PROJECT GOVERNANCE AND SUSTAINABILITY OF YOUTH EMPOWERMENT PROJECTS IN MAKUENI COUNTY, KENYA

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DECLARATION

This thesis is my original work and has not been presented for a degree in any other university or for any other award. No part of this thesis should be reproduced without authority of the author or/and Kenyatta University.

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DEDICATION

I dedicate this thesis to my parents Joseph Mullu and Assumpta Kaumbulu, Fr. Francis Kaumbulu and Sr. Ann Kaumbulu, who have continuously given me the much-needed encouragement and supported me any time I needed their assistance both financially and in prayers.

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TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

OPERATIONAL DEFINITION OF TERMS

Economic Sustainability: Measurement of the degree to which the youth empowerment projects established will enable the youth to invest, be innovative and support the local economy.

Environmental Sustainability Measuring the degree to which the project established enables the youth to ensure that there is healthy and safe environment mitigation of environmental degradation and waste reduction to cater for societal surroundings.

Governance Structure: The set of formal principles, structures and processes in terms of project steering committee, project management office, project portfolio management and projects and programs management structured for undertaking management and governance of projects

Operating environment These are the external forces beyond the project control that the project will face during its sustainable period.

Project Governance The process of ensuring that the governance structure for the projects is effective, the project team possesses various team diversities and that stakeholder management is fully enhanced in the project organization so as to enhance project sustainability.

Project Leadership Process of leading team in ensuring that the projects are completed successfully and its objectives are achieved

Project Management Risk The logical way of identifying, assessing analyzing and responding to risk occurrence in projects.

Project quality	This is consistent conformance to customer expectations in terms of product quality, process quality and design quality
Project Team Diversity	Differences amongst workers in project organization and regarding experience, training, gender and work culture.
Project sustainability	Infers to whether or not youth empowerment projects will offer the economic, social and environmental benefits it was purported to offer in future without compromising the current needs of stakeholders.
Social Sustainability	The social benefits in terms of employment, support to the local education and security which the youth empowerment projects will offer for the foreseeable future.
Stakeholder Management	Entails the process of involving and engaging project stakeholders in the process of decision making, communication and policy implementation
Youth empowerment	Projects implemented to engage the youth in productive activities to sustain the youth in future to improve their employability in the county.

ABBREVIATIONS AND ACRONYMS

ACEPD	African Centre for Entrepreneurship Proficiency Development
ADP	Annual Development Plan
CA	Competitive Advantage
CBO's	Community Based Organizations
CDF	Constituency Development Fund
DC	Dynamic Capabilities
DFID	Department for International Development
GEBSS	Graduate Business Support Schemes
GoK	Government of Kenya
GPRSP	Growth and Poverty Reduction Strategy Programme
GYEEDA	Ghana Youth Employment and Entrepreneurial Development Agency
ICB	Individual Competence Baseline
IGPs	Income Generating Projects
ILO	International Labour Organization
IPMA	International Project Management Association
IPMA	International Project Management Association
IT	Information Technology
IYDPS	Integrated Youth Development Plan and Strategy
KBS	Kenya Bureau of Statistics
KCB	Kenya Commercial Bank
KEPSA	Kenya Private Sector Alliance
KKV	Kazi Kwa Vijana
KYDP	Kenya Youth Development Policy

KYEP	Kenya Youth Empowerment Projects
LESDEP	Local Enterprise and Skills Development Programme
M & E	Monitoring and Evaluation
M-CIDP	Makueni County Integrated Development Plan
M-YES	Makueni Youth Empowerment Service
NACOSTI	National Commission for Science, Technology and Innovation
NGOs	Non- Governmental Organizations
NYDA	National Youth Development Agency
NYEP	National Youth Employment Programme
PBF's	Project Based Firms
PG	Project Governance
PMBOK	Project Management Body of Knowledge
PMCD	Project Management Competency Development
PMI	Project Management Institute
PMO	Project Management Office
PPM	Project Portfolio Management
PPP	Public Private Partnership
PS	Project Sustainability
PTD	Project Team Diversity
RBV	Resource Based View
SEM	Structural Equation Modeling
SPSS	Statistical Package for Social Scientists
TBL	Triple Bottom Line
TOL	Tolerance

UK	United Kingdom
UN	United Nations
USAID	United States Agency for International Development
VIF	Variance Inflation Factor
WB	World Bank
WCED	World Commission of Environmental Development
YEDF	Youth Enterprise Development Fund
YES	Youth Empowerment Service
YESDEC	Youth Enterprises and Skills Development Centre
YESDEP	Youth Enterprise and Skill Development
YIAP	Youth in Agriculture Programme
YSHG	Youth Self Help Group

ABSTRACT

The youth empowerment projects have been a strategic asset towards the growth of the economy as the youth constitute the most productive resource in the near future; Kenya has or will ever have. The Kenya vision 2030 recognizes the importance of youth empowerment in its socio-economic pillar through several implementations to empower the youths. However, in Makueni County concerns have been raised concerning the sustainability of youth empowerment projects as most of the projects fail to live up to their expectations. Hence, this study sought to examine the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya. The specific objectives were to determine the effect of stakeholder management, governance structure, and project team diversity on sustainability of youth empowerment projects in Makueni County, Kenya. Further, the study set to examine the mediating effect of project quality and moderating effect of project operating environment on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. The study was anchored on Systems Theory, Resource Based View Theory, Dynamic Capabilities Theory, Agency Theory, Contingency Theory and Stakeholder Theory. The study was steered by Positivism Philosophy whereas both descriptive and explanatory research designs were employed. The target population was 28 youth empowerment projects in Makueni County. A sample size of 196 respondents was computed by use of Krejcie and Morgan Formula, a census and proportionate stratified random sampling techniques were employed to pick an appropriate and representative sample from each sector of the youth empowerment projects. To gather data from respondents, a self-administered questionnaire was utilized, which was then analysed through both descriptive and inferential analysis. The descriptive statistic was utilized to explain and outline the characteristics of the data from the survey, and inferential statistics through multiple regression analysis was employed to test the nature and magnitude of the hypothesized relationship between the project governance and project sustainability. The findings were summarized in figures and tables for clear comprehension and interpretation. The study findings indicated that stakeholder management; governance structure and project team diversity positively and significantly affected sustainability of youth empowerment projects in Makueni County. Project quality partially mediated the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. Project operating environment was also found to moderate the relationship between project governance and sustainability of youth empowerment projects. The study concluded that effective project governance in regard to stakeholder management, well incorporated governance structures and effective project team diversity affects project quality positively and significantly thus, affecting project sustainability. The study recommends project management to consider involving all stakeholders throughout all the phases of project initiation and implementation. The study also recommends that to enhance project sustainability, need arises to put to place effective governance structures. Moreover, there is need for project management to strive to accommodate diversity within the project team. The project management should also enable a stable project operating environment for the youth projects to achieve the sustainability benefits of being economically, environmentally and socially stable.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Projects have gradually been globalized, significantly contributing to development in the countries where they have been implemented, especially in developed countries' local industry (Aarseth, Ahola, Aaltonen, Økland, & Andersen, 2017). Projects, however, present the government and the local community with obstacles. One of these problems is sustainable growth. The fundamental question is how, without undermining the lives and wellbeing of future generations, companies, state bodies and other international organizations can create and execute projects sustainably.

Project Sustainability (PS) has remained a momentous focus, attracting the attention of different levels of stakeholders at local, national and worldwide development organizations. Internationally, billions of monies have been disbursed in societies to improve the youth conditions of living (Adhiambo, 2012). The youth are very important in national development. Indeed, various empowerment projects directed by the government often reveal that the youth constitute a nation's productive life.

The sustainability of youth empowerment projects is an issue of concern not just in Kenya, but also in various developing countries. Most of the implemented projects, involving large amounts of money, frequently face sustainability challenges. Donors for instance, the United States Agency for International Development (USAID), World Bank (WB), Department for

International Development (DFID) and other bilateral aid agencies lament over project sustainability. Implementation trends of these projects demonstrate substantial improvement. However, post-implementation sustainability is comparatively unsatisfactory since only few of the projects are being sustained (Gutwa, Towet, Kirui & Luvega, 2015).

Inferring from the Systems Theory, the sustainability of developmental project hinges on triple bottom line (economic, environmental and social sustainability) impacts of the projects in the foreseeable future. As remarked by Okeniyi (2013), sustainability of development projects entails the unique balance that operates between the environment, society and the economy. This act therefore guarantees that, as a result of impacts from past outcomes, the unborn generation will not have to suffer any shortage or desire. As a result it ensures that the society suffer less damage that could affect the future generation. As emphasized in literature the creation of a stable economy would improve productivity in the upcoming generations, additionally, it is a means of investing the country and whole world in safety and security. Moreover, sustainability is a deliberate act of eliminating waste in any on-going project or even in a project already accomplished (Morfaw, 2014).

Furthermore, the knowledge of the environment where project activities take place is a crucial success factor for project related outcomes. The environment constitutes the context where projects take place and therefore successful project is contingent on the alignment of contextual factors within the project environment (Zhu & Mostafavi, 2017).The project operating environment can boost the sustainability of the projects by making sure that the projects achievements are aligned with the triple bottom line aspects; economic, environmental and social sustainability indicators (Morfaw, 2014).

Globally, the unemployment rate among the youth in 2018 stood at 13%; a total of 192 million youth were unemployed. In developed economies, the rate of youth unemployment were at 5.5% in 2018; emerging economies in North Africa and Sub-Saharan Africa rates of unemployment were at 30% and 67 % respectively (World Social and Employment Outlook, 2018). According to the International Labour Organization - ILO (2017), the estimated youth unemployment rate in Kenya stood at 26.21% in 2017. This youth unemployment challenge invites the need for youth economic empowerment around the globe, attracting intensified investigative interest from policy makers, governments, and even scholars (Kenya Youth Development Policy, 2018)

The unsustainability issues of youth empowerment projects coupled with unemployment trends require youth intervention programmes in most countries (Hope & Kempe, 2012). The governments of Australia and United Kingdom (UK) established the youth Foyer Model to offer a package of support to the high number of the unemployed youths. Such support included accommodation to homeless or young people at risk. This was with regard to participation in training, education and/or employment for sustained shift to independent livelihood and a sustainable living (Steen & Mackenzie, 2017). Moreover, Sub-Saharan Africa in particular has many youth interventions to empower the youth (Youth Policy Organization, 2017).

In spite of the government and other organizational agencies efforts on youth empowerment in youth-oriented initiatives in Africa, such a few empowerment initiatives often benefit the youth and the society at large (Gyampo, 2012). Therefore, youth intervention policies and programmes will succeed largely once the youth are empowered instead of being viewed as mere spectators; they are active partners throughout the formulation stage of the programme (Hope & Kempe, 2012).

In Ghana, for instance, numerous youth oriented empowerment programmes include the Ghana Youth Employment and Entrepreneurial Development Agency (GYEEDA), Youth Enterprise Support (YES), National Youth Employment Programme (NYEP), Youth Enterprise and Skill Development (YESDEP), The Youth in Agriculture Programme (YIAP), Graduate Business Support Schemes (GEBSS), Youth Enterprises and Skills Development Centre (YESDEC), Local Enterprise and Skills Development Programme (LESDEP) and The Growth and Poverty Reduction Strategy Programme (GPRSP I & II), among others. They were entirely premised on changing the enduring marginalization of the youth in national development planning (Ile & Baadu, 2018).

The National Youth Development Agency (NYDA) according to the Government of South Africa (2012), outlined its core activities in order to ensure sustainability of youth empowerment projects. These included the advancement of youth development by supporting and guiding initiatives amongst society sectors and government domains; supporting initiatives seeking to improve the young people's economic development, besides coordinating and developing the execution of the country's Integrated Youth Development Plan and Strategy (IYDPS).

In Kenya, many initiatives and reforms have been established to empower the youth. A youth project funded by WB in 2009, *Kazi Kwa Vijana* (KKV, Kiswahili for Employment for Youth) was launched to grapple with unemployment among the youth. However, due to mismanagement and misappropriation of finance, the KKV collapsed in 2011. In 2011, the government launched Kenya Youth Empowerment Projects (KYEP) with the aim of empowering the youth in ensuring sustainability of projects, and improving the integration and employability of the youth into the work environment by providing internships and training (Honorati, 2015). In 2018, the Kenya

Commercial Bank (KCB) granted 50 billion Kenya shillings for youth empowerment program *(KCB2jiajiri*) to assist youths in establishing sustainable agribusiness projects to reduce poverty levels among the youths and increase youth employability towards the achievement of the Kenya's Vision 2030 (Kondo, 2018).

While it is important that studies have highlighted the challenges and hiccups to youth projects in Kenya (Amenya *et. al*, 2011; Jassor 2016; Lenjo & Moronge, 2018), project governance practices towards enhancing the sustainability of projects have not attracted adequate scholarly attention in developing countries such as Kenya. As averred by Mok, Shan and Yang (2015), two out of a hundred published studies on project governance practices such as stakeholder participation on project sustainability were from Africa; Kenya was not even among them. Therefore, discussion continues among scholars on sustainability challenges in youth empowerment projects with emphasis on the association between project sustainability and project governance practices that enhances youth well-being and productivity. The present study sought to investigate the association between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.

1.1.1 Project Sustainability

Projects sustainability is a major concern facing humanity, taking into account the development that satisfies current needs without undermining future generations' abilities to fulfil their individual needs (Brink & Silvius, 2014). Project sustainability signifies to the capability of the project to achieve its main objectives after the project initial sponsors have withdrawn their support (Gonz'alez & Perez, 2015). For Morfaw (2014), project sustainability is organizational

ability to continue its program and mission far into the future as all projects eventually have to end, retaining the positive impact of the project.

Therefore, project sustainability contributes to improved project value, for instance, increased productivity, improved output quality, reduced cost of living, profitability, and enhanced business (Carvalho & Martens, 2016; Marcelino, Gonz'alez & Perez, 2015). In general, for the sustainability of projects, definite standards and metrics ought to be determined from project identification through feasibility analysis, conception, design, evaluation, financing, execution, completion, monitoring and evaluation (Morfaw, 2014).

In project management, the increasing focus on sustainability is encouraging. However, the sustainability concept remains abstract, often challenging to express in operational and concrete terms (Silvius & Schipper, 2014). Many management scholars have used different indicators to measure project sustainability. Ika (2012) and Carvalho and Rabechini (2015) contended that project sustainability could be measured with regard to social, economic and environmental benefits to the necessary stakeholders.

Similarly, Carvalho and Senzi (2014) pointed out that in project management and from various disciplines of administration and engineering, sustainability measures studied were grounded on three concepts: social aspect, economic aspect, and environmental aspect. Thomson *et al.* (2011) viewed sustainability comprehensively as an essential understanding tool towards the economic, environmental and social concerns concomitant in the manner in which the projects and their support structures are developed, planned, managed, implemented and eventually removed.

According to the World Commission of Environmental Development (WCED), project sustainability integrates economic, environmental, and social measures (WCED, 1987). Economic sustainability is generally well understood; the key issues are aimed at the support of the local economy, innovativeness, investment, personal income, job growth and poverty reduction (Gimenez, Sierra & Rodon, 2012). The major project management concerns on sustainability associated with environmental sustainability include variables such as proper use of resources, compliance with the current legislation, waste reduction, mitigation of environmental degradation and safety/ healthy environment (Gimenez *et al.*, 2012).

Conversely, social sustainability focuses on interior stakeholders (employees) and exterior stakeholders, that is, surrounding community (Martens & Carvalho, 2017). Social sustainability has to do with how projects enact equal opportunities for employment, inspire diversity, and encourage connectivity within and outside the community. It also ensures that there is quality of life; it promotes education, security, community capital; it also offers independent practices and accountable governance structures (Elkington, 1998; Morioka & Carvalho, 2015).

Project sustainability, as evidenced in literature, has been measured in numerous ways using composite values. Zhou *et al.* (2013) posited that project sustainability may be operationalized in relation to the users' intended flow of benefits, facilities' operational level, evidence of existing project outcome, project design and institutional support. Jassor (2016) and Lenjo and Moronge (2018) measured project sustainability in terms of project continuity, increase in number of beneficiaries (youth), and reduced unemployment. Odenyo and James (2018) identify measures of project sustainability: project financial strength, recorded growth, project's capability in meeting its objectives, improvement in standards and recorded profitability.

The preference of sustainability measures hinges on the objectives of the projects. Measuring project sustainability has been criticized for appropriating systems to assess operational practices of performance to enhance sustainability such as economic operations. However, they focused on institutional and strategic terms such as product development (Martens & Carvalho, 2016). Silvius and Schipper (2015) argued that the three metrics of the Triple Bottom Line (TBL) (economic, social and environment) should be placed into a framework of factors, variables or constructs that an organization wishing to improve their sustainability can use as a decision model.

Intense debate exists as to which sustainability indicator best measures project sustainability. Martens and Carvalho (2016) posited that project sustainability ought to be conceptualized in regard with TBL: economic, environmental and social dimensions. Since project sustainability is critical to its short-term and long-term existence. Likewise, sustainability of youth empowerment project will be best measured using TBL indicators. This study measured project sustainability in relation to economic, environmental and social benefits towards the stakeholders in communities where youth empowerment projects have been implemented.

1.1.2 Project Governance

Project governance is a structure comprising responsibilities, processes, policies and value systems that enable projects tend towards achieving organizational objectives and fostering implementation that supports preeminent interests and needs of both external and internal stakeholders besides the project itself (Müller, 2009). Thus, projects have become the key engine

towards the achievement of organizational constructive change and strategic goals (Biesenthal & Wilden 2014).

Academicians and practitioners have intensely been dedicated towards the meaning of governance and management of projects in order to achieve an effective perception on the two concepts. Lechler and Dvir (2010) asserted that effective project governance remains a major determinant on the project success. Effective project governance is essential in sustainable and successful achievement of value for the involved stakeholders and the organization (Beleiu & Nistor, 2015).

