performance of global environment facility projects in Kenya, a case of United Nations Environment Programme. The study found out that monitoring and feedback on allocation of funds and all the project stages enhanced the performance of the project and the projects where there was limited M&E feedback and process improvement did not perform well.

4.3.5 Project Performance

The dependent variable of the study was the performance of youth employment projects in Narok County. The respondents were therefore asked to indicate the degree to which they concurred with the subsequent sentiments associated with performance of youth employment projects in Narok County on a scale Using Likert Scale of 1-5 where 1 (strongly disagree) and 5 (strongly agree) as presented below;

Table 4.10: Project Performance

Indicator	Mean	Std. Dev
Stakeholder expectations were all met	3.01	1.614
The project deliverables were accomplished	3.06	0.811
All project tasks are accomplished effectively	3.22	0.910
Beneficiary needs were met	3.33	1.522
The project is well completed	3.41	0.759
Project is implemented within budget	3.56	0.776
Project was implemented within schedule	3.71	0.864

Source: Field data, 2019

The study indicated that to a moderate extent all project tasks were accomplished effectively, the projects were well completed, all project deliverables were met, stakeholder expectations were all met and that beneficiary needs were met as indicated by a mean of 3.22, 3.41, 3.06, 3.01 and 3.33 respectively. The respondents agreed that the projects were implemented within budget and that projects were implemented within schedule. This indicates that M&E had a significant influence on the performance of youth employment projects in Narok County, Kenya.

4.4 Inferential Statistics

4.4.1 Correlation Analysis

Correlation analysis was done to determine the relationship between the independent and dependent variables. The findings are shown in table 4.11 below.

Correlation Analysis table 4.11

		Performance	competency	Organizational structure	Stakeholder participation	Feedback
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Competency	Pearson Correlation	0.87**	1			
	Sig. (2-tailed)	0.04				
Organizational structure	Pearson Correlation	0.86**	0.132	1		
	Sig. (2-tailed)	0.001	0.183			
Stakeholder participation	Pearson Correlation	0.88**	0.11	.532**	1	
	Sig. (2-tailed)	0.033	0.269	0		
Feedback	Pearson Correlation	0.90**	-0.158	.272**	.231*	1
	Sig. (2-tailed)	0.001	0.11	0.005	0.019	

Results in table 4.11 show that competency in monitoring and evaluation and project performance are positively and significantly correlated ($r=0.87$, $p=0.04$). The study also showed a positive and significant relationship between organizational structure and project performance ($r=0.86$, $p=0.001$). The findings also showed that stakeholder participation and project performance were positively and significantly related ($r=0.88$, $p=0.033$). Furthermore, it was found that feedback and project performance were positively and significantly related ($r=0.90$, $p=0.04$). The findings implied that competency, organizational structure, stakeholder participation and feedback are strongly correlated to project performance.

4.4.2 Regression Analysis

The study used regression analysis to establish influence of the independent variables on the dependent variables of the study. The findings of Model Summary, ANOVA and Coefficient of Regression were as indicated in the following sections.

4.4.3 Model Summary

The results in table 4.12 presented the fitness of model of regression model used in explaining the relationship between the dependent and independent variables.

Table 4.12: Model summary

Model	R	R square	Adjusted r square	Std. Error of the estimate
1	.862 ^a	.7430	.741	1.4896

a. Predictors: (constant), competency, organizational structure, stakeholder participation and feedback

Source: Field data, 2019

Competency, organizational structure, stakeholder participation and feedback were found to be satisfactory variables in explaining project performance. This was supported by coefficient of determination also known as the R square of 74.3%. This meant that Competency, organizational structure, stakeholder participation and feedback explain 74.3% of the variations in the dependent variable which was strategic project performance. This implies that 25.7% of variation in project performance can be explained by other factors not included in the model. The results further meant that the model applied to link the relationship of the variables was satisfactory. This finding agrees with that of Njogu (2016) who established that

involvement of competent staff in projects led to cost efficiency, customer satisfaction and reduction in project costs. Additionally, Affare's (2012) research on Onan assessment of project organizational management on the construction of Ghana's projects found that there exists significant relationship between organizational structure and performance. Heravi, Coffey and Trigunarsyah (2015) also concluded that stakeholder participation in all stages of project implementation enhances its productivity. Furthermore, Micahs(2017) noted that feedback in M&E ensured the successful performance of projects.

From the study, the significance test of P value would reflect the relationships of the study's dependent and independent variables. In case the significance is shown to be less than the recognized critical value currently identified at 0.05, then the conclusion would be made that the model is significant in illustrating the correlation; else the model would be expressed as non significant. Table 4.12 provided the results on the analysis of the variance (ANOVA).