Many practitioners consider project governance as an all-inclusive concept. According to Project Management Institute (PMI) project governance entails aligning project objectives to the project with the larger organizational strategy (PMI, 2013). Furthermore, Garland (2009) views project governance as project decisions making frameworks within an organization. It comprises the role of the governance decision making committees; the individuals that populates the governance structure and the information that enlightens decision makers. Zwikael and Smyrk (2015) elaborate project governance as a framework grounded on Principal-Agent Theory that demonstrates the communication hierarchy, responsibilities and roles of major project structures such as project funder, project manager, project owner, project team and steering committee.

Generally, project governance emphasizes on the connection amongst the project management team, its sponsors and other stakeholders. It also emphasizes on the priorities of the project and the approaches to overcome those goals when tracking project performance. Therefore, project governance might be thought of instituting and employing control. This is due to its principal

oversight role of controlling and coordinating the efforts of players in the projects context; it also enhanced consensus needed towards the achievement of project objectives in an environment where various diverse stakeholders' interests are at stake (Jeffrey, 2013).

However, in the project operating environment, project governance systems are required in managing the interface amongst project teams and their clients, supporting the operational control processes (Teemu & Kirsi, 2017). Thus, project governance establishes the structure into which the project's objectives are established, determines the ways of achieving the objectives as well determining the techniques of monitoring the performance (Hang, Liang, Gu & Zhao, 2018). Thus, effective governance of a project significantly determines project performance. Project governance furthermore enables project managers to monitor, control and govern a project's different phases and purposes; it helps in delivering project benefits to internal and external stakeholders (Hang, Liang, Dongxiao & Yinchao, 2016).

Sanderson (2012) argues that misalignment or underdevelopment of project governance mechanisms impair performance. Thus, these hinder provision of robust and sufficiently flexible response by project actors to a certain turbulent environment. According to Luo Richards, Wilson and Li (2014), an effective project governance structure reduces conflicts amongst diverse stakeholders' groups, thus contributing to a greater firm's performance. It also supports in managing and minimizing project risk, improvement of transparency amongst various levels of organization and enhancement of positive information interchange among various groups of stakeholders (Muller 2009. However, ineffective project governance structures in project organization may delay improvements in context of project management (Aubry, Monique, Richer & Lavoie-Tremblay, 2014; Zwikael & Smyrk, 2015).

Joslin and Müller (2016) suggested that project governance provides an oversight role that mutually incorporates the project development cycle in ensuring the project controlling approach is consistent in order to improve project success. These may be achieved through proper monitoring and safeguarding accountability on the performance of the project, thus leading to more effective project governance structures (Muller, 2009; Biesenthal & Wilden 2014). According to Too and Weaver (2014), the project monitoring and controlling role is assigned to governance structures such as project steering committee that meets regularly to review critical decisions so as to realize project goals. Such decisions include ensuring that the organizational ethical and cultural environment is maintained; taking care of the project resource and their proper use; the strategic plan accomplishment and the organizational objectives fulfilment.

Prior academic researchers have highlighted various studies involving project governance. Joslin and Müller (2016) indicated that project governance affects positively the success of project. The study operationalized project governance in terms degree of shareholder versus stakeholder orientation and the degree of behavior versus outcome control, mutually applied on projects through the central organization. Müller and Lecoeuvre (2014) pronounced measures of project governance and clustered them in terms of behavior or outcome control; whereas Lu *et al*. (2015) aligned project governance in terms of relational and contractual governance components. M'aburi, Nzulwa and Kwena (2017), opined that project governance is measured through stakeholders' participation and resource mobilization.

Too and Weaver (2014) hypothesized project governance as a composite of intertwined governance structures plus management functions. According to the study, project steering committee is the principal project governance institution whose tasks include establishing the

governance structure. The study further measured project governance in terms of stakeholder management and divided governance structures in terms of project management office, project portfolio management, project sponsorship and project and program management.

Obare (2017); Wu, Zhao, Zuo and Zillante (2019) conceptualized project governance in terms of project team diversity. Accordingly, project teams comprises of people networking from diverse experiences towards project delivery. Thus, they are imbued with different experiences, gender, age, training, education and work- culture diversities. Thus, the current study conceptualized project governance in terms of stakeholder management, governance structure and project team diversity.

The stakeholder management is the most significant aspect of project governance; it incorporates key stakeholders and other parties interested in ensuring that there is effectiveness in the project process (Patton, 2010). To enhance project functions, project governance involves initiation, termination and maintenance of a good rapport with internal and external stakeholders engaged with project (De Brucker, 2013). According to Jones, (2008), if in the entire project process includes the right people, the outcomes are greatly enhanced and the recommendations well perceived. Likewise, corrective measures are embraced and enforced promptly. Therefore, establishing these relations effectively amongst the stakeholders internally significantly contributes to project success. In like manner, the success depends on firm management and project teams insulated against external stakeholders such as the government, clients and suppliers within the environment (Porter & Kramer 2011).

Project governance is mostly involved in controlling processes. Therefore, project governance provides an oversight role in ensuring that internal and external stakeholders are complying with the project organizational authority, developing a robust association and enhancing suitable project decisions-making (Ochunga & Awiti, 2017). Therefore, through stakeholder involvement, everyone feels part of the project; they own the project and take all necessary steps to safeguard the required standards.

Engaging stakeholders in discussions about sustainability of youth empowerment projects often empowers them. It promotes meaningful participation by diverse stakeholder groups. This avails to the project team, sufficient and relevant information useful for the exercise (M'aburi, Nzulwa & Kwena, 2017). Stakeholder management is also key in determining project sustainability. This is because the involvement level will either make or mar the sustainability of a project (Sang, 2015).

Project governance is anchored on governance structure to ensure there is transparency, accountability, effectiveness and achievements of project goals in future (Zwikael & Smyrk, 2015). Governance structure is described as the framework for solving problems and controlling issues arising in the project life cycle and providing adequate consideration on recommendations made on planning project deliverables. It involves various committees and their approved decision-making rules, roles and responsibilities.

Therefore, in case changes are enacted on project's schedules, scope, budget or Project Charter Template, documentation and presentation to the project governance structure bodies should be done (Ogunsina & Ogunsemi, 2012). Project Steering Committee remains a key structure in the

governance structure as it performs the project role of directing and planning. Thus, if the committee is not organized, the governance structure of the project will become ineffective making the project to suffer from time overruns, scope creeps, inadequate budget and poorly-defined deliverables (Luo, Richards, Wilson & Li, 2013).

Moreover, the portfolios, programmes and projects management are essential components in organizational governance. They promotes the provision of the required internal controls to the organization, whereas externally, they provides justification to the stakeholders on how finances are been utilized (IPMA, 2013). Too and Weaver (2014) viewed governance structure in terms of project management office (PMO), project portfolio management (PPM), project sponsorship as well as project and program management.

Portfolio management entails choosing the appropriate projects and programs to start or maintain and which are to be cancelled or deferred, so as to reduce the operating costs incurred in the implementation and governance of projects (Too & Weaver, 2014). PPM also supports the general governance practices through harmonizing the workload alongside the capacity of the organization to undertake the work by guaranteeing proper development of decisions that are made. This is done by ensuring that the assessment of the involved risk within the organization is acceptable and understood once and well-adjusted beside the projected benefits (Unger, Gemunden & Aubry, 2012).

Programs and projects are formed to provide the changes that are required in attaining organizational tactical and strategic objectives. Project management in an organization is critical

as it provides support and enables the project for its sustainability and growth (Rezania & Lingham, 2009). Therefore, the program and project managers are obliged to create efficiently the outputs and deliverables, as they ethically work in accordance to the procedures and policies of the organization. Thus, if there is effective working governance system, there will be effective programs and projects management within the organizations (Too & Weaver, 2014).

PMOs play a crucial purpose in governance support by making sure that the available information with the executive management is accurate, thus ensuring control and visibility maintenance on project and programs trends and performance. According to Hobbs and Aubry (2010), for PMO to be successful and the reporting accuracy required to be achieved, it should ensure that there are adequate discipline and consistency in the processes. It should also offer support to all development and innovation levels that enhance organization strategic achievement. Too and Weaver (2014) asserted that effective PMO enhances good project governance through provision of relevant, useful, complete and accurate information in their reports. Moreover, it provides predictive and interpretive senior management assessments in supporting the portfolio management in the process of decision-making.

Whenever people work as a team, they are inter-connected or they need to interact with others from diverse demographic orientation, experience, culture or training. These diversities tell us why an individual is different from another and may have positive or negative impacts on team outcomes. Diversity may affect team member satisfaction, performance or the innovative capacity of the team (Wu, Zhao, Zuo and Zillante, 2019). Obare (2017) described diversity in

workplace as variations in relation to age, gender, sexual orientation, experience, education, training, work-culture and religion.

Dulaimi and Hariz (2011) discussed project team diversity (PTD) regarding cultural diversity, Amar, Chang and Mcllkemy (2015) in terms of gender diversity. Zhang and Li (2016), claimed that team diversity might be measured in terms of knowledge diversity; this infers about the fundamental heterogeneity of knowledge amongst the project teams, including thinking, experience and professional diversities. This study, the diversities in project team which includes demography (gender, age and ethnicity), training, culture and experience are critical in contributing towards sustainability and quality levels. Project team diversity was thus operationalized with relation to work- culture, training, gender and experience.

A cursory examination of research studies in project management and sustainability showed that research efforts have been concentrated in the gender, developed countries (Gopichadran & Krishna, 2013; Joslin & Muller, 2016; M'aburi *et al.,* 2017; Hang, Liang, Gu & Zhao, 2018). Research studies on project governance relationship with project sustainability in the African context, most especially in Kenya, have remained limited and anecdotal (Karanja, 2014). Therefore, going by various youth empowerment projects that have been executed in Kenya, it was therefore necessary to determine the effect which project governance strategies have on the sustainability of youth empowerment projects. This study utilized three metrics for measuring project governance: stakeholder management, governance structure and project team diversity. These three were investigated to determine their effect on sustainability of youth empowerment projects in Makueni County, Kenya.

1.1.3 Project Quality

Project quality involves the activities and processes that determine objectives, responsibilities and quality policies, so as to make sure that the project satisfies the requirements it was made to undertake (Project Management Body of Knowledge (PMBoK, 2013). Project quality emphasizes on improving satisfaction of its stakeholders through incremental and continuous improvements to processes, as well as eliminating unnecessary activities. Thus, to achieve this, continuous improvement on the services delivered to the beneficiaries and the material quality should be determined and enhanced.

According to IPMA (2013), project quality certifies that a project implementation is accomplished in accordance with the triple constraints of cost, time and scope. Therefore, a project becomes of high quality if it is executed within the distinct acceptable dimension levels of time, cost and scope. Projects (products, services) are carried out to develop a solution or an outcome. If these results satisfy the stakeholders' specifications or needs, then the solution is regarded to be of high quality.

According to PMI (2013), for project quality expectations to be met, everyone engaged with the project has a responsibility to take. The project manager maintains the obligation to oversee the quality costs and ensure that the quality levels are of optimal standards in the project. However, this can only be achieved with the support of team members. Thus, the project management team ensures that project quality meets or exceeds expectations and needs stakeholders (Basu, 2014).

A good relationship must therefore be developed in the project team and its core stakeholders, specifically the project beneficiaries and donors, so as to enhance more understanding about the meaning of quality. Thus, if the quality of delivering the project outcomes does not satisfy the project donor, adjustments must be executed by the project team in form of budget, schedule and scope for the needs and expectations of donors to be satisfied. The project team must therefore understand the implied or stated needs of stakeholders and also ensure that the working relationship is good with all stakeholders so as to bring the project scope within the time and budget constraint so as to achieve stakeholder satisfaction (PM4DEV, 2016).

Project quality contends that project stakeholders are satisfied when the project quality requirements in terms of product and design quality are met (Abednego & Ogunlana, 2006). Therefore, project quality assures that the quality and time needs of the client are successfully delivered. Thus, effective project governance and other related factors are significant in achieving project quality (Haq *et al.*, 2016).

Hang *et al.* (2018) disclosed two methodologies of project governance affecting project quality: system approach and transaction cost approach. The system approach assists the managers of the project in assessing frequently needs of the customer and the outcomes required to be attained such as budget, time and resources while the transaction cost approach enables an organization in achieving the minimum possible costs of transaction through adjusting their governance structures. The authors assert that when these approaches are combined there is an improvement in project quality, risk management and cost, thus, enabling the project to be completed in time by the project team, therefore, leading to high performance of the project.

Hénard and Mitterle (2010) claimed that effective governance in projects of higher education is employed as a leverage tool in improving the quality of projects. The Treasury and Finance Department in Victoria (2012) in Melbourne stated that the main project steering committee responsibilities are monitoring and controlling the project quality including cost and time so as to enhance performance of the project. Thus, the literature above revealed that the correlation between project quality and project performance were significant. Therefore, project governance is an antecedent of project quality while project quality predicts project performance (Haq *et al.,* 2016).

Hang *et al.* (2018) revealed that the effectiveness of the project quality significantly enables managers of the projects to identify and meet better quality standards. Moreover, project quality in terms product and design quality enhances the performance of projects since better standards of quality arguably establishes different project performance indicators (Hag *et al.,* 2016). Thus, to attain these predetermined indicators of performance, the project team must strive and work hard such that higher quality standards are maintained and achieved through the effective and efficient way. Hence, the later findings showed that if project governance is effective, it leads to high standards of quality, and high standards of quality leads to high performance indicators. Therefore, well governed projects enhance higher quality standards, thus improving project performance.

Moreover, Khan (2012) argued that project quality significantly affects project performance. Thus, project design and product quality does not only test project effectiveness, but it is often perceived to significantly predict project performance, as it tends to lead to improved project

performance by meeting quality requirements. Furthermore, Meredith and Mantel (2011) viewed that performance of a project can be enhanced by ameliorating several quality interrelated elements in particular, the rate of evaluating customer satisfaction, team participation, team contribution and retrospective impact. This study will utilize the two measures of project quality: product quality and design quality (Hang *et al.,* 2018).

Product quality emphasizes on the project product quality and measures the extent in which the product meets the customer requirements. Product quality can be improved through project management of Sigma Six method. The method depends on indicators for measuring client and customer satisfaction by eliminating defects in the product (IPMA, 2013). Finally, project management improves the quality by making quality improvement a goal, by focusing on each goal and breaking them down into deliverables and milestones. This enables the project managers and teams to tackle product quality improvements one small step at a time (PM4DEV, 2016).

Project quality design is the fit between design of products and stakeholder needs. It focuses on improving the quality design and monitoring whether the project meets the quality standards or descriptions based on the expectations of stakeholders (PMI, 2013). Thus, through quality control, quality design determines how project performs in management of scope, budget and schedule. Moreover, it provides an assurance to the beneficiaries, donor, organization management and other stakeholders that the requirements, expectations and needs of the product are met (Basu, 2014). It also assures that the existing procedures, tools, process and safeguards in

place are effective in order to ensure that the quality levels expected are reached hence producing quality outputs (PM4DEV, 2016).

Drawing from the preceding explanation that significant relationship existed between project governance and project quality; the latter can function as an indicator of performance (Khan, 2012; Hang *et al.,* 2018). This current study conceptualized project quality with regard to product, process and design quality in order to examine the mediating effect of project quality on the relationship between project governance and sustainability.

1.1.4 Project Operating Environment

Today's managers of the project must be attuned with the project's economic, ecological, political, cultural, organizational and social environmental risk factors. Understanding this reality implies identifying the environment where the project is in operational and the impacts rendered by internal and external stakeholder on successful project outcome. Thus, due to the complexity and high technicality of the operating environment, the project team should be conversant and aware of the external factors affecting the project success so as to realize tremendous results. Hence, the project manager and their project team should be sympathetic towards and comfortable with the project surroundings such as cultural, social and organizational environments (Kirsi, 2016).

Project sustainability is impacted by the various environmental forces that operate in both the internal and external environments. Forces from internal environment can be controlled or subject to manipulation of the organization. Forces from the external environment are largely

uncontrollable; they significantly influence the project sustainability. They include political, economic, institutional, social and legal forces (Sang, 2015).

Moreover, these external factors are key considerations for any project to be sustainable (Jarkas & Haupt, 2015). This is due to the uniqueness and dynamism of projects, uncertainties, multiple intricacies, different techniques and methodologies and diverse environments involved in implementation of projects. Therefore, identification and management of potential external environmental factors plays a critical role thus improving the project performance and realizing successful innovation to the enterprise; they significantly diverge from project to project depending on several environments (Kaumbulu & Sang, 2018).

An effective project governance model is essential in identifying the operating environment better, for example, the economic, legal, socio-cultural, political, and complexity aspects embedded in the management of the project and the project itself. Turner and Müller (2005) stressed that the project governing team should ensure that there is proper coordination and collaboration amongst themselves. Through such collaboration and coordination, the process of addressing and managing the external environment factors will be enhanced, thus producing sustainable outcomes to the project stakeholders. Therefore, incorporating government policies for practical execution of project policies is significant for the achievement of sustainability as these guides appropriate action. Hang *et al.* (2018) believe that project governing rules, regulations and policies on the operating environment are significant in enhancing the project governance model, thus, indicating that project operating environment significantly impacted on project governance.

Musa, Amirudin, Sofield and Aminu (2015) discussed on how to determine the significant influence of project operating environment on project governance and project sustainability relationship. They assert that the operating environment defines the way the project are being governed as the projects are faced by economic and political factors which are difficult to control in the project organization. Moreover, Sang (2015) argued that project operating environment factors such as political, organizational and economic factors significant affected sustainability of World Bank funded projects. Hence, operating environmental factors, that is, political, economic and legal aspects can corporately have a moderating effect between the project governance and project sustainability relationship.

Operating environmental factors such as the political factor significantly impacts on project sustainability. Inferring to, Ozorhon *et al.* (2007), political factors are those forces within the external environment that result from activities and decisions that affect project sustainability. Such factors comprise amendments in laws and regulations, discrepancy in policies, breach of contract, impact restrictions and political violence (Sang, 2015). As emphasized in the literature, political risks have been known as major project sustainability setbacks after implementation (WB, 2011). A country's political atmosphere is a significant concern in funding the project and subsequently, its sustainability. Indeed, political forces within the organizational environment remain a core risk that can threaten projects at their crucial stage.

Threat to the economic environment affects project viability and consequently, its sustainability. Sang (2015) underlines that economic factors include issues ranging from interest rate and unemployment, among others. Therefore, so as to guarantee viability and sustainability of a project, need arises to factor in economic forces in the external environment. This study

therefore, measured project operating environment in terms of political and legal aspects so as to carry out an empirical investigation to determine the strength of the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.

1.1.5 Youth Empowerment Projects in Makueni County

In Kenya, reforms on youth empowerment to improve livelihoods have taken different forms. In 2010, the Government of Kenya (GoK) launched the KYEP which was funded by the World Bank. The implemented projects were piloted between 2011 and 2016 in Kisumu, Mombasa and Nairobi. The implementation of KYEP involved the GoK and the Kenya Private Sector Alliance (KEPSA), executed through a public private partnership. It aimed at improving the youth employability and integration to the working environment through training and internships.

In Makueni County, the youth contributes significantly towards physical economic development roles; 26 percent of the total population is young people. Therefore, due to the youth population being high, the available 12 centres for youth development are insufficient for development of skills in the county. These youth centers plays a crucial part in ensuring that the youth project remains sustainable through provision of various support services, however, the county government has been taking initiatives of reviving youth polytechnics in the county to reverse this shortage. Moreover, the Youth Enterprise Fund was introduced through the county government to empower the youth financially (Makueni County Integrated Development Plan – M-CIDP, 2013-2017).

In 2017, Makueni County Government came up with the "Makueni Youth Empowerment Service (M-YES)" led by young people themselves. This service was envisioned to dedicate time

and resources to create a hub that would open up ways for the over 350,000 young people in the county. The M-YES aimed at increasing more youth empowerment and creating more employment opportunities to them. In all the sectors it established interventions to make sure that the youth participate actively in the county economic activities. The M-YES focused on increasing participation of youths in civil construction works such as water harvesting works and roads, agriculture, intensify their financial support and improve youth enterprises access to market, build an entrepreneurship culture among the youth, employability enhancement among the youth through developing skills/training and improve employment opportunities through recreation and sports (M-CIDP, 2018-2022). The project continues to significantly impact on youth projects and has been very successful.

In 2018, Youth Self Help Group (YSHG) was launched in Kibwezi West. It focused and determined to fully help the jobless youth get their own self dependable income generating sources. The PS, however, remains in doubt due to various financial challenges the project has faced since its inception. In January 2019, KCB Foundation's support to Kenyan youth flagged off 150 M-YES members for a three-month agribusiness training. The Skills and Enterprise Development Project sponsored young people through KCB Foundation's *2jiajiri* programme and GIZ's E4D/SOGA (Employment and Skills for Eastern Africa) initiative programme which was launched in 2018 to offer scholarships courses such as vocational and technical in construction and building and agribusiness to enhance the sustainable livelihood of vulnerable youths (Abuga, 2019). Just like other project *2jiajiri* programme has not lived to its expectations since the impacts on the youths has been very low.

1.2 Statement of the Problem

The government of Kenya, in line with Vision 2030, aims at ensuring that the sustainability problem of youth empowerment projects is solved (GoK, 2018). This is because the sustainability of youth empowerment projects eases youth employability through creation of sustainable employment and improved livelihoods (Kenya Youth Development Policy, 2018). In an attempt to salvage this situation, the GoK through the WB financial support initiated and implemented several reforms and initiatives. These included the establishment of the Kenya Youth Empowerment Project in 2011 with three project components: Ministry of State for Youth Affairs (MOYA) in 2006, *KKV* programme in 2011 and KEPSA in 2011 (KEPSA, 2011, World Bank, 2011), other initiatives were *M-YES* in 2017 and *KCB2jiajiri* in 2018. These initiatives were meant to empower the youths to productively contribute to sustainable development.

Despite initiatives undertaken in the legal, policy and institutional frameworks to guide the implementation of youth empowerment projects by the national and devolved governments, Makueni County youth projects experienced sustainability challenges (National Adolescents and Youth Survey, 2017). This led to 26 stalled/ collapsed projects worth 146 million shillings leaving only 28 projects in operational. According to the survey youth development projects experienced sustainability challenges due to crisis ranging from politicization, poor involvement of youths in development agendas, resource shortfalls, governance issues, projects quality and among others leading projects not to meet the necessary expectations (M-CIDP, 2018).

Existing literature on project governance and sustainability relationship has received limited attention. Several studies investigating project governance strategies and sustainability

relationship in Kenyan context have confined empirical findings to the effect of a single project governance strategies and ignored the other aspects, thus making it inconclusive; stakeholder management (Lenjo & Moronge, 2018); project team diversity (Obare,2017) and governance structure (Too & Weaver, 2014). These empirical findings have been considered inadequate in explaining the superior effect of a set of multiple project governance strategies in enhancing sustainability (Zwikael & Smyrk, 2015; M'aburi, 2017). Therefore, there was a need to incorporate the three variables stakeholder management, governance structure and project team diversity to determine their significant effect on project sustainability in a Kenya's context.

Moreover, studies have remained anecdotal in explaining the mediating effect of project quality and moderating effect project operating environment on the relationship between project governance and project sustainability (Silvius & Schipper, 2012; Hang *et al.,* 2018). Some scholars have contended that project quality significantly predicts project performance (Guo, Chang-Richards, Wilkinson & Li, 2014; Hag *et al.,* 2016). However, a few other researchers have claimed that enhanced project quality stream from the effectiveness of project governance and its governance mechanisms (Too & Weaver, 2014; Hang *et al.,* 2018), but have failed to explain how project quality predicts project sustainability. Thus, this study sought to explore the mediating effect of project quality on the association between project governance and project sustainability.

Furthermore, numerous studies have been carried out on project sustainability (Heising, 2012; Namiyo *et al.,* 2016; Ekung, Agu & Iheama, 2017; Ochunga & Awiti, 2017), however, empirical enquiry into the effect of project governance on project sustainability is limited in Kenyan context. Such empirical investigation in Pakistan and other Asian countries (Hang *et. al.,* 2018)

cannot be readily applied and generalized in the Kenyan context, especially in Makueni County because of different environmental peculiarities. For example, the economic, technological, political and social environment in Kenya remains diversified from that of countries in Asia. Additionally, differences in cultural diversities between Kenyan and Asian countries exist. The present study brings out the significant relationship between project governance and project sustainability in a Kenya's context.

Sustainability in projects has been measured using various metrics by researchers, but in youth empowerment projects, researchers should measure project sustainability beyond using conservative metrics such as financial indicators (Brones *et.al.* 2014; Martens & Carvalho, 2016). In addition, studies in Kenya on sustainability of youth empowerment projects seemed limited to using only project continuous benefits and desirable project outcomes as sustainability indicators (Karanja, 2014; Jassor, 2016; Lenjo & Moronge, 2018). The present study measures project sustainability using more inclusive metrics of the Triple Bottom Line - TBL (economic, environmental and social indicators) which measures the benefits the projects will offer in future.

Given the significance of project governance and the youth projects intermediation role and the prevailing empirical gaps, the study enriched the existing literature by investigating the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya. Additionally, it also incorporated the mediation effect of project quality and moderation effect of project operating environment on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya which appeared to be ignored by the earlier studies.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to investigate the effect of project governance on project sustainability of youth empowerment projects in Makueni County, Kenya.

1.3.2 Specific Objectives

The study was guided by the following specific objectives:

i. To determine the effect of stakeholder management on sustainability of youth empowerment projects in Makueni County, Kenya.
ii. To investigate the effect of governance structure on sustainability of youth empowerment projects in Makueni County, Kenya.
iii. To examine the effect of project team diversity on sustainability of youth empowerment projects in Makueni County, Kenya.
iv. To establish the mediating effect of project quality on the relationship between project governance and project sustainability of youth empowerment projects in Makueni County, Kenya.
v. To establish the moderating effect of project operating environment on the relationship between project governance and project sustainability of youth empowerment projects in Makueni County, Kenya.

1.4 Hypotheses of the Study

The study was guided by the following hypotheses:

H_{01}: Stakeholder management has no significant effect on sustainability of youth empowerment projects in Makueni County.

H_{02}: Governance structure has no significant effect on sustainability of youth empowerment projects in Makueni County.

H_{03}: Project team diversity has no significant effect on sustainability of youth empowerment projects in Makueni County.

H_{04}: Project quality does not have significant mediating effect on the relationship between project governance and project sustainability of youth empowerment projects in Makueni County.

H_{05}: Project operating environment does not have significant moderating effect on the relationship between project governance and project sustainability of youth empowerment projects in Makueni County.

1.5 Significance of the study

Scholars in project management, policy makers in government, consultants and stakeholders in the youth empowerment project benefits from this study. The findings aids in creating awareness to the management team on the importance of applying good governance principles that considerably minimizes the risks concomitant with youth empowerment projects. To the policy makers in government, the study helps them to invest more on youth empowerment projects. Such projects are a tool for alleviating unemployment amongst the youth. They also ensures that proper project governance practices are utilized to guarantee project sustainability of youth projects.

The study would help the county government in coming up with new mechanisms of improving the sustainability of youth projects and ways of creating more sustainable projects that benefits the youths in future. Further, the study enabled the youth in improving their commitment towards protecting the available resources, and being accountable and transparent in how they manages the funds allocated to them.

This study enhanced more knowledge to project management body of knowledge field especially in the project governance and sustainability areas. It brought forth best governance practices in stakeholder management, governance structure, besides project team diversity impacting on sustainability of youth empowerment projects in Kenya. Researchers and academicians in research and project sustainability found a valuable point of reference in the study.

1.6 Scope of the Study

The study delineated project governance practices linked to project sustainability into three aspects: stakeholder management, governance structure and project team diversity. Thus, this study examined these three dimensions as latent variables under the composite construct of project governance strategies. The scope also included the mediating construct of project quality, which covered three dimensions: product, design and process quality. These dimensions were examined as essential outcomes in explaining the relationship between project governance and sustainability. In addition, the moderating effect of project operating environment was examined under political and legal factors. The study addressed the perceived measures of project sustainability covering TBL indicators.

In terms of geographical scope, this study took place in Makueni County; it cut across five sectors that is agriculture, education, sports, health and entrepreneurship. The data was collected from project managers, project leaders, project officials and members as they deemed to have correct information about project implementation. In addition, the study utilized cross- sectional research design. Therefore, this study covered a period of seven months in collecting and analysing data, together with the final write up of the research report.

1.7 Limitations of the Study

The study was premeditated to attain the definite objective, but faced several limitations. Respondents were reluctant to reveal some information due to the sensitivity in nature. Therefore, the researcher reassured the respondents that the information was treated as confidential; it would be utilized for academic purposes only. This study was cross-sectional in terms of design, and its limitation involves inability to predict causal effect and lack of historical data unlike longitudinal design. However, this cross- sectional design was viewed suitable as it was time saving, probably due to respondents' reluctance to co-operate with researchers on a long period of time. Thus, longitudinal study is required in future empirical inquiry so as to obtain a causal relationship between project governance and project sustainability in Kenya's context.

1.8 Organization of the Thesis

This thesis is structured in five chapters. Chapter one is the background of the study. It includes the project governance and project sustainability, statement of the problem, objectives and hypotheses, significance, scope and limitations of the study. Chapter two presents a

comprehensive literature review of main research variables: stakeholder management, governance structure and project team diversity as independent variables and project sustainability as a dependent variable. This has been conceptualized into the conceptual framework, presenting the relationship between the variables being studied. In addition, a review was done on the project operating environment as a moderator since projects do not work in isolation.

Chapter three presents the research methodology, design, the empirical models adopted to test the hypotheses, research instruments, procedures, and operationalization of the variables, diagnostic tests and ethical considerations. Chapter four discusses research findings and discussions. Finally, Chapter five has the summary, conclusions and policy recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers the theoretical and empirical literature, in addition with a summary of literature review. Finally, it highlights the conceptual framework.

2.2 Theoretical Literature Review

This section explored six theories. These are the Systems Theory, Resource Based View Theory, Dynamic Capabilities Theory, Contingency Theory, Agency Theory and Stakeholder Theory. The theories were prudently discussed.

2.2.1 Systems Theory

Systems theory was developed by Ludwig Von Bertalanffy (1951) and propounded by Katz and Kahn who modified General Systems Theory to organizational behavior (Katz & Kahn, 1966). The theory infers that the world can be perceived as complex interacting wholes with distinctive features attributable to wholeness rather than properties of component parts. An organization is, therefore, an open social system that interacts for survival and sustainability with the environment. The environment provides critical resources: customers for purchasing the products or service, suppliers for provision of materials, employees for provision of labour or management, shareholders for investing and government for regulation (Cutlip, Center & Broom, 2006)

For Bertalanffy (1951), the Systems Theory underlines organizational survival; it also emphasizes the goal- attainment approach, especially the long-term relatively to the short-term goals. Therefore, the theory externally determines the effectiveness of the project based on its long-term sustainability and growth (Buckley, 1967). The theory states that, an organization is effective, if it is capable of maintaining homeostasis, which embraces survival as well as growth. Thus, for a project to be sustainable, then it should adapt to the environment. According to Pfeffer and Salancik (1978), the environment describes measures happening in the world that impact the organization's activities and outcomes. As such, a project should create a balance of its environmental, social and economic sustainable benefits for its survival.

Systems Theory has been mobilized by researchers across the field of sustainability (WCED, 1987). The report is explicit on the description of sustainability: beyond environmental sustainability it also includes the view that the environmental, the society and economy constitute a complex structure. Thus, a variation in single sustainability aspect will probably lead to random variation to others. Bras-Klapwijk (2003) contends that sustainability factors such as the environmental, economic and social factors significantly influence one another. Interactions among environmental, economic and social sustainability contexts can be evaluated through various feedback systems (Chapin, 2001). Thom (1998) partakes an "all-inclusive approach with a better vision of Systems Theory functioning", intensifying the concept of "mutual impacts" amongst sustainability contexts.

In the Systems Theory, a sustainable society can endure and flourish. This is not only with regard to environmental resources. Rather, it is as well with regard to the value of life pertaining to economic, social, individual and technical contexts. This is particularly so for the conditions and

values that upholds sustained human growth and prosperity (Pappas, 2012). For Almahmoud and Doloi (2015), the concept of sustainable development is premised on the System Theory, hence its criticality to this study. The theory anchored the dependent variable, that is, project sustainability. This theory is occasioned by interactions of project sustainability indicators: economic, social and environmental sustainability.

2.2.2 Resource Based View Theory

The Resource-Based View theory (RBV) is acknowledged as a modern-day approach that highlights the way competitive advantage (CA) can be generated through organizational resources. It sourced contributions from several scholars in the disciplines of economics and strategic management (Penrose, 1959; Porter, 1985; Wernerfelt, 1984; Barney, 1991). The contribution of Barney in 1991, therefore, formalized RBV as a present-day approach to understanding the significance of developing and maintaining organizational internal resources as a means of creating sustainable CA (Barney, 1991).

Barney's (1991) view of RBV is that resources are heterogeneous and immobile across firms; therefore, sustainable CA could be achieved by a firm that is able to develop internal resources that are considered rare, valuable, inimitable and also non-substitutable. For Barney (1991), the internal resources entail assets, capabilities, information, knowledge, firm's attributes and organizational processes, among others. These are controlled by a firm, allowing it to devise and implement techniques that would increase its performance and effectiveness (Barney, 1991).

RBV has often been criticized because of its inability to specify the particular organizational resources that possess the attributes of valuableness, rarely, inimitability, and non-

substitutability. However, RBV Theory has been an important theoretical lens for underpinning the relationships hypothesized in studies among scholars in different fields of discipline. Jugdev and Mathur (2013) posited that the RBV was a theoretical paradigm for developing unique capabilities, assets, information, tacit knowledge, tools and processes for managing project in an organization.

RBV, therefore, becomes relevant because of its significant contribution to creating sustainable projects, as resources in terms of finance, personnel and facilities are essential during project implementation. Therefore, leveraging on project quality in various organizations would lead to development of capacities that would enhance project sustainability.

2.2.3 Dynamic Capabilities Theory

Dynamic capabilities theory was propounded by Teece, Pisano & Shuen (1997) and postulated as organizational ability to incorporate, develop and modify competencies both internal and external in order to handle promptly evolving settings. According to Eisenhardt and Martin (2000), the DC Theory assumes that when markets transpire, clash, crack, develop and die, the organizations strategically routines as companies realize innovative resource alignments. DC's theory was extracted from the RBV theory and optimized for that theory's limitations in explaining sustainable competitive advantage and superior achievement in a rapidly evolving environment (Galvin, Rice & Liao, 2014). The theory of DC extends beyond the premise that the acquisition of valuable, rare, inimitable and non-substitutable (VRIN) resources by a business is based on sustainable competitive advantage.

The DC theory postulated that for competitive advantage, three components of the matrix of skills-resources, strategies and capabilities are respectively essential. Thus, as opined by Augier and Teece, (2009); Teece (2012, 2016), any benefit is likely to be unsustainable without powerful dynamic capabilities, VRIN resources and a great strategy. Dynamic capabilities are therefore capable of helping firms to incorporate, mobilise and reorganize their capabilities and resources to respond to quick evolving environs (Teece, 2017).

The dynamic capabilities theory was developed to assist in coordination and prioritization of the overwhelming number of conflicting and contradictory information that ripples to managers while striving to develop competitive advantage. As in conventional management, the aim was not short-term performance, but relatively the preservation of 'evolutionary fitness' in the course of time (Teece, 2007). Therefore, inferring to Teece, Pisano and Shuen (1997), for the organization to achieve this, it must build the capacity to react quickly and efficiently not just external environmental challenges, as well as opportunities. The theory, however was criticized because of the ambiguity of its concept and complications in assessing the relevance of the theory's results (Zahra, Sapienza & Davidson, 2006), difficulties in explaining the Dynamic Theory’s concept and the lack of consistent frameworks to quantify the various capabilities and their influence on organizational efficiency (Zott, 2003).

The theoretical contribution to the project management literature is to emphasize on the responsibility of individuals, expertise and experience in successfully managing projects (Morris and Hough, 1987; Morris, 1994 & 2013). Organizations face the task of having the best people for each project with the right expertise and skills, while retaining the combined skills, knowledge and resources needed to handle similar and ongoing programs and projects.