Table 4.12: ANOVA

Model	Sum of squares	Df	Mean square	F	Sig.
Regression	37.503	4	4.375	40.509	.000 ^b
Residual	15.784	145	0.108		
Total	27.044	149			

a. Dependent variable: Project performance

b. Predictors: (constant), competency, organizational structure, stakeholder participation and feedback)

Source: Field data, 2019

The findings showed that the model was statistically significant as shown by the F Calculated of 40.509 which is greater than the F Critical of 2.19 and a corresponding p

value of 0.00 which is less than the conventional 0.05. The results imply that the independent variables significantly influenced the performance of youth employment projects in Narok County, Kenya. This finding corroborates with that in table 4.12, where the results showed that Competency, organizational structure, stakeholder participation and feedback were found to be satisfactory variables in explaining project performance.

4.4.5 Regression Coefficient

The study used a regression coefficient to establish the effect of individual variables of monitoring and evaluation on performance of youth employment projects in Narok County, Kenya. The findings are indicated in Table 4.13.

Table 4.13: Regression Coefficient

	β	Std. Error	T	Sig.
(Constant)	0.828	0.119	6.957	0.000
Competency	0.566	0.093	6.08	0.001
Organizational structure	0.482	0.087	5.55	0.040
Stakeholder participation	0.613	0.09	6.14	0.000
Feedback	0.636	0.12	5.3	0.030

Dependent variable: Project Performance

Source: Field data, 2019

Regression coefficients of the results reveal that Competency has a positive and significant influence on project performance ($\beta=0.5666$, $p=0.001$). A unit change in competency in monitoring and evaluation would lead to an improvement in performance by 0.566 units. This finding agrees with that of Njogu (2016) who

established that human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved M&E and project performance.

The results further showed that organizational structure has a positive and significant influence on project performance ($\beta=0.482$, $p=0.040$). A unit change in organizational structure would lead to a change in performance by 0.482 units. This is in line with findings by Affare's (2012) who found that project organizational management has a positive effect on projects success in Ghana.

Additionally, the results showed that Stakeholder has a positive and significant influence on project performance ($\beta=0.613$, $p=0.000$). A unit change in stakeholder participation would lead to a change in performance by 0.613 units. This finding corroborates with that of Heravi, Coffey and Trigunaryah (2015) who noted that the extent of stakeholder engagement in monitoring and evaluation influence the project's progress in Saudi Arabia.

Furthermore, the results showed that feedback has a positive and significant influence on project performance ($\beta=0.636$, $p=0.030$). A unit change in feedback would lead to a change in performance by 0.636 units. This finding agrees with that of Micahs (2017) who found that that feedback in M&E ensured the successful performance of projects.

Thus, the optimal model for the study is;

$$Y = 0.828 + 0.566X_1 + 0.482X_2 + 0.613X_3 + 0.636X_4$$

Whereby: Y = Performance of Youth Employment Projects in Narok County

X_1 = Competency

X_2 = Organizational structure

X_3 = Stakeholder participation

X_4 = Feedback

Table 4.13 indicates that all variables held constant, project performance would be at 0.828 this indicates that performance of the youth employment projects in Narok County can still take place without the influence of the stated variables. The variable coefficients indicate that the relationship between monitoring and evaluation identified and project performance was positive and significant. These findings are similar to those by Umulisa, Mbabazize and Shukla (2015) who investigated on the impacts of project M&E planning practices on the extent of performance of a project of Agaseke in Kigali Rwanda. Monitoring and evaluation practices were found to influence the project performance. Practices such as human resource competency, organizational structure, stakeholder participation and feedback were found to exist in the project.

The p values of all the independent variables which include competency, organizational structure, stakeholder participation and feedback were $0.000 < 0.05$ a reflection that the variables significantly impacted performance of youth employment projects in Narok County, Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings of the study as presented and discussed in the previous chapter. The study conclusions and recommendations are enumerated based on the findings; suggestions for further studies are also provided.

5.2 Summary of the Findings

The study sought to establish the effect of monitoring and evaluation and the performance of youth employment projects in Narok County, Kenya. The variables were to establish the effect of competency, organizational structure, stakeholder participation and feedback on project performance. The target population was 195 consisting of project managers, youth leaders and government representatives with the response rate of 76.923%. The study adopted both inferential and descriptive research designs in analyzing and presenting the data.