Additionally, Morris and Hough (1987) alludes to the outstanding degree of management expertise needed to deal with big, complicated, exigent, creative and unpredictable projects and agreed that when the project is dismantled, the information and proficiency exemplified in project teams and people, which vividly vital to the manage these projects, appears to be misplaced.

The theory anchors the study variables especially project team diversity as project team need to possess diverse competencies that match with the project environment. Morris (1994) described how individuals and teams' competencies or general skills and knowledge base lead to effective project management, emphasizing on individuals' structured education and training on project management, instead of project and company-specific abilities. Additionally, Morris (2013) identified the variance between the individuals' required competencies to take part in a project and the acquisition and maintenance of skills by organizations to handle several projects and programs. Therefore, in order to deal with consistent and established risks, projects must also carry out a structured schedule of organized project procedures, while at the similar moment providing the pliability to adapt strategies and adjust schedules as circumstances vary (Lenfle & Loch, 2010; Davies & MacKenzie, 2014; Brady & Davies, 2014).

2.2.4 Contingency Theory

Contingency Theory was propounded by Joan Woodward (1958) as a behavioral theory. The theory contended that there was no better means of management. Indeed, an organization's effective style of leadership could work in some situations and fail in others; hence effectiveness was contingent upon various internal and external constraints (Fiedler, 1964). Proponents of this

perception related the Contingency Theory to organizations (Burns & Stalker, 1961), underlining that a project could not be premeditated systematically exclusive of its context. Thus, the project analogy towards the external contingencies was an influential factor on the temporary organizational effectiveness.

Burns and Stalker's (1961) termed Contingency Theory as the discrepancy amongst systematic and ongoing organizations as they try to fit into static and dynamic environments. The Contingency Theory maxim is that project's environmental alignment plays a critical role on its performance (Hanisch & Wald, 2012). Donaldson (1987) claimed that Contingency Theory mostly focuses on the organization's adaptability to a constantly unstable environment. As such, the environment was the decisive construct initiating the variation. However, the context variable nature in which the mediating and moderating constructs lead to its effects is not suggested. The prior examined the extent to which an independent construct had an effect on the mediating construct, whereas expressing its manipulative effect on a similar dependent variable. The latter examined through the moderating variable in order to determine its strength or nature on an independent and a dependent variable relationship. This would lead to high dependent variable predictability (R^2), hence a goodness of fit affected through the context construct (Hair *et al.*, 2014).

The Contingency theory anchors the moderating variable project operating environment. In this study, the project governance constructs and project sustainability relationship is viewed to be dependent on the POE and the project quality. POE is the process through which projects are affected by external factors in attaining sustainability benefits. The ultimate understanding of project governance will be through stakeholder management, governance structure and PTD

constructs. The strength or nature of the interactional relationship between project governance and project sustainability will be moderated by the POE, mediated by the project quality.

2.2.5 Agency Theory

The Agency Theory was postulated by Jensen and Meckling (1976) as an economic and management theory to expound on the organizations' relationship and self- interest. The theory pronounces the association amongst principals and agents and delegation of control. The theory describes the best way to organize the relationship where one party (principal) controls the function that is performed by the other party (agent) or else decides on principal's behalf (Jensen & Meckling, 1976; Schroeder *et al.*, 2011). According to the theory, the principal monitors the agent's actions using the feedback system to get information about their activities to ensure that the agent performs according to the optimum principal's interests (Kirby & Danis, 1998).

Agency Theory argues that goal conflicts may exist between the principal and the agent. This is because the two parties in the relationship desire on their utility maximization, thus the agent may continuously fail to perform fully towards the principal's interest (Jensen & Meckling, 1976). This entails that if there is no control or restrain on agent's behavior, the principal's goals are doubtful to be wholly achieved. Through this problematic issue arises where the principal–agent relationship is subjected to generally incur some agency costs. Jensen and Meckling (1976), hinges that, agency costs describes the totality of monitoring costs, residual loss and bonding costs. Monitoring costs are incurred as a result of the principal constraining the agent activities.

Agency Theory further shoulders that the relationship amongst the principal-agent occurs once individual party (principal) is contingent on another party (agent) in undertaking some activities on behalf (Bergen *et al.*, 1992). Jensen (2000) notes that an agency relationship is an agreement where individual party, the principal, involves another, the agent, to execute some services on behalf of them. It awards delegation to the agent, giving some authority in making decisions. Therefore, in a project management environment the Agency Theory is relevant, where each of the two parties possesses specific economic agenda. Thus, if each party acts on its own, conflicts of interest, fraud and unethical behavior may arise amongst the project clients (agents) and the principals (owner).

Agency Theory in governance of the projects focuses on the relationship between the project owner and the project manager while involved in a certain project (Turner & Müller, 2004; Müller & Turner, 2005). Turner and Muller (2004) observed collaboration in projects among the owner of the project being the principal and the manager of the project being the agent. The study found out that the project manager worked in lieu of the owner of the project in the project management environment, overseeing the day-to-day project delivery functions (Turner & Muller, 2004). Consequently, it is important to have good rapport between the project owners and project managers so as to corporately ensure that the delivery of projects was appropriately done and project goals realized.

Agency Theory underpins the governance structure variable in this study. This is because project governance practices are enacted by principals and agents of a project organization. These include the project steering committee, portfolio managers, project and program managers and project sponsors. If justly experienced by project stakeholders, it would create feelings of self-

obligation, resulting into their commitment and leading to project sustainability. Therefore, in relation to the agency theory, the management team must ensure a good rapport exist amongst themselves in order to ensure sustainability of youth projects in Makueni County, Kenya.

2.2.6 Stakeholder Theory

Stakeholder Theory is a heuristic approach to the understanding of who and what stakeholders are to organizations. The theory was advanced by Freeman (1984). Freeman's explanation of stakeholders is traced to the research carried out by Stanford Research Institute in 1963. In the said research, stakeholders were seen as shareholders, and defined as individuals or group of people whose existence determines the continued success and going concern of an organization (Bailur, 2006). In the Stakeholder Theory, Freeman categorized stakeholders as owners, employees, suppliers and customers. He described them as individuals or groups affecting or being impacted by the realization of corporation's goals.

This theory has since become a theoretical lens for viewing studies from different spheres of discipline. In project management, this theory postulates that in any development project, active stakeholder participation in is very essential. It is supportive to the recipient or beneficiary community, thus, without stakeholder management in terms of participation and engagement, it would be difficult to determine the constraints, problems and confined desires of a certain community (Harvey & Reed, 2007). Project beneficiaries' participation is thus greatly essential as it contributes to enhancing a sense of ownership amongst members.

The theory suggests that it is difficult to shape any type of a sustainable organization including profitable business, if that organization does not meet its stakeholders needs most of time

(Lynda, 2011). This theory also posits that the business purpose is to ensure that they value their stakeholders as much as possible. The project managers must make sure that the suppliers, customers, communities, shareholders and employees interests are well allied and heading to the same direction, so as to succeed and be sustainable over time (Aaltonen & Kujala, 2016).

Stakeholder Theory becomes relevant in this study because project sustainability is affected by project governance practices. As such, drawing from this theory, recognition and assessment of the necessary stakeholders included in project governance will significantly affect the continued project sustainability once it has been implemented. Therefore, this study's stakeholder management was anchored on the theoretical lens provided by this theory.

2.3 Empirical Literature Review

This section discusses an extant review of empirical literature. This is based on the interaction between the employed research variables.

2.3.1 Stakeholder Management and Project Sustainability

Mnaranara (2010), investigated the importance of community participation on ongoing construction school projects in Tanzania. Both qualitative and quantitative analysis was conducted; data were gathered through adoption of triangulation methods. The findings showed that collaborative community participation has a significant role for a project or intervention to be sustainable. The study also found that participation increased community ownership through material support, thereby improving the sustainability of the intervention. The study, however, concentrated on a single stakeholder management variable and overlooked others, such as involvement, engagement and communication. The questionnaire was used to collect information

for this analysis, evaluated through inferential and descriptive statistics. The context of the research was Kenya, examining the effect of stakeholder management on the sustainability of the youth empowerment project.

Ofuoku (2011), explored the influence of community engagement on the sustainability of rural water projects in the Delta Central Agricultural Zone of the State of Delta, Nigeria. A questionnaire was used to collect the data. The results revealed that the sustainability of water schemes was greatly influenced by community participation. Participation, however, is one of the indicators of stakeholder management and the study findings cannot be generalized in the context of Kenya, especially on youth empowerment projects in Makueni County. This also makes it important to determine the direct effect of stakeholder management on the viability of initiatives for youth empowerment.

Ayuso, Rodríguez, Castro and Ariño (2012), explored the stakeholder engagement contribution to the innovation orientation of firms in the context of sustainable development. The findings showed that engagement of internal and external stakeholders significantly contributed towards a firm's sustainable innovation orientation. However, the study interrogated stakeholder engagement, an indicator of stakeholder management. The latter was used to predict project sustainability in determining its direct effect. The mediation effect of project quality was tested to explain the relationship.

Muchoku and Namusonge (2015) investigated the factors influencing stakeholder participation on Constituency Development Fund (CDF) in Kenya. The study employed descriptive research design; questionnaire were distributed to 200 respondents. Inferential and descriptive statistics

were utilized in data interpretation, where the findings were displayed in graphs and tables. The results showed that social and economic factors, stakeholder dialogue and consulting and leadership as factors determining stakeholder participation. Though the antecedents of stakeholder participation were examined, the stakeholder participation outcome was not examined. Furthermore, the study was not anchored on any theoretical underpinning. Therefore, the present study intended to investigate project sustainability as outcome of stakeholder management. It has also justified the stakeholder management and project sustainability causal relationship with the necessary theoretical lens.

Namiyingo *et al.* (2016) examined the stakeholder commitment mediation effect on the association between stakeholder participation and project sustainability in Uganda. The study used questionnaires to collect data in 86 NGOs in Uganda. Data collected were analyzed. It found out that stakeholder participation is a predictor and positively correlated with project sustainability. This study established that stakeholder commitment partially mediated the link between stakeholder participation and project sustainability. The study is able to show both direct and indirect relationship between stakeholder participation and project sustainability. The theoretical underpinning of the relationship is lacking. However, stakeholder participation is not the variable that predicts project sustainability in accordance with the study findings. Hence, this present study pursued to examine the effect of stakeholder management as one of the project governance practices on the project sustainability in Kenya. The present study, therefore, pursued to justify the correlation between these constructs with theoretical lens.

Oganga, Olala and Odima (2017) investigated the stakeholder participation impact on the sustainability of women's development projects in Kenya. This was a survey research; structured

questionnaires were employed to 124 respondents drawn using stratified sampling method. In data analysis, both inferential and descriptive statistics were adopted. Analysed data indicated that the involvement of stakeholders had a positive effect on project sustainability. The study showed a weak correlation between stakeholder involvement and project sustainability. Nevertheless, the mechanism through which stakeholder involvement explains project sustainability is not known. The study also lacks theoretical justification. The present study, thus, sought to examine the link between stakeholder participation and project sustainability by introducing indirect mechanisms approach. This present study also integrated stakeholder management as a predictor of project sustainability that could affect project sustainability especially in Kenya.

Ochunga and Awiti (2017), investigated the influences of stakeholder participation on sustainability of community development projects in Homa Bay Town County, Kenya. The population of the study was 153, of which 113 respondents were chosen to determine the sample size by simple random. Both inferential and descriptive statistics data analysis methods were employed. The findings from the analyses revealed a positive correlation between stakeholder participation and project sustainability. However, the pathway on which the relationship was established is not examined. Besides, the study lacks theoretical justification for the relationship between project sustainability and stakeholder participation. This study, however, investigated the indirect pathway through which stakeholder participation influences project sustainability. The theoretical explanation justified the relationship between the constructs.

2.3.2 Governance Structure and Project Sustainability

Wakegy, Magnussen and Glasspool (2010), investigated on governance structure for public projects in Norway and the UK. The study was qualitative, with four case studies to establish a relationship. The findings revealed that governance structure affected the success of the projects It did not conduct an empirical and theoretical study to underpin the relationships in the construct. Therefore, need arose to carry out an empirical and theoretical review to determine the direct and indirect relationship between governance structure and project sustainability through a quantitative research process. Due to methodological gap, descriptive and exploratory research design was used. Questionnaires were adopted in collecting data; data analysis adopted both inferential and descriptive statistics before presenting findings.

Heising (2012), investigated on the integration of ideation and project portfolio management: A key factor for sustainable success. The interview process was adopted in validating face validity and the relevance of research constructs. The findings showed that effective management of project portfolio management significantly leads to successful project sustainability. The study used conceptual approach and due to its very nature cannot attest significant effects between portfolio management and sustainability. Thus, need arose to conduct an empirical research to confirm whether the two constructs had a significant relationship. Therefore, a research to explore the direct effect of the governance structure on project sustainability was performed. Moreover, Project portfolio management was the only project governance structure indicator studied. Hence, project steering committee, PMO and project and program management were incorporated with portfolio management as indicators of governance structure.

Ogunsina and Ogunsemi (2012), investigated on project governance structures effect in construction procurement: The search for unified theory. The study was a theoretical review. Seven unified theories were used: Agency Theory, Social Network Theory, Transaction Cost Economic Theory, the Theory of Coordination, the Stakeholder Theory, the Transformation Flow Value Theory of Production, and the Language Action Perspective Theory. All these were premised in explaining the extant project governance frameworks in the public sector construction projects. The current study was occasioned by both empirical and theoretical review underpinnings of the relationship in the governance structures (project steering committee, portfolio management, project and programs management and project management office) and project sustainability. Agency Theory and Stakeholder Theory were used to anchor the independent variable (project governance).

Unger, Gemunden and Aubry (2012), analyzed the functions of a project portfolio management office: their effect on the implementation and performance of portfolio management. Quantitative analysis was done on 278 portfolios. The findings showed that PPMO's coordinating and controlling roles significantly affected performance; they also revealed that project portfolio management quality predicts portfolio success. However, project portfolio management indicator of governance structure was only studied ignoring project and programs management and PMOs and in addition, the results cannot be generalized in determining sustainability of youth empowerment projects. Thus, need arose to determine the impact of governance structure on the project sustainability through the mediating impact of project quality.

Luo Richards, Wilson and Li (2014), investigated on the effect of governance structures on the management of risks in major infrastructure projects. Due to its theory building in nature a case study approach was utilized. The study showed that governance structures in construction served as a prototype for considerable variations in the way in which construction projects are organized. However, the study used comparative analysis to examine how the phenomenon performs in different environment. Therefore, need arose to conduct an empirical analysis to ascertain the effect of government structures on sustainability of youth empowerment project. This study established the casual relationship between the constructs using explanatory research design and inferential statistics.

Too and Weaver (2014) investigated the management of project management: A conceptual frameworks for project governance. The study showed that four governance structures, that is, project sponsorship, portfolio management, project management office and project and program enhanced project performance and create organization value. However, the study is limited on empirical and theoretical review to establish the relationship between the governance structure indicators in relation to project performance, and project performance is a predictor of project sustainability. Therefore, this study employed governance structure as an antecedent of PS to establish the direct and indirect relationship between two constructs. This study was conducted in the Kenyan context, Makueni County as the prior study was done in Australia.

Munyoki and Ngeru (2014), explored the role of project management office on the technology projects delivery in mobile communication companies in Kenya. A sample of 51 was drawn from key staff members using stratified sampling method. Questionnaires were administered to collect quantitative data; data analysis adopted inferential and descriptive statistics. The findings

showed that the correlation between the degree of PMO engagement in strategic planning and project performance was significant. However, the study examined PMO which is one of the indicators of governance structure thus making it limited in terms of empirical and theoretical findings as it ignored critical governance structure such as portfolio, project and programs management which are important in continued sustainability of projects. Therefore, there is a need to conduct an investigative research to determine the effect of governance structure on sustainability of youth improvement project in Makueni County, Kenya, through empirical and theoretical justification.

Eriksson Conand, Lovatelli, Muthiga and Purcell (2015), investigated on governance structures and sustainability in Indian Ocean sea fisheries. The study found that governance structures impacts positively the sustainability of sea fisheries. However, the study is limited in empirical and theoretical justification to ascertain the impact of government structures on project sustainability. Moreover, the findings cannot be generalized in youth empowerment project due to context differences. Therefore, the current study provided both empirical and theoretical analysis in determining the causality between government structures and project sustainability in Makueni County.

Kiani, Yousefi, Nouri, Khadivi and Mehrabantaf (2015), investigated the role of the project management office in the performance of the project-based organization. Quantitative research was conducted in through a survey technique where a questionnaire was utilized in collecting data with help of 5- point Likert Scale. The findings showed that strong linear association existed between PMO and project success. However, PMO is one of indicators of government structure.

Therefore, a need arose to explore the direct effect of government structure on sustainability of youth empowerment project in Makueni County.

Wu, Wang and Chen (2016), investigated the effect of explicit investment, governance mechanism and behaviour on performance of cooperative innovation projects. Questionnaires were administered to the CEO, top management team, research and development members where only 301 responses were received out 472 questionnaires distributed. The findings revealed that there was positive effect of specific investment, government mechanisms and behavior on project performance. However, the study concentrated on project performance at the expense of project sustainability. Furthermore, the study was done in innovation projects and hence the findings may not be applicable in youth projects. Governance structure is one of study's independent variable. Thus, need arose to conduct an empirical justification to ascertain the influence of governance structure on project sustainability.

Through the competing values paradigm, Wiersma (2017), studied on project portfolio management with an emphasis on its effect on organizations culture. Both descriptive and quantitative exponential approach was used. The population consisted of seven store managers. The study utilized convenience sampling technique to choose a group of individuals who were available to participate. Survey responses from completed emailed pre and post-test surveys were adopted in data collection from the participants. Data analysis employed micro-soft excels. The findings indicated that between project portfolio management had positive impact on organizational culture. However, the organizational culture differs from one sector to another hence making the results inapplicable to youth projects in Makueni County. The current study investigated governance structure effect on project sustainability in youth empowerment

projects. Descriptive and explanatory research design was utilized. Simple random and stratified sampling design was utilized, with questionnaires for data collection.

Ekung, Agu and Iheama (2017), explored the effect of project governance structure on project performance, with a focus on Nigerian case studies. Data was gathered employing structured questionnaires and examination of project archives. The Spearman's Correlation Test was adopted testing the research hypotheses. The results indicated that improvement in project governance structure improves project performance. The study focused on empirical findings in establishing the causality between project governance structure and project sustainability. The study context was in Nigeria which is different from the Kenyan context where the current study was administered. The study also analyzed the data through descriptive and inferential statistics, thus bridging the methodological gap.

2.3.3 Project Team Diversity and Project Sustainability

Talke Salomo and Rort (2010), explored the diversity of the top management team's influence on innovation and performance through the strategic choice to focus on innovation field in Denmark. The questionnaire was adopted in data collection and the analysis done through inferential and descriptive statistics. The findings indicated that a strong significant effect existed between top management team diversity on the strategic choice of firms and the performance of innovation fields. PTD is among the three predictors of project sustainability in the current study. Therefore, the study conducted an empirical and theoretical enquiry to determine the PTD effect on project sustainability in Makueni County. The study was limited to conducting a mediation

process in determining the indirect relationship of project team diversity and project sustainability; the current study uses project quality to intervene the relationship.

Bardhan, Krishnan and Lin (2012), investigated the team dispersion, information technology (IT) on project performance. Data was gathered using a cross-sectional survey which was administered online to product and project managers by an independent professional survey firm. The results revealed that project team diversity adversely influenced project performance. However, the study was conducted on project performance which is a measure of project sustainability, that is, as project performs well it leads to greater sustainability results. This study empirically tested the research hypothesis to determine the significant impact of project team diversity on project sustainability moderated by project operating environment.

Dulaimi and Hariz (2014), explored the effect of cultural diversity on the effectiveness of construction project teams. Questionnaires were used to collected data. The findings indicated that cultural diversity negatively affected project performance. However, cultural diversity insignificant effect on performance may have been brought out by the small sample size studied of 31 questionnaires. As such, some of other significant indicators such as experience, gender, training and time the project team had spent working together were not accounted, hence affecting the correlation. Therefore, need arose to determine the project team diversity effect on project sustainability. The study context was on youth empowerment projects in Makueni County.

Olubemni, Olaniyi and Fisayo (2014), looked at the diversity of construction professionals, based on their understanding of the management practices of construction sites. The study had

employed a survey research design with structured questionnaires distributed to gather data. The study found out that significant difference existed between diversities in the construction industry amongst the construction professional's perceptions and construction site management practices. However, the study was limited in explaining the causality between the research variables and it narrowed down to one of the project governance practices leaving the rest, that is, stakeholder management and governance structure. Therefore, need arose to conduct an empirical and theoretical analysis to examine the causality between project team diversity and project sustainability.

Amar, Chang and Mcllking (2015), discussed on board gender diversity and corporate response on sustainability initiatives from the perspective of the Carbon Disclosure Projects. Questionnaires were administered to gather data which employed descriptive and multivariate statistics in analysis. The findings revealed that board gender diversity had positive relationship on the likelihood of voluntary climate change disclosure. However, the gender diversity is an indicator of project team diversity and also the study was done on non- youth projects hence making the findings ungeneralizable in youth empowerment projects. Therefore, there was need to empirically investigate the project team diversity's affects project sustainability in youth empowerment projects in Makueni County, Kenya.

Franz, Leicht, Molenaar and Mesner (2016), examined the effect of team integration and group cohesion on project delivery performance. They used the structural modelling approach, with a sample data of 204 respondents were gathered employing questionnaire with a response rate of 4% to compare quality, cost and schedule performance under various delivery techniques. The findings indicated that team integration and group cohesion had significant effect on project

performance. However, external factors may have impact on project team diversity, thus team integration and group cohesion may also be impacted by the threats posed on its operating environment. The response rate was very low. Some sub-groups did not participate, leading to sampling error. Therefore, there is a need to incorporate project operating environment as moderator in the relationship between project team diversity and project sustainability.

Obare (2017), investigated the project team diversity, project control systems implementation process and performance of rural roads construction project in Kenya. The Ecosystem Theory and Social Identity Theory and Organizational Control Theory were used to avert the research variables. Pragmatism paradigm and mixed methods research approaches were adopted. By stratified, purposeful and simple random sampling methods, 361 respondents were sampled from 3680 respondents. Interviews, observations and questionnaires were adopted for the gathered data. The results revealed that the project team diversity affected significantly project performance. However, the study employed only the project team diversity which was among the three indicators of project governance. The current study conceptualized project governance, using stakeholder management, governance structure and project team diversity as the indicators in measuring both direct and indirect effects on project sustainability. The project operating environment was used as the moderate for the relationship.

Wu, Zhao, Zuo and Zillante (2019), investigated on effects of team diversity on project performance in constructor project. A survey questionnaire was administered to 246 professionals where structural equation modelling techniques were adopted in data analysis. The findings indicated that team diversity project performance were positively associated, additionally, mediation effect of project conflicts weakened the association between the two

constructs. However, the study was constraint on project performance at the expense of project sustainability. Therefore, the current study bridged the conceptual gap by investigation the project team diversity effect on project sustainability with the mediation of project quality. Both inferential and descriptive statistics were adopted for data analysis.

2.3.4 Project Governance, Project Quality and Project Sustainability

Memon, Abro and Mughuri (2011), carried a case study on quality management in the design and construction phase. The results revealed that quality significantly affected construction project success and the industry was contingent on the products and project quality. They also found out that quality management at design contributes significantly on the final outcome of the project. It was a case study and desk top review. Hence, the current study conducted an empirical and theoretical research to determine the mediating effect of project quality on the association between project governance and project sustainability in Makueni County. This study conducted an empirical research through data collection, analysis and reporting the findings.

Sarigiannides and Chatzoglou (2013), studied the relationship between quality and risk in software development projects. The sample size consisted of 112 projects form 63 companies. The results revealed that regaled people quality negatively affected project risk levels. However, the findings provide a contradiction as improvement of quality in terms of people or process reduces the risk levels. Therefore, the current study used project quality as the mediator variable to influence project governance and project sustainability relationship in youth empowerment projects in Makueni County.

Mallawarachchi and Senaratne (2015), investigated on the importance of quality for construction success. The findings showed that implementation of proper quality management plan are important as it enhances project design quality standards and drawing which enhances project quality. The study did not carry out an empirical review to ascertain the findings. Project quality was used to predict project success. Therefore, there was a need to conduct an empirical and theoretical search to justify the mediating effect of project quality on the association between project governance and project sustainability in Kenyan context.

Larsen, Shen, Lindhard and Bruno (2015), investigated on factors affecting schedule delay, cost overrun, and quality standard in public construction projects. A questionnaire method was carried out to 26 publicly employed project managers. The study indicated that project quality is significantly affected by errors and omissions in construction work. However, the outcome effect of project quality predicting project sustainability is lacking. Omission and errors were used as the antecedent of project quality. The current study employed project governance as a predictor of project quality and project quality as predictor of project sustainability. Multiple regression analysis was adopted to explore the mediating effect of project quality.

Jonslin and Muller (2016), examined the relationship between project governance and project success in France. Using a deductive method, project governance and success correlation was evaluated empirically and theoretically. The study was driven by Agency Theory and Stewardship Theory. Web-based questionnaire were adopted in data collection administered to 246 respondents. The results revealed that a significant but small correlation existed between project governance and project success and also there were positive correlation between stakeholder orientation in governance and project success. However, this study does not show

how project governance practices influence project quality in achieving project goals. Moreover, the study context was in France which is different to Kenya where the current study was conducted. Hence, the present study conducted an empirical investigation on project governance direct effect on project sustainability and indirectly through project quality on project sustainability.

Hag, Liang, Dongxiao and Yinchao (2016), assessed project performance determinants as empirical evidence from Pakistan's software houses. In the data collection from 354 respondents adopting the questionnaire method and later analysed using the structured equation modeling approach. The findings indicated that project risk; project quality and project leadership had a positive impact on the performance of the project, whereas project governance had insignificant effect on the performance of the project. The findings also indicated that project leadership moderated significantly the correlation between project quality and project performance. However, the study employed project quality and project governance as explanatory variables on project performance and project leadership as a moderator. Therefore, need arises to check on the moderation and mediation effect of project operating environment and project quality to attest their indirect and interactional impact on the correlation between project governance and project sustainability in Kenya. The study also presents contradicting results to those of Jonslin and Muller (2016), which indicated that project governance significant affects project performance.

Samuel and Mulyungi (2016), investigated on the effect of quality management on sustainability of construction projects in Rwanda. Descriptive- comparative survey designs were used. The researcher used census due to the small study population. The results revealed that the association between quality standards and sustainability of building construction projects were

significant. However, quality management is employed as predictor variable. This study adopted project quality as both a predictor and an outcome variable in the project governance and project sustainability relationship. The study context was carried in Rwanda thus making the results inapplicable in Kenyan context.

Kaujar (2017), explored the role of benefit management in the success of the project; mediating role of the project governance; and moderating role of readiness for change. Questionnaires were administered on 214 respondents. The findings revealed that there were positive association between benefit realization management and project success while project governance had a partial mediating impact on the correlation between benefit realization and project success. Moreover, the study confirms that project governance and project success are significantly moderated by readiness to change. However, project governance was employed as a mediating variable. Therefore, this study employed project governance as a predictor of project sustainability. Both indirect and interactional influence of project quality and project operating environment were studied to examine their effect on the project governance and project sustainability relationship in Kenyan context.

Li, Akintoye and Hold (2017), conducted an empirical study of project governance among Chinese project management professionals. Questionnaire survey done face-to-face was carried out on management professionals. Exploratory factor analysis indicated that four control subsystem predominated belief system, normative management, control, risk governance and incentive mechanism. The study nature was qualitative. As such, there was need for a quantitative study in which descriptive and explanatory research design were to be employed. The data collection procedure employed use of self-administered questionnaire through drop and

pick lather method. This study measured project governance through the indicators of stakeholder management, governance structure and project team diversity to establish the direct and indirect relationship on project sustainability in Kenya.

Irfran and Hassan (2019), studied the impact of project governance and project sustainability on project success of the public sector organizations in Pakistan. To collect data from 425 respondents, a cross-sectional sample was adopted. The findings showed that project governance and project sustainability had positive correlation on project success. However, the study employed sustainability as an antecedent construct predicting project success and not the outcome variable. The study was also conducted in Pakistan, bringing out a contextual gap. The project governance was used as an antecedent of project quality and a predictor of project sustainability to establish the relationship between the two constructs on youth empowerment project the Makueni County Kenya. This study also employed project quality as an intervening variable in establishing its indirect impact between the project governance and project sustainability relationship.

2.3.5 Project governance, Project Operating Environment and Project Sustainability

Zwikael and Ahn (2011), surveyed the effectiveness of risk management: An analysis of project risk planning across industries and countries. Their survey targeted 701 project supervisors and managers in three diverse countries. The research results indicated that risk management had a moderation effect on the association between risk levels and project success. However, project risks are an antecedent of project governance and effective risk management affects the project quality positively which in turn may enhance project sustainability. Hence, the need to determine

the interactional effect of the project operating environment on project governance and project sustainability relationship on youth empowerment projects in Makueni County, Kenya.

Khan (2012), reviewed the relationship between project attributes, project performance and project governance dimensions: building the theoretical framework. The findings showed that PG systems, established for a particular project, need to be coupled with the characteristics of the project and adapted to the evolving context of the project. The project performance is used as an interactional variable in establishing the project attributes and project governance relationship. The empirical and theoretical justification was missing. Project performance is predicting project governance, thus contradicting other studies. In the current study, project governance was an antecedent of project sustainability where the interaction effect of project operating environment was tested on the relationship of both empirically and theoretically.

Keil, Rai and Liu (2013), discussed how the effects of formal and informal control on the process output of IT projects in China are moderated by user risks and requirement risks. The survey approach was adopted in gathering data from 63 IT projects. The findings revealed that the positive effect of controls on process performance was reduced by both requirement and user risks. The study employed the aspects of the project operating environment to measure their interactional effect on project performance. Therefore, a need arose to employ project operating environment aspects as the moderating construct to test their interactional effect on project governance and project sustainability. The study context was in China which is different to Kenyan context in terms of political, legal and economic environments thus making the results ungeneralizable to youth projects in Makueni County.

Rabechini and Carvalho (2013), traced the effect of project risk on project performance: an empirical study on Brazilian companies. The study employed the survey method, comprising 415 sampled projects. They used non – probabilistic sampling design in which questionnaires were adopted in collecting data. The results indicated that project risk factors had a positive and significant effect on project success. This study used probabilistic sampling design to sample the data unlike the latter that employed non-probabilistic. This study also used the project operating environment as the moderator variable to establish the association between project governance and project sustainability. The study was also conducted on Brazilian companies thus making the results not applicable to youth projects in Makueni County, Kenya.

Akanni and Akpomiemie (2014), discussed the effect of environmental factors on building project performance in the Delta State, Nigeria. The results from the Spearman's correlation analysis showed that the economic, political and financial clusters had a significantly relationship with cost and time overruns. Moreover, social and cultural constructs significantly relate with cost overruns. Unfortunately, the study did not conduct an empirical investigation on the outcome of these environmental impacts on project performance. This study empirically determines the moderating effect of the operating environment on project governance and project sustainability using political and legal indicators in Kenyan context.

Azmin, Bakar and Ghani (2015), analyzed the moderating relationship of Islamic business ethics towards external environmental factors and housing project performance in Malaysia. Descriptive research design was employed where 274 respondents were sampled and data collected using questionnaires. The findings of the study were subjected to descriptive and correlational analytical techniques. Study findings indicated that external environmental factors

have significant correlation with performance of housing projects. However, the study lacks empirical analysis supporting the relationship between the constructs. Therefore, there is need to empirically determine the relationship between the constructs, project operating environment as an explanatory variable of project sustainability and operating environment as a moderating variable between project governance and project sustainability relationship.

Musa, Amirudin, Sofield and Aminu (2015) researched on the effect of external environmental factors on the success of public housing projects in Nigeria. Questionnaires techniques were used to generate data collected from 550 sampled respondents; only 276 (48%) questionnaires were returned. The data analysis was carried using SEM. Study findings revealed that the economic and political factors significantly affected project success. However, the study could not bring out the moderating impact of project operating environment on project governance and project sustainability relationship. The study was carried out in Nigeria, thus unable to be generalized in Kenya context. Hence, it was essential to empirically investigate the moderating impact of the project operating environment to project governance and project sustainability in Makueni County, Kenya.

Martens and Carvalho (2016) explored the main sustainability factors in project management context: a survey examining the perspective of the project manager. Simple linear regression method was adopted in analyses of the data quantitatively, whereas content analysis and sematic analysis were adopted in analyses of qualitative data. The findings showed that economic, stakeholder management, environmental policies, CA factors and resource savings significantly affected project sustainability. However, the key factors which were external in nature were used as predictor variables on project sustainability. The study was carried out in Brazil which is

compounded by different environmental factors from Kenya. Therefore, in the current study the POE was employed as the moderator in determining the relationship between project governance and project sustainability. This study context was carried in Kenya where multiple regression analysis was utilized in testing the hypotheses.

Musawir, Serra, Zwikael and Ali (2017), discussed project governance, benefit management and project success, surveying 333 projects to determine the relationship. Findings showed that effective governance and benefit management practices enhance project success. To fill the gap the present study reviewed the relationship between project governance and project sustainability by moderating the project operating environment. Moreover, probabilistic sampling method was employed to sample data from youth empowerment projects in Makueni County, Kenya.

Hag, Liang, Gu, Du and Zhao (2018), discussed on project governance, project performance and mediating the role of project quality and project management risk from an Agency Theory perspective. The study surveyed 132 Pakistan software firms by administering 354 questionnaires to respondents. Measurement scales validity was checked employing factor analysis; the SEM by use of AMOS 21were adopted in hypothesis testing. The results indicated that a positive and significant relationship occurred between project governance and performance of projects both directly and indirectly through project quality mediation. The study was on project performance. The present study investigated on the effect of project governance on project sustainability through the moderation of project operating environment and mediation of project quality. This study employed multiple regression model to test the hypotheses.

Amjad (2018), examined the effect of project control on project success with mediating role of PG and moderating role of project leadership. Some 400 questionnaires were administered to different stakeholders. The results found out that project control improves project success both directly and through a mediation of project governance process. However, project governance was applied as a mediator. This present study used project governance as an independent variable to predict project sustainability. Project quality mediated the relationship between the two construct while the project operating environment was employed as a moderator.

2.4 Summary of Empirical Literature Review and Research Gaps

Based on the previous reviewed studies, some research gaps emerged. From the reviewed studies, Table 2.1 presents a summarized empirical enquiry into the relationship between various constructs and interventions that can be used as antecedents for enhancing project governance, project quality and the POE which eventually leads to sustainable outcome of youth empowerment in Makueni County.