5.2.1 Competency and Project Performance

The study established that to a moderate extent, there are sufficiently training monitoring and evaluation staff in the organizations, the project monitoring and evaluation staff have necessary knowledge and skills, the projects are regularly and continuously monitored, the monitoring and evaluation staff have sufficient experience and that there is partnership and knowledge sharing among project monitoring and evaluation staff. Findings from correlation analysis showed that there was strong, positive and significant relationship between monitoring and evaluation Human Resource Competency and Project Performance. Regression findings also

indicated that monitoring and evaluation Human Resource Competency and Project Performance positively and significantly influences project performance. This indicates that the projects monitoring and evaluation staff were significantly trained, knowledgeable, skilled, experienced and shared knowledge.

5.2.2 Organizational Structure and Project Performance

The study respondents agreed that there are officers employed and designed to conduct monitoring and evaluation. The respondents further indicated that to a moderate extent the projects have monitoring and evaluation departments, project management recognizes the need for monitoring and evaluation, the organizations have invested in monitoring and evaluation systems, the organization has monitoring and evaluation tools and the organizations sufficiently incorporate all staff in project monitoring and evaluation. The study indicated that organization structure in terms of monitoring and evaluation department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. Findings from correlation analysis showed that there was strong, positive and significant relationship between Organizational Structure and Project Performance. Regression findings also indicated that Organizational Structure and Project Performance positively and significantly influences project performance.

5.2.3 Stakeholder Participation and Project Performance

The respondents were neutral on whether stakeholders form a pool of HR for the project monitoring and evaluation, stakeholders are aware of project requirements of monitoring and evaluation, project monitoring and evaluation process and period is shared with stakeholders, accountability of resource use is emphasized by

stakeholders, the stakeholders are involved in collection of monitoring and evaluation data analysis and that stakeholders are involved in project needs assessment. This indicates that to a significant level the stakeholders participated in the monitoring and evaluation process among the youth employment projects in Narok County through awareness, resource oversight, data collection, needs assessment and reporting and this contributed positively to project performance. Findings from correlation analysis showed that there was strong, positive and significant relationship between Stakeholder Participation and Project Performance. Regression findings also indicated that Stakeholder Participation and Project Performance positively and significantly influences project performance.

5.2.4 Feedback and Project Performance

The study established that the projects embraced continuous improvement, feedback from monitoring and evaluation is used in decision making and that stakeholder are involved in resource needs identification. The respondents however to a moderate extent agreed that there is regular monitoring of objectives and measures of the project, stakeholders are updated on monitoring and evaluation reports and give feedback, the projects integrate policy agendas for modernization and social inclusion and that there is continuous improvement of monitoring and evaluation systems. This indicates that the youth employment projects in Narok County significantly embraced feedback in the monitoring and evaluation process through continuous improvement, decision making, regular monitoring, reporting and integration of policy which positively contributed to project performance. Findings from correlation analysis showed that there was strong, positive and significant relationship between Feedback

and Project Performance. Regression findings also indicated that Feedback and Project Performance positively and significantly influences project performance.

5.2.5 Project Performance

The study established that to a moderate extent all project tasks were accomplished effectively, the projects were well completed, all project deliverables were met, stakeholder expectations were all met and that beneficiary needs were met. The respondents agreed that the projects were implemented within budget and that projects were implemented within schedule. This indicates that monitoring and evaluation had a significant influence on the performance of youth employment projects in Narok County, Kenya.

5.3 Conclusion

The study concluded that monitoring and evaluation positively influenced performance of youth employment projects in Narok County, Kenya. The study concluded that the projects monitoring and evaluation staff were significantly trained, knowledgeable, skilled, experienced and shared knowledge. The study as well concluded that training monitoring and evaluation staff leads to project implementation within budget and schedule. On the same, the study concluded that sufficient experience among monitoring and evaluation staff leads to effective accomplishment of project tasks.

It was concluded that organization structure in terms of monitoring and evaluation department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. The study further concluded that

incorporating all staff in project monitoring and evaluation leads to project implementation.

The study concluded that to a significant level the stakeholders participated in the monitoring and evaluation process among the youth employment projects in Narok County through awareness, resource oversight, data collection, needs assessment and reporting and this contributed positively to project performance. In addition, the study concluded that involving Stakeholders in project needs assessment leads to effective accomplishment of project tasks and project implementation within budget and schedule.

It was further concluded that the youth employment projects in Narok County significantly embraced feedback in the monitoring and evaluation process through continuous improvement, decision making, regular monitoring, reporting and integration of policy which positively contributed to project performance. The study as well concluded that integrating policy agendas for modernization and social inclusion leads to meeting stakeholder expectations in a project.

5.4 Recommendations

Based on the conclusions, the study recommends that:

1. The project management team needs to sensitize the relevant monitoring and evaluation tools on the significance of them participating in the project lifecycle.
2. The study recommends that it is necessary for the youth employment projects to be society or citizen-centered in order to address the needs and expectations of the masses.