Table 2.1: Literature Review and Research Gaps

Author	**Focus**	**Findings**	**Knowledge gap**	**Focus of the study**
Muchoku & Namusonge (2015)	Factors influencing stakeholder participation on CDF	Social and economic factors, stakeholder dialogue and consulting and leadership as factors determining stakeholder participation	Stakeholder participation outcome is not examined. The study is not grounded on any theoretical underpinning	Focused on project sustainability as an outcome of stakeholder participation through a theoretical justification
Namiyingo *et al.* (2016)	The mediating effect of stakeholder commitment in the relationship between stakeholder	Stakeholder participation as a predictor positively correlated with project sustainability and stakeholder commitment partially mediated the	Stakeholder participation is the only variable that predicts project sustainability grounded on the results	Focused on the effect of stakeholder participation as one of the project governance practices on the project sustainability

	participation and project sustainability	relationship between stakeholder participation and project sustainability		
Oganga, Olala & Odima (2017)	Relationship between stakeholder involvement and sustainability of women development projects	Stakeholder involvement have positive effect on project sustainability	The mechanism through which stakeholder involvement explains project sustainability is not known and lacks theoretical justification	Focused on establishing the relationship between stakeholder participation and project sustainability by introducing indirect mechanisms approach. Focused also on stakeholder management as an aspect of project governance affecting project sustainability
Ochunga & Awiti (2017)	The influences of stakeholder participation on sustainability of community development projects	Stakeholder participation positively correlated with project sustainability	The pathway which the relationship was established is not examined and lacks theoretical justification in the explaining the relationship between project sustainability and stakeholder participation	Focused on the indirect pathway through which stakeholder participation influences project sustainability and the relationship between the constructs were justified by theoretical explanation.
Too & Weaver (2014)	The management of project management: A conceptual frameworks for project governance.	Governance structures that is, portfolio management project sponsorship project management office and project and program support improved project performance and created value for organization.	The study is limited on empirical and theoretical review to establish the relationship between the governance structure indicators in relation to project performance. Study focused on project performance in Australia.	Focused on carrying out an empirical and theoretical review on effect of governance structure on project sustainability in Kenyan context
Eriksson Conand, Lovatelli, Muthiga & Purcell (2015)	Effect of governance structures on sustainability of Indian Ocean sea fisheries	Governance structures had positive impact on sustainability	Study is limited to empirical and theoretical justification to ascertain the impact of government structures on project sustainability	Conducted empirical and theoretical review to justify the effect of governance structures on project sustainability especially on youth empowerment projects in Makueni County, Kenya
Wiersma (2017)	Effect of Project portfolio management on organizational culture.	Project portfolio management had a positive effect on organizational culture.	The methodological and conceptual gaps existed. Project portfolio management is one of the	Focused on the effect of project portfolio management as one of the indicators of governance structure on project sustainability.

			governance structure indicators. The study was not on project sustainability.	
Ekung, Agu & Iheama (2017)	Influence of project governance structure on project performance	Improvement in project governance structure improves project performance.	Study was limited to empirical finding in establishing the causal relationship between PG structure and project sustainability. Study context was different from Kenya, Nigeria	Conducted an empirical and theoretical review on the relationship between governance structures and project sustainability, in Kenya.
Amar, Chang & Mcllking (2015)	Board gender diversity and corporate response effect on project sustainability initiatives	Board gender diversity and likelihood of voluntary climate change disclosure positively correlated.	The gender diversity is an indicator of project team diversity.	Focused on project team diversity effect on project sustainability in youth empowerment projects in Makueni County, Kenya
Franz, Leicht, Molenaar & Mesner (2016)	Impact of team integration and group cohesion on project delivery performance.	The findings indicated that team integration and group cohesion had significant effect on project performance.	External factors influence team integration and group cohesion measured on project. The response rate was very low; some sub groups did not participate hence sampling error.	Incorporated project operating environment to moderate the relationship between project team diversity and project sustainability.
Obare (2017)	Project team diversity, project control systems implementation process and project performance	Project team diversity significantly affects project performance.	The study employed only project team diversity, one of the indicators of project governance.	Conceptualized project governance using stakeholder management, governance structure and project team diversity as the indicators to measure both direct and indirect effect of the constructs in relation to project sustainability. Project operating environment was used as the moderate the relationship.
Wu, Zhao, Zuo and Zillante (2019)	Effects of team diversity on project performance in constructor project.	Team diversity had positive association on project performance; mediating effect of project conflicts weakened the relationship between the two	The study constrained project performance at the expense of project sustainability.	Focused on the effect of project team diversity on project sustainability with the mediation effect of project quality.

		constructs.		
Jonslin & Muller (2016)	The relationship between project governance and project success	Project governance and project success had small but significant correlation. Additionally positive correlation existed between stakeholder orientation in governance and project success	Study fails to employ how project governance practices influence project quality towards achieving project sustainability goals.	Focused on addressing this gap by conducting empirical inquiry on the effect of project governance and project sustainability through the mediating effect of project quality.
Mallawarachchi and Senaratne (2015)	The importance of quality for construction success.	Implementation of proper quality management plan is important as it enhances project design quality standards and drawing which enhances project quality.	Study did not conduct an empirical review to ascertain the findings. Project quality was used to predict project success. Study was limited to project success and not project sustainability.	Focused on carrying out an empirical and theoretical analysis to justify the mediating effect of project quality on project governance and project sustainability relationship in Kenya.
Kaujar (2017)	Role of benefits realization management in project success; mediating role of project governance and moderating role of readiness for change.	Positive association existed between benefit realization management and project success. Project governance partially mediated the association between benefit realization and project success. Study also confirms that readiness to change moderated project governance and project success.	Study used project governance as a mediator between benefit realization management and project success. Readiness to change was used as the moderator	Focused on project governance as a predictor of project sustainability. Both indirect and interactional effect of project quality and project operating environment were studied to determine their effect on the relationship between project governance and project sustainability.
Irfran and Hassan (2019)	Effect of project governance and project sustainability on project success	Positive association between project governance and Project sustainability on project success was found.	Study employed sustainability as a predictor variable of project success and not the outcome variable. Study was also conducted in Pakistan which brings out a contextual gap.	Focused on project governance as the antecedent of project sustainability to establish the relationship between the two constructs on youth empowerment project in Makueni County Kenya. Focused also on project quality as an intervening variable to test the indirect relationship between project governance and sustainability.

Keil, Rai & Liu (2013)	Moderating effect of user risks and requirements risk on the relationship between the formal and informal control on the process performance of IT projects	User and requirements risk reduced the positive effect of controls on process performance	The study employed project management risk as a moderating variable. The study used survey method to collect data	Employed project quality as a mediator to explore the relationship between project governance and project sustainability. Focused on probabilistic sampling method to collect quantitative data.
Rabechini & Carvalho (2013)	The impact of project risk on project performance	Risk management practices presented a significant positive effect on project success.	The study used survey method and employed non- probabilistic sampling design	Used probabilistic sampling design and project operating environment was used as a moderator to establish the relationship between project governance and project sustainability.
Hag, Liang, Dongxiao & Yinchao (2016)	The determinants of project performance: Empirical evidence from software houses of Pakistan	Project quality, project risk and project leadership had significant and positive effect on project performance whereas project governance failed to have a significant effect on project performance. Project leadership significantly moderated project quality and project performance relationship while no moderating impact on relationship between PG, project risk and project performance.	Structured equation modeling method was employed analysis of data. Project management risk was used as an explanatory variable	Focused on the moderation and mediation effect of project operating environment and project quality on the relationship between project governance and project sustainability in Kenya. The multiple regression analysis was utilized to test the hypotheses
Musawir, Serra, Zwikael & Ali (2017)	Project governance, benefit management and project success	Effective project governance and benefit management practices improves project success	Study employed survey method. Benefit management were utilized as the mediating variable	Investigated on the relationship between project governance and sustainability through the moderation of project operating environment. Moreover, probabilistic sampling method was employed to sample data from youth empowerment projects in Makueni County, Kenya.

Hag, Liang, Gu, Du & Zhao (2018)	Project sustainability, project performance and mediating role of project quality and project management risk: An agency theory perspective	Project governance had a positive and significant influence on project performance directly and through mediation.	Study was on project performance. Factor analysis was employed to test the measurement scales validity, while SEM through AMOS 21 were used to test the hypothesis.	Focused on the project governance effect on sustainability through the moderation of project operating environment. This study employed multiple regression model to test the hypothesis.

Source: (Author, 2019)

2.5 Conceptual Framework

The conceptual framework was conceptualized from review of the literature. It presented the researcher's operationalization of the relationships of the study variables: project governance, project quality, project operating environment and project sustainability**.** From this framework, hypotheses were developed and tested.

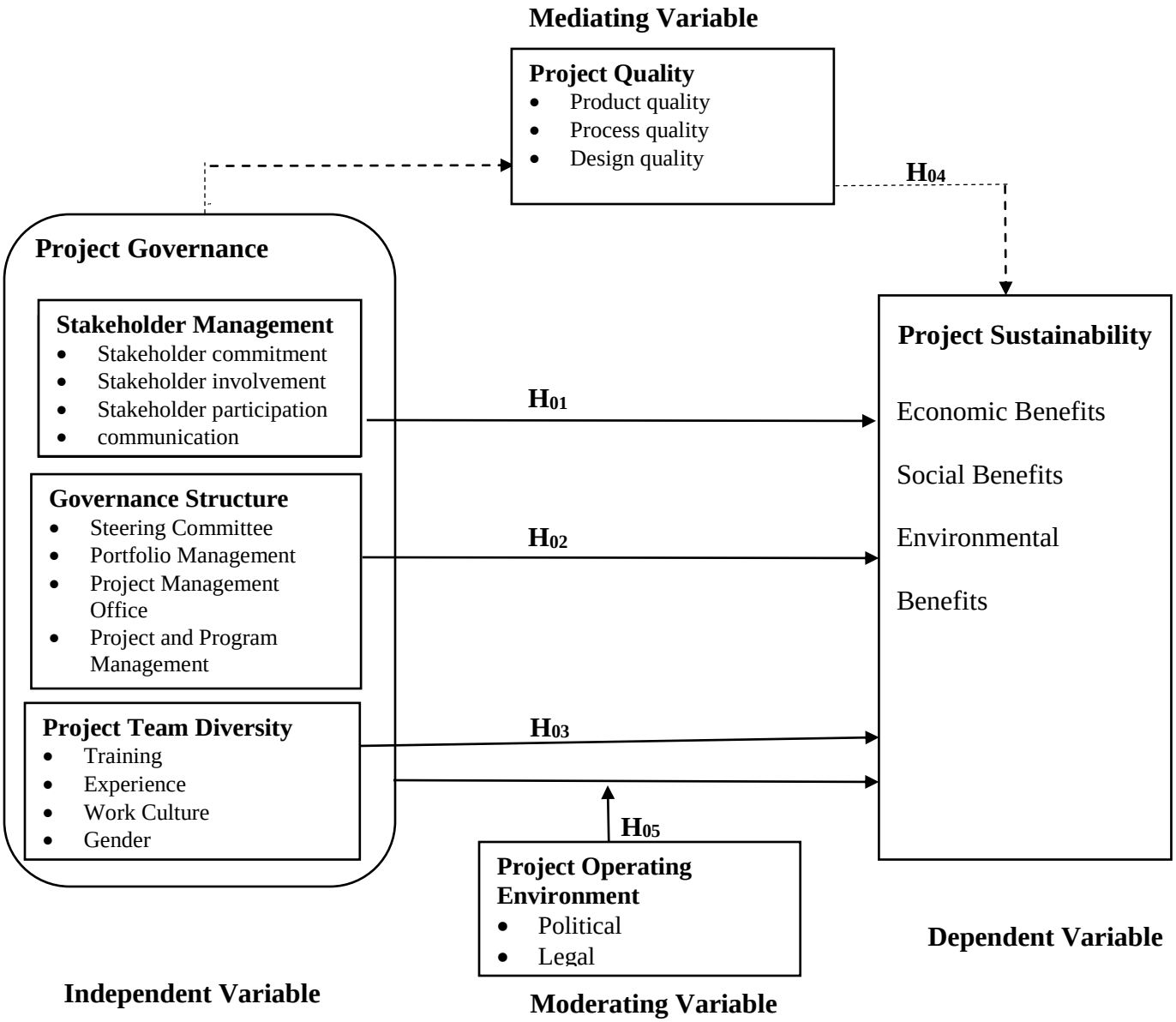


Figure 2.1 Conceptual Framework

Source: Author, 2018

This study hypothesized that the project governance influenced sustainability of youth empowerment projects in Makueni County, Kenya. The independent variables were stakeholder management, governance structure and project team diversity. The stakeholder management, governance structure and project team diversity have been hypothesized (H_{01}, H_{02} and H_{03}) as a set of project governance tested to have positive direct and positive relationship with project sustainability. Project quality was hypothesized as a mediating variable under hypothesis (H_{04}) to test the indirect relationship between project governance and project sustainability. The project operating environment was hypothesized as the moderating variable under hypothesis (H_{05}) to determine its interactional effect on the project governance and project sustainability. The dependent variable was project sustainability which was measured with metrics such as economic, social and environmental benefits.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter addresses the research methodology for this study. It comprises the research philosophy, research design, empirical model, operationalization and measurement of variables, target population and sampling design. The chapter also discusses data collection instruments, data collection procedure, validity and reliability of data, data analysis and presentation and ethical research considerations.

3.2 Research Philosophy

A research philosophy is credence regarding the approaches to which knowledge about a phenomenon must be obtained, analysed and applied. It encompasses various research philosophical approaches: epistemology, ontology and axiology, positivism and interpretivism (Saunders, Lewis & Thornhill, 2009).

Positivism entails the usage of existing theory in developing hypothesis to be tested throughout the research process. As a philosophy, positivism accepts the view that only factual knowledge obtained by measurement and observation is true (Saunders *et al.*, 2009). Positivism relies on quantifiable findings that relate to statistical analysis with the intention of generalizing the results. In positivism, the investigator is independent of the research; in the study there is hardly any provision of human interests (Crowther & Lancaster, 2008; Collins, 2010).

Positivism guided this research given that this was an empirical enquiry. This was by testing hypotheses that are attached to the existing relevant theories. In this way, it determined the authenticity of tested hypotheses, based on the quantitative analysis and findings.

3.3 Research Design

Research design encompasses the general approach a researcher selects to incorporate different constructs of the study in a logical and coherent manner so as to address a research problem (Saunders, Lewis & Thornhill, 2009). It is also regarded as a useful strategy where definite research procedures and methods are together linked to obtain a reliable and valid data based on empirical analyses, theory formulation and drawing conclusions (Cooper & Schindler, 2011). The descriptive and explanatory research designs were adopted.

Descriptive research design enables the researcher to apprehend possible behaviour, features, values and test hypotheses of a population (Cooper & Schindler 2011). The aim is to describe an exact outline of events, persons or situations. Furthermore, the researcher has no manipulative control over the variables, thus protecting them against bias. The explanatory research design tests the hypotheses by measuring the relationships and establishing the causal relationship between variables (Saunders, 2009). In so doing, it tries to find out what is happening, assessing phenomena; it interrogates the causal effect between the variables, besides moderating and intervening relationships.

3.4 Empirical Model

There are various regression models. They include linear regression, binary logistics regression, probit and tobit regression model, among others. Logistic and *probit*, for instance, are used when the dependent variable is dichotomous (Field, 2013). For continuous data, linear regression model is the preferred regression analysis. Multiple linear regression model was adopted in the study as the dependent variable was continuous. The study examined the relationship between stakeholder management, governance structure and project team diversity as indicators of project governance (independent variable) and project sustainability (dependent variable). The mediating and moderating effect of project quality and project operating environment variables were also examined.

3.4.1 Test for Direct Relationship

To test for direct relationship, Model 3.1 was utilized to explore the effect of stakeholder management, governance structure, and project team diversity on project sustainability. The hypothesis $H_{01,}$ H_{02} and H_{03} were addressed using Multiple Regression Model as shown below:

$$PS= \beta_0+ \beta_1SM_1+ \beta_2GS_2+ \beta_3PTD_3+ \varepsilon_i \quad \text{.....3.1}$$

Where

PS= Project Sustainability

SM_1= Stakeholder Management

GS_2= Governance Structure

PTD_3= Project Team Diversity

ε = Error term

β_0 = constant term

β_1 - β_3 = Regression coefficients

To enable the use of the joint effect regression model, weighted averages of the three latent variables were calculated, the resulting equation was used previously by scholar in empirical study (Murigi, 2016):

$PG= \sum(W_1SM_1+W_2GS_2+W_3PTD_3)/3$……..3.2

Where

PG= Composite index for the variables of stakeholder management, governance structure and project team diversity

W_1, W_2 and W_3= Relative weight each component is given in a specific variable

/= Division

$PS= \beta_0 + \beta_4PG+ \varepsilon_i$……..3.3

Where

Where PS= Composite Index for Project Sustainability,

PG = Composite Index for Project Governance

$\beta 4$ = Regression coefficient for project governance

ε = Error term

β_0 = constant term

In this study, variables project sustainability, stakeholder management, governance structure and project team diversity was computed using the mean of all the indicators used in the questionnaires.

3.4.2 Testing for Mediation

This study used Baron and Kenny (1986) Model to test the mediating effect of project quality on the relationship between project governance and project sustainability. The three-variable model for testing mediating effect is shown below:

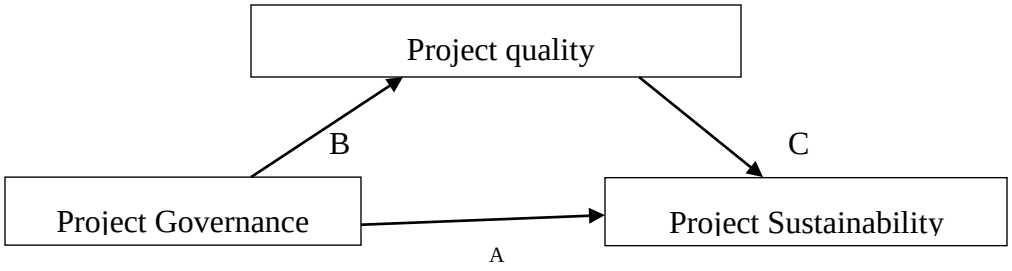


Figure 3.1 Mediation Model

Source: Author (2018)

Step 1

A simple regression analysis with project governance predicting project sustainability was conducted to test for path A.

$PS = \beta_0 + \beta_4 PG + \varepsilon_i$…….3.4

Where PS= Composite Index for Project Sustainability,

PG = Composite Index for Project Governance

$\beta 4$ = Regression coefficient for project governance

The objective is to examine if project governance is a significant predictor of project sustainability. If β_4 is significant, the project governance is a significant determinant of project sustainability.

Step 2

A simple regression with project governance predicting project quality was carried out to test for path B.

The model is:

$PQ = \beta_0 + \beta_5 PG + \varepsilon_i$……...3.5

Where:

PQ = Composite index for project quality

PG = Composite index for project governance

B_5 = Regression coefficient for project governance

The objective was to test whether project governance is a significant predictor of project quality. If β_5 is significant, the project governance is a significant determinant of project quality.

Step 3

A simple regression analysis with project quality predicting project sustainability was carried out to examine for path C.

The model is:

$PS = \beta_0 + \beta_6 PQ + \varepsilon_i$……..3.6

Where:

PS = Project Sustainability

PQ = Composite index for project quality

B_6= regression coefficient for project quality

The objective was to examine if project quality is a significant predictor of project sustainability. If β_6 in model 3.6 is not significant, the mediation is not possible. If they are significant, we proceed to Step 4.

Step 4

Multiple regression with project governance and project quality predicting project sustainability were conducted as follows.

$PS = \beta_0 + \beta_7 PG + \beta_8 PQ + \varepsilon_i$……3.7

Where:

PS = Project Sustainability

PG = Composite index for Project Governance

B_7 = Regression coefficient for project governance

B_8= Regression coefficient for project quality

ε_i= Error Term

Some form of mediation is advocated if, after controlling project governance, the effect of project quality remains significant. If project governance is no longer significant when the project quality is controlled, then the results support full or complete mediation. A case of partial mediation existed if both project governance and project quality significantly predicts project sustainability.

Table 3.1 Mediation Decision Making Criteria

Outcome		**Conclusion**
1	β_4 is significant in model 3.4	Complete mediation
	β_5 is significant in model 3.5	
	β_7 is not significant in model 3.7	
2	β_4 is significant in model 3.4	Partial mediation
	β_5 is significant in model 3.5	
	β_7 significant in model 3.7 but less than β_4 in 3.4 and β_8 is significant in model 3.7	

3	β_4 is not significant in model 3.4	No mediation
	β_5 is not significant in model 3.5	
	β_7 is significant in model 3.7 and equal to β_4 in 3.4 and β_8 is not significant in model 3.7	

Source: Baron and Kenny, (1986)

3.4.3 Test for Moderation

To test for $H_{05,}$ the moderating effect of project operating environment on the relationship between project governance and project sustainability was measured. Baron and Kenny (1986) argued that the test for moderation would entail testing whether the coefficient for the interaction term statistically varies from zero as long as there is a total effect to be moderated. First, Model 3.8 which includes project operating environment (POE) as an explanatory variable was estimated as follows.

$$PS = \beta_0 + \beta_9 PG + \beta_{10} POE + \varepsilon_i \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots 3.8$$

Second, Model 3.9 expresses the direction and total effect of the moderator on the relationship between independent variables and the dependent variable. This was estimated as follows:

$$PS = \beta_0 + \beta_9 PG + \beta_{10} POE + \beta_{11} PG * POE + \varepsilon_i \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots 3.9$$

Where: PS= Project Sustainability

PG= Project Governance

POE = Project Operating Environment

β_0= constant term

ε_i = regression residual

β_9, β_{10} and β_{11} = regression coefficient

Table 3.2 Decision Criteria for Moderation

Model 3.8	Model 3.9	Total effect	Conclusion
β_9; (p>0.05)	-	-	No overall effect to moderate
β_9 ; (p≤0.05)	β_{10}; (p>0.05)	-	Moderating variable is an explanatory variable
β_9 ; (p≤0.05)	β_{10}; (p≤ 0.05)	β_{11}	Moderating variable has a moderating effect

Source: Baron and Kenny, (1986)

3.5 Target Population

The target population of the study comprised of twenty-eight youth empowerment projects in Makueni County, Kenya (M-CIDP, 2019). The projects are distributed across the five sectors: Agriculture 10, education 4, sports 4, health 3 and entrepreneurship 7 projects with a total of 400 respondents. Table 3.3 presents the target population.

Table 3.3 Target Respondents

Sectors	Number of projects	Frequency	Percentage
Agriculture	10	143	36
Education	4	61	15
Sports	4	53	13
Health	3	41	10
Entrepreneurship	7	102	26
Total	**28**	**400**	100

Source: (M-CIDP, 2019)

3.6 Sampling Design and Procedures

A census of all the youth empowerment projects was conducted. This was due to the small number of youth projects of 28. In the study, the unit of analysis used was the youth project while the unit of observation was the project managers, leaders, executive officials and members from various five sectors: agriculture, education, sports, health and entrepreneurship. Staffs from these sectors were either involved in making decisions on youth empowerment projects which affected sustainability of the projects.

Proportionate stratified random sampling technique was employed to pick appropriate and representative sample from each sector. This ensured that each respondent had a similar and known chance of being independently chosen (Taherdoost, 2016; Sharma, 2017). The 28 projects had the following employees, Agriculture 143, Education, 61, Sports 53, Health 41 and Entrepreneurship 102 totaling to 400 respondents. Mugenda and Mugenda (2003) posited that a representative sample should be at the minimum 10% of the population however, this could have resulted to a small sample hence high risk of type I and II errors (Muathe, 2010). Field (2013) recommended for larger samples to realize better estimation of the population and smaller confidence intervals. A larger sample of 49% was thus picked translating to 196 respondents. This was consistent with Krejcie and Morgan (1970) formula as calculated below:

$S= X^2NP (1-P)/ d^2 (N-1) + X^2 P (1-P)$

Where: S= required sample size

X^2= the table value of chi-square for one degree of freedom at the desired confidence level

N= the population size

P= the population proportion (assumed to be 0.05 since this would provide the maximum sample size

d= the degree of accuracy expressed as a proportion (0.05).

Therefore, the sample size was computed as follows:

$S= 3.841^2*400(0.05)\ (1- 0.05)/0.05^2(400-1) + 3.841^2* 0.05(1- 0.05) = 196$

The respondents were selected from project managers, leaders, executive officials and members as they were perceived to provide information on how they experienced project governance strategic and sustainability issues in youth projects. The sample distribution was indicated in Table 3.4.

Table 3.4: Distribution of Sample Size

Sectors	Population	Multiplier factor	Sample size (n/N*S=s)	Percentage
Agriculture	143	0.49	70	36
Education	61	0.49	30	15
Sports	53	0.49	26	13
Health	41	0.49	20	10
Entrepreneurship	102	0.49	50	26
Total	**400**	**0.49**	**196**	**100**

Source: (Author 2019)

As indicated in Table 3.4 Agriculture had the highest proportion of the respondents with 36% followed by entrepreneurship with 26%, education 15%, sports 13% and health had the lowest proportion of 10%.

3.7 Data Collection Instrument

Primary data was gathered from the field using self- administered structured questionnaires. The questionnaires utilized a 5- point Likert Scale questions describing opinions and issues of the

respondents. The choice of questionnaire was justified based on the number of respondents and was considered to be easy to administer and not expensive (Field, 2013). The questionnaire comprised of five sections: the first section (A) addressed questions on background of the respondents. The second section (B) addressed the effect of different independent variables on the sustainability of youth empowerment projects in Kenya, while the third, fourth and fifth sections (C, D & E) addressed study items on mediating, moderating and dependent variables of this study.

3.7.1 Operationalization and Measurement of Variables

Project sustainability was the study dependent variable whereas project governance was the independent variable. This thesis sought to determine if project quality and project operating environment are both mediating and moderating variables respectively. Table 3.5 depicted an explanation of how the variables of the study were operationalized and measured.

Table 3.5 Operationalization and Measurement of Variables

Variable	Nature	Operationalization	Indicators	Measurement Level	Section of the questionnaire
Stakeholder Management	Independent variable	Active participation of the project stakeholders in process of making decision, communication and in policies implementation	Stakeholder commitment Stakeholder involvement Stakeholder participation Communication	Interval, 5-point Likert Scale (1= strongly disagree to 5= strongly agree	Part 1 Section B
Governance Structure	Independent variable	Ensuring that project steering committee, portfolio management, management office and project and programs management responsibilities and roles are defined well in	Project steering committee Project portfolio management Project management office Project and	Interval, 5-point Likert Scale (1= strongly disagree to 5= strongly agree	Part 1 Section B

		decision making process	program management		
Project Team Diversity	Independent variable	Ensuring that combination of variety of experiences, training, work-culture and gender diversities are integrated in the project team	Experience Training Work culture Gender	Interval, 5-point Likert Scale (1= strongly disagree to 5= strongly agree	Part 1 Section B
Project Quality	Mediating variable	Ensuring project quality in terms product and design standards are enhanced in projects in order to improve sustainability	Product quality Design quality	Interval, 5-point Likert Scale (1= strongly disagree to 5= strongly agree	Section C
Project operating environment	Moderating variable	Ensuring organizational environmental operating risks such as political, economic, user, team, planning and control risks are well identified, assessed analyzed and responded to	Political Economic Legal	Interval, 5-point Likert Scale (1= strongly disagree to 5= strongly agree	Section D
Project Sustainability	Dependent variable	Degree to which project sustainability is attained with respect to economic, social and environmental benefits	Economic benefits Social benefits Environmental benefits	Interval, 5-point Likert Scale (1= strongly disagree to 5= strongly agree	Section E

Source: (Author 2019)

3.7.2 Pilot Study

This study conducted a pilot study so as to determine the appropriateness, suitability and adequacy of the research instruments. The questionnaires were administered to a total of fifteen respondents from Machakos County and were not part of the primary research. The piloting was done in Machakos, as the county is affected by similar environmental factors and same typologies to that of Makueni County. The reliability and validity of this study's tools were

determined in the pilot study and the obtained results provided direction that guided the researcher in manipulation of the data collected for further analysis.

3.7.3 Validity of Instrument

Validity involves the degree in which the concept it is made to measure is correctly replicated by an objective measure, yielding scores replicating the true variables being measured. Validity also determines the extent in which a method for data collection tests what it intends to test. Test for validity is vital as it ensures accurate application and interpretation of the research results (Mugenda & Mugenda, 2003). The pilot study was done to measure the validity of the research tools in respect with content, face and construct validity.

Construct validity describes the extent where a theoretical concept or traits are tested by questionnaire or test measures. Construct validity accepts related assumptions supported by relevant theory on the concept. To ensure construct validity, the items developed in the questionnaire were aligned with the theoretical underpinnings supporting the conceptual framework of the study. To safeguard content validity, the content of the questions constructed measured the facets of the latent construct under study. Respondents were required to know the questionnaire words used. The requisite data were gathered from reputable sources; plain language was used on the questionnaire to elude any uncertainty and confusion.

Face validity is optimized by conducting a pilot test to validate the representativeness and relevance of the various items to the projected setting. To ascertain face validity, the study questionnaire was constructed grounded on the recommendations of other studies.

3.7.4 Reliability of Instrument

Reliability describes the extent in which any measuring procedure on repeated trials yields the same result (Saunders *et al.,* 2009). Internal consistency pronounces the degree of correlation between the different items of a measuring construct. Internal consistency was measured using Cronbach's Alpha, to ensure reliability of measurement instruments. The Cronbach Alpha coefficient is a reliable technique used to show how well several items are positively correlated to each other (Sekaran & Bougie, 2010). Jackson (2009), Saunders (2009) and Zaiontaz (2013) recommended elucidation of Cronbach's Alpha coefficient and the subsequent appears as broadly and commonly acknowledged by the researchers that 0.90 shows high reliability, 0.80 indicates moderate reliability, 0.70 indicates acceptable reliability and less than 0.70 shows low reliability. For the current study, alpha co-efficient of 0.70 was used as the cut-off point.

3.8 Data Collection Procedure

Primary data collection processes encompassed obtaining introduction letter from Kenyatta University (Appendix IV) and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) (Appendix V) to carry out the research. Permission was also requested from the Ministry of Youth, Gender and Sports from the county government of Makueni. Trained research assistants administered 196 questionnaires to respondents across the five sectors employing a drop-and-pick-later mode.

3.9 Data Analysis and Presentation

Once data from questionnaires was received, it was coded, edited in form then analyzed. Collected quantitative data was coded, edited and then keyed into the Statistical Package for

Social Scientist (SPSS) Software for analysis. The analysis of data was carried out using both inferential and descriptive statistics. Descriptive statistical analysis for instance mean, median, standard deviations, frequency distribution and percentages were calculated to delineate the study's variables of interest characteristics. These were presented using frequency distribution, percentages, charts and tables. Inferential statistics were done to ascertain the magnitude and the nature of the relationships between the variables and to test the hypothesized relationships.

The study utilized multiple regression analysis, where each of the independent variable was regressed to establish its relationship with the dependent variable, as depicted in the multiple linear regression models. The 95% level of significance was used to investigate various study hypotheses. The results of the analyzed data through inferential and descriptive statistics were presented by use of charts, tables and graphs. Graph s summarized the data on bar graphs, histograms and line graphs to show the relationship between variables.

Table 3.6 Hypotheses Testing

Objective	**Hypothesis**	**Model**	**Interpretation**
1.To determine the effect of stakeholder management on sustainability of youth empowerment projects in Makueni County, Kenya	H_{01} stakeholder management has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya	$PS= \beta_0+ \beta_1SM_1+ \beta_2GS_2+ \beta_3PTD_3 + \varepsilon_i$	Reject H_{01} if β_1 is statistically different from zero. $P< 0.05$
2. To determine the effect of governance structure on sustainability of youth empowerment projects in Makueni County, Kenya	H_{02} governance structure has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya		Reject H_{02} if β_2 is statistically different from zero. $P< 0.05$

3. To determine the effect of project team diversity on sustainability of youth empowerment projects in Makueni County, Kenya	H_{03} project team diversity has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya		Reject H_{03} if β_3 is statistically different from zero. $P< 0.05$
4. To establish the mediating effects of project quality on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya	H_{04} Project quality does not have significant mediating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya	$PS = \beta_0 + \beta_4 PG + \varepsilon_i$ $PQ = \beta_0 + \beta_5 PG + \varepsilon_i$ $PS= \beta_0 + \beta_6 PQ + \varepsilon_i$ $PS=\beta_0 + \beta_7 PG + \beta_8 PQ + \varepsilon_i$	Reject H_{04} if the value $\beta_4 \neq 0$, or if the value of β_4 β_5 and $\beta_6 \neq 0$
5. To establish the moderating effects of project operating environment on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya	H_{05} project operating environment does not have moderating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya	$PS = \beta_0 + \beta_9 PG + \beta_{10} POE + \varepsilon_i$ $PS = \beta_0 + \beta_9 PG + \beta_{10} POE + \beta_{11} PG * POE + \varepsilon_i$	Reject H_{05} if β_8 is statistically different from zero. $B_{11} \neq 0$

Source: (Author, 2018)

3.10 Diagnostic Tests

Diagnostic tests are adopted to ascertain that the various models can be used in inferential analysis. The proposed model of this study was examined by use of regression analysis technique. Therefore, diagnostic tests were vital, undertaken to cover tests for normality, linearity, heteroskedasticity and multicollinearity. This was carried out in order to make sure that the findings were reliable.

3.10.1 Test of Normality

Normality tests are adopted to ascertain if the residuals term established is well-modeled by a normal distribution. Assumption of normality is important as it ensures that the data roughly fits a bell curve shape before conducting definite regression or statistical tests. However, if the data does not definitely satisfy the normality assumption, then poor results will be obtained from certain types of test (Field 2013). The Shapiro-Wilk test was adopted in this study to test whether the random sample are from a normal distribution and detect the deviation from normality as a result of Skewness or Kurtosis. Shapiro-Wilk statistic ranges from zero to one; in case the calculated probability (p-value) is below 0.05, the data significantly deviate from normal (Field, 2013). Therefore, the researcher adopted the p-value of 0.05 as the threshold for testing normality as recommended by Field (2013).

3.10.2 Test of Linearity

The assumption of linearity elucidates the linear relationship between dependent and independent variable. In other words, a fixed increase in the explanatory variable by one unit is correlated with a similar increase in the effect variable. In this analysis, the Pearson correlation coefficient was adopted to ascertain the linear relationship between the variables of the study, as suggested by (Field, 2013). The Pearson coefficient of correlation gives information on the intensity and direction of the linear relationship between the two constructs where r takes values between -1 and +1, where, if r is far away from zero shows strong positive or negative linear relationship between the two variables. Additionally if r is positive, this indicates that a unit increase in one variable contributes to an increase in the other variable, and if r is negative, it indicates that the other variable decreases as one variable increases (Field, 2013).

3.10.3 Autocorrelation Test

Autocorrelation is a representative of data that demonstrations the extent of similarity between same variables values over continuous time intervals. In order to determine whether the models residuals are auto correlated, the Durbin Watson (DW) test was adopted. DW statistics range from zero to four, with ratings ranging from 1.5 to 2.5 suggesting no autocorrelation. That is, there is evidence of a positive serial correlation if DW is significantly less than 2. If DW is greater than 2, the negative correlation between successive error terms is negative (Field, 2013).

3.10.4 Heteroskedasticity

Heteroskedasticity (the violation of homoscedasticity) is the extent to which data has unequal variability (scatter) across a set of predictor variables. The fact that standard errors are skewed is a more severe issue associated with heteroskedasticity. However, due to this standard error, if data is run through regression analysis to conduct significance tests and calculate confidence intervals, the results are not valid because of the biased coefficients (Field, 2013). Ideally, the variance of the error term should be Homoscedastic. A question of degree is the result of breaching the assumption of homoscedasticity, increasing as heteroskedasticity increases. In this study, the presence of heteroskedasticity was established using Breusch- Pagan and Cook-Weisberg test statistic with null hypothesis that the term for error is constant. The decision criterion are whether the null hypothesis was accepted by $P>0.05$, indicating that the presumption of homoscedasticity is attained and thus inference about significance of the 8coefficients would be valid.

3.10.5 Test of Multicollinearity

Multicollinearity is the degree to which there is a high correlation between two or more predictor variables in a multiple regression model. Multi-collinearity was tested employing variance inflation factor (VIF) and tolerance (TOL) to assess whether the variables are correlated. VIF value above 10 indicates that multicollinearity is a problem. Nevertheless, a value below 10 calls for a concern. Alternatively, a TOL of less than 0.2 indicates presence of multi-collinearity problem among the predictors (Field, 2013).

In this study, presence of multicollinearity was tested using VIF $\geq$10 and tolerance $\leq$ 0.1 which corresponds to $R^2 \geq 0.90$. To test for homogeneity of variance, Levene's statistic was used. If the test is indeed not significant (p-value $\geq$ .05), the two variances do not vary substantially and thus, the null hypothesis is not rejected (Field, 2013). Therefore, to test homogeneity of variance, the study utilized p-value of 0.5 as the threshold.