3. The study recommends further that the youth employment projects needs to involve other development partners and faith organizations as key stakeholders in project implementation.

5.5 Suggestions for Further Studies

Based on the scope and the findings for this study, the following are recommendations for future research:

1. The study was conducted on only four main aspects of monitoring and evaluation which included human resource competency, organizational structure, stakeholder participation and feedback; there is need therefore for further studies on other aspects.
2. The study context was youth employment projects in Narok County, Kenya; there is need for further studies on other projects, counties and PM activities in Kenya, other sectors and industries.
3. The coefficient of adjusted determination R^2 was 0.832; therefore, the residual of the study was 16.8% and this can be further illustrated by various factors that the future researchers should emphasize on.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Julius Sinigi

Kenyatta University,

P.O. Box 702 – 60100,

NAIROBI.

RE: Request to fill in the Questionnaire

Dear Respondent,

I am a graduate student at Kenyatta University, carrying out research on the effect of monitoring and evaluation on performance of youth employment projects in Narok County. This is in partial fulfilment of the requirement of the Master of Business Administration degree program at the Kenya University.

As a team, you have randomly chosen and the questionnaire is only expected to take around 20 min. Please feel free to provide accurate information as the provided information would be confidentially held.

Thank you.

Yours

faithfully,

Julius Sinigi

APENDIX II: QUESTIONNAIRE

I am a student at Kenyatta University taking an MBA course. As part of my academic requirements I am carrying out a study on “Effect of monitoring and evaluation on performance of youth employment projects in Narok County”. Please assist in filling this questionnaire to enable me complete writing this research. Thank you.

Please answer all Questions by inserting a TICK where appropriate or alternatively please write in the space provided.

SECTION A: PERSONAL DETAILS

1. Your age in years;
a) 20 – 30 () b) 30-40 () c) 40 -50 () d) 50 and above ()
2. Gender Male () Female ()
3. Please indicate the number of years you have worked in this project?
 (a) Less than 1 year () b) Between 1-2 years ()
 c) Between 2-5 years () d) Over 5 years ()
4. Level of education;
 Certificate ()
 Diploma ()
 Degree ()
 Post-graduate ()
 Other
 (specify).....
5. What is your position:
 Project manager ()

Project youth leaders ()

Government representatives ()

Other (specify).....

SECTION B: Competence and Project Performance

6. Please provide the degree to which you concur with the subsequent sentiments associated with competence of M&E and performance of the youth employment projects in Narok County on a scale Using Likert Scale

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
There are sufficiently trained M&E staff in our organization					
The project M&E staff have necessary knowledge and skills					
The projects are regularly and continuously monitored					
The M&E staff have sufficient experience					
There is partnership and knowledge sharing among project M&E staff					

SECTION C: Organizational structure and Project Performance

7. Please provide the degree to which you concur with the subsequent sentiments associated with organizational structure regarding M&E and how it has affected project performance of youth employment projects in Narok

County. Using Likert Scale

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The projects have M&E departments					
There are officers employed and designed to conduct M&E					
Project management recognizes the need for M&E					
The organization has invested in M&E systems					
The organization has M&E tools					
The organization sufficiently incorporates all staff in project M&E					

SECTION D: Stakeholder involvement in M&E and Project Performance

8. Please provide the degree to which you concur with the subsequent sentiments associated with regard to the involvement of stakeholders in project M&E and project performance on a scale Using Likert Scale

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Stakeholders form a pool of HR for the project M&E					

Stakeholders are aware of project requirements of M&E					
Project M&E process and period is shared with stakeholders					
Accountability of resource use is emphasized by stakeholders					
The stakeholders are involved in collection of M&E data and analysis					
Stakeholders are involved in project needs assessment					

SECTION E: Feedback and Project Performance of NCTN

7. Please provide the degree to which you concur with the subsequent sentiments associated with feedback and how this has impacted on project performance on a scale Using Likert Scale

Indicator	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
There is regular monitoring of objectives and measures of the project					
The organization embraces continuous improvement					
Stakeholders are updated on M&E reports and give feedback					
The project integrates policy agendas for modernization and					

social inclusion					
Feedback from M&E is used in decision making					
Stakeholders are involved in resource needs identification					
There is continuous improvement of M&E systems					

SECTION F: Project Performance

8. Please provide the degree to which you concur with the subsequent sentiments associated with performance of youth employment projects in Narok County on a scale Using Likert Scale

Indicator	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
All project tasks are accomplished effectively					
Project is implemented within budget					
Project was implemented within schedule					
The project is well completed					
All project deliverables were met					
Stakeholder expectations were all met					
Beneficiary needs were met					