3.11 Ethical Considerations

The researcher undertook different processes in ensuring that the study observes the ethical standards of a scientific research. The researcher ensured that there was informed consent from the respondents before administering questionnaires. Likewise, he ensured confidentiality was maintained throughout the study, discriminated against the respondents. The questionnaire was structured to collect information related directly to the research questions; respondents were not probed on personal and private areas. Furthermore, the researcher was obliged not to provide confidential information; any information needed to be shared was correctly obtained; it was only used for academic purposes.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents the research findings and discussions. First of all, the thesis sought to establish the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya. Secondly, set to examine the mediating effects of project quality on the relationship between project governance and sustainability of youth empowerment projects in addition the moderating effects of the project operating environment. This chapter comprises the response rate, respondent demographic characteristics, and descriptive statistics on every specific study variables, diagnostic tests and results on regression analysis.

4.2 Reliability Test Results

The research instruments reliability and validity were ascertained in the pilot study. Obtained results provided the direction for the researcher in handling the data collected for further analysis. A pilot study was carried out on fifteen conveniently selected respondents from Machakos County as the population characteristics are similar to those of the study context; these did not participate in the main study.

The test was conducted to examine the constructed research instrument reliability in collecting the data required. In order to test internal consistency, Cronbach's Alpha was adopted, thus the reliability coefficient utilized. The threshold for Cronbach's Alpha was $\alpha = 0.7$, where variables with α greater than 0.7 were regarded to have internal consistency or reliability.

Table 4.1: Summary of Reliability Statistics

Variables	No of Items	Cronbach's Alpha	Conclusion
Stakeholder management	14	0.904	Reliable Scale
Governance structure	18	0.957	Reliable Scale
Project team diversity	25	0.948	Reliable Scale
Project Quality	20	0.954	Reliable Scale
Project Operating Environment	17	0.870	Reliable Scale
Project Sustainability	18	0.907	Reliable Scale
Overall Reliability		0.923	Research Instrument Reliable

Source: Pilot Test data, 2020

As shown in Table 4.1, all the variables had α greater than 0.7, confirming that the questionnaire construction scale utilized was reliable. Stakeholder management measured with 14 items had a coefficient of 0.904; governance structure measured with 18 items had a coefficient of 0.957. Project team diversity measured with 25 items had a coefficient of 0.948; project quality measured with 20 items had a coefficient of 0.954. The project operating environment measured with 17 items had a coefficient of 0.870; Project Sustainability measured with 18 items had a coefficient of 0.907. In this study, the alpha coefficients above the threshold of 0.70 attained are consistent with the results in earlier studies of Jackson (2009), Saunders (2009) and Zaiontaz (2013). The overall reliability for all the items of the instrument was 92.3%, implying that the research instrument adopted by the study was reliable.

4.3 Response Rate

The study had 196 respondents from youth empowerment projects in Makueni County. Of these sampled respondents, 132 responded to the questionnaires that were administered, as shown in the Table 4.2.

Table 4.2: Response Rate

Response	Frequency	Percentage
Returned questionnaires	132	67.35
unreturned questionnaires	64	32.65
Total	196	100

Source: Survey Data (2020)

In Table 4.2, a response rate of 67.35 % is satisfactory for data analysis and interpretation of the results (Saunders, Lewis and Thornhill, 2007).In the same way, Mugenda and Mugenda (2003) recommended a response rate of above 50% in order to conduct statistical analysis. Based on the recommendations of the researchers, the 67.35% was appropriate to conduct statistical analysis and draw conclusions on the study objectives.

4.4 Demographic Information

The study examined the respondents' demographic characteristics. This section highlights the results on all the demographic characteristics examined whereby results are presented using both tables and figures. The key characteristics of the respondents under consideration in this research were gender, age bracket, duration of participating in the project, highest level of education and current project status.

4.4.1 Respondent Gender

The study sought to determine the distribution by gender of the respondents. The results are summarized in Table 4.3.

Table 4.3: Respondent Gender

Gender	Frequency	Percent
Male	85	64.4
Female	47	35.6
Total	**132**	**100**

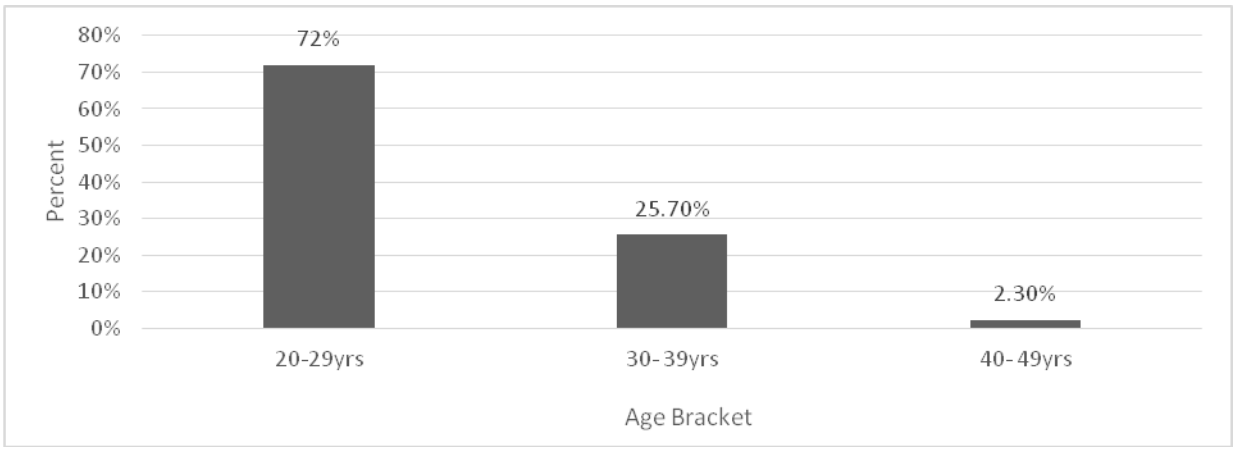
Source: Survey Data (2020)

With reference to the respondents' gender, the results indicated that majority (64.4%) of the participants in the study were male, 35.6% being females. This points a high gender disparity among study respondents. The results also imply the gender representation of the selected sample.

4.4.2 Respondent Age Bracket

The study also established the participants' age bracket. The findings are presented in Figure 4.1.

Figure 4.1: Respondent Age



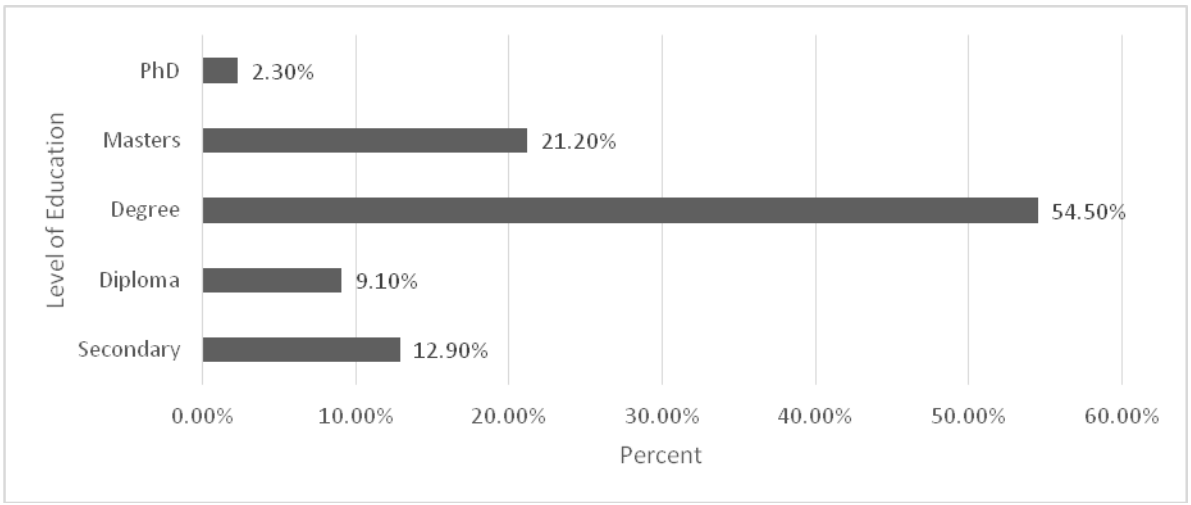
Source: Survey Data (2020)

As presented in figure 4.1, majority of the respondents as represented by 72% were aged between 20 and 29 years while a further 25.7% were aged between 30 and 39 years. On the other hand, only 2.3% of the participants were aged between 40 and 49 years. These findings imply that majority of project managers and officials in youth empowerment projects in Makueni County are young people aged below 30 years.

4.4.3 Respondent Highest Level of Education

The highest level of education of the participants of the study was further established. The results are depicted in Figure 4.2.

Figure 4.2: Respondent Level of Education



Source: Survey Data (2020)

Majority of the respondents (54.5% had university degree; a further 21% had master's degree and 2.3% doctorate qualifications. Those who had diploma academic qualification represented 9.1% while 12.9% had secondary education. This implies that majority of the respondents had adequate level of education; they were skilled for their respective positions. For Konya (2013), formal education and professional qualifications significantly improve the reliability of the responses to a study; it is an indication of respondents' ability to read and interpret the items of a questionnaire.

4.4.4 Respondent Duration in Project

The study further assessed the duration of time (in years) that the respondents had worked at the project. Table 4.4 presents the results.

Table 4.4: Respondent Duration in Project

Duration	Frequency	Percent
1-5 years	108	81.8
6- 10yrs	24	18.2
Total	**132**	**100**

Source: Survey Data (2020)

Majority of the respondents (81.8%) had participated in the project for a period of 1 to 5 years while 18.2% had spent 6 to 10 years working in youth empowerment project. The implication of the results is that majority of the respondents of this study had participated in the project long enough to gain sufficient experience in their job.

4.4.5 Respondents' Current Position

The current position held by respondents in the project was further examined. The results are depicted in Table 4.5.

Table 4.5: Respondent Current Position Held

Current Status	Frequency	Percent
Project leader	23	17.4
Project official	15	11.4
Member	94	71.2
Total	**132**	**100**

Source: Survey Data (2020)

Majority of the respondents (71.2%) were project members followed by 17.4% who were project leaders. Project officials represented 11.4% of the sample. This implies representativeness of all units of the project in the sample.

4.4.6 Cross tabulation between Gender and Other Demographic Characteristics

This section presents a cross tabulation between gender and other demographic characteristics of the respondents. Table 4.6 summarizes the results.

Table 4.6 Cross tabulation between Gender and Demographic Characteristics

		Gender* Demographic Characteristics		
		Male	Female	Total
Age	20-29yrs	57	38	95
	30- 39yrs	25	9	34
	40- 49yrs	3	0	3
	Total	85	47	132
Education	Secondary	11	6	17
	Diploma	4	8	12
	Degree	44	28	72
	Masters	23	5	28
	PhD	3	0	3
	Total	85	47	132
Duration	1-5years	63	45	108
	6-10years	22	2	24
	Total	85	47	132
Position	Project leader	19	4	23
	Project official	15	0	15
	Member	51	43	94
	Total	85	47	132

Source: Survey Data (2020)

The results indicate that majority of the female respondents were aged 20 and 29 years while male were either between 20 and 29 years or between 30 and 39 years. The results further show that the male had higher education compared to female. Similarly, the results show that in term of experience, male was better than female. Finally, only 4 female respondents indicated they

were project leaders as compared to 19 males. These findings imply that the youth empowerment projects in Makueni County were dominated by male.

4.5 Descriptive Analysis

This section discusses the descriptive findings on the variables of the study. The study's independent variable was project governance which was measured using stakeholder management, governance structures and project team diversity. The dependent variable was project sustainability. Project quality and project operating environment were mediating and moderating variables respectively. The study utilized mean and standard deviation to present the findings on each of the study's variables.

4.5.1 Stakeholder Management

The study sought to explore the effect of stakeholder management on sustainability of youth empowerment projects in Makueni County, Kenya. Accordingly, respondents were enquired to show their degree of agreement on different statements on stakeholder management based on a scale of 1-5 where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. The questionnaire was formulated with items that represented a set of actions designed to enhance stakeholder management during project execution. Percentages, mean as well as standard deviation were employed to analyse the responses as shown in Table 4.7.

Table 4.7: Descriptive Results on Stakeholder Management

Statement	Mean	Standard. Deviation
I am committed in working in this project	4.46	0.56
The activities of this project are made known to the stakeholders	4.34	0.63
Communities and the youth are included in the initiation and execution of the	4.35	0.63

project		
Stakeholders are included in the decision making process in this establishment	4.38	0.57
Community participation enhances security and protection of property of the project	4.48	0.56
Dialogue with management and the stakeholders promote friendly organizational-community relationship	4.55	0.56
Stakeholder participation enhances commitment on the part of stakeholders in this project organization	4.53	0.53
Stakeholder participation promotes a sense of ownership among the youth and the community dwellers	4.39	0.6
Involvement and participation create a sense of motivation and enthusiasm among the necessary stakeholders in the project	4.45	0.56
The level of corruption and administration lapses is reduced as a result of stakeholder participation in this project	4.2	0.8
Stakeholders see this project as their own and as ultimately beneficial to them	4.25	0.77
Putting stakeholders in strategic position in the project organization will promote transparency and sustainability	4.37	0.57
Communication and consultation with stakeholders take place whenever necessary	4.21	0.72
All stakeholders are actively engaged throughout the capacity assessment process	4.20	0.69
Overal Mean	4.36	

Source: Survey Data (2020)

From Table 4.7, the first statement sought to investigate if respondents were committed to the project whereby majority of the respondents strongly agreed and agreed. There was low variation in the responses to this statement as shown by a standard deviation value of 0.56. Regarding the statement that the activities of the project were made known to the stakeholders, majority of respondents agreed and strongly agreed as shown by the mean 4.34. There was also low variation in the responses to this statement as shown by a standard deviation value of 0.63. On whether communities and the youth were involved in the project initiation and execution, the largest fraction of the sample agreed and strongly agreed. The findings were confirmed by a mean of 4.35.

Another statement sought to find out whether stakeholders are included in decision making process whereby majority, agreed and strongly agreed as presented by mean of 4.38. Majority of respondents strongly agreed that community participation enhanced security and protection of property of the project. This was confirmed through a mean of 4.48 while a standard deviation value of 0.56 indicated low variation in responses. With regard to the statement that dialogue with management and the stakeholders promote friendly organizational-community relationship, majority strongly agreed and agreed.

On whether stakeholder participation promotes a sense of ownership among the youth and the community dwellers, a mean of 4.39 indicated that majority agreed while a standard deviation value of 0.6 was indicative of low variation in responses. The largest proportion of the sample agreed that involvement and participation create a sense of motivation and enthusiasm among the necessary stakeholders in the project; the level of corruption and administration lapses is reduced due to stakeholder participation in the project. The findings also indicated that majority of the participants of the study had a mean of 4.37 implying that majority of the respondents agreed that putting stakeholders in strategic position in the project organization would promote transparency and sustainability.

Regarding the statement that communication and consultation with stakeholders take place whenever necessary, majority of respondents agreed confirmed by a mean of 4.21. On whether all stakeholders are actively engaged throughout the capacity assessment process, respondents agreed and strongly agreed. On average, the findings in this section provide an indication that majority of the respondents agreed that different stakeholders were actively included and participated in the project to enhance sustainability of the project. The finding supports those of

Silvius and Schipper (2014) who established that stakeholder engagement through consensus-building and dialogue processes develops reasonable ways of solving the problems through collaboration and thereafter properly monitoring and evaluating the outcome.

4.5.2 Governance Structure

The study also explored the effect of governance structure on sustainability of youth empowerment projects in Makueni County, Kenya. Respondents indicated their level of agreement on various statements regarding governance structure based on a scale of 1-5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5= strongly agree. The study employed percentages, mean and standard deviation to analyse the responses as presented in Table 4.8.

Table 4.8: Descriptive Results on Governance Structure

Statement	Mean	Std. Dev
The steering committee checks and approves the Project Charter for accuracy	4.27	0.51
The project progress is monitored in contrast to the project management plan	4.20	0.68
Project resource plan, scope, schedules, cost estimates and goals changes made are reviewed and approved	4.25	0.60
The project development strategy is reviewed and approved	4.26	0.60
Critical issues on project success are suggested and reviewed	4.30	0.72
Conflicts among stakeholder groups are well resolved	4.05	0.74
Our project portfolio is consistently focused on the firm's future	4.16	0.64
The projects resource allocation manifests our strategic objectives	4.29	0.62
Our project portfolio transparency is outstanding	4.25	0.66
Accessibility of all relevant project's status information is easy and quick	4.23	0.64

The interpretation of resource information and status of the project is easy and quick	4.30	0.60
Human resource is well allocated quickly and reliably in this project	4.25	0.66
There is consistency in resource allocation in accordance with the prioritized criteria	4.31	0.58
Review process ensures that the projects that supports realization of strategic goals are contained in the portfolio	4.32	0.58
Adaption of our portfolio to changing goals is quick	4.31	0.67
Resources are allocated smoothly and without problems	4.23	0.75
Project risks are well monitored and controlled	4.17	0.69
The project management office offers service support to projects and project leaders	4.18	0.63

Source: Survey Data (2020)

From Table 4.8, the first statement sought to find out whether the steering committee checks and approves the Project Charter for accuracy whereby majority of the respondents, as indicated by mean of 4.27 agreed and strongly agreed. There was also low variation in the responses to this statement as shown by a standard deviation value of 0.51.

Another statement sought to establish whether the project progress was monitored against the project management plan; the majority agreed and strongly agreed. Majority of the respondents agreed, as shown by the mean 4.25, that project resource plan, scope, schedules, cost estimates and goals changes made were reviewed and approved. This was with a standard deviation of 0.6, indicative of low variation in responses. On whether the project development strategy was reviewed and approved, majority agreed and strongly agreed.

Findings also established overwhelmingly, with a mean of 4.3 that critical issues on project success were suggested and reviewed by the project team. Similarly, majority agreed that conflicts among stakeholder groups are well resolved. Majority of the respondents agreed that project portfolio

was consistently focused on the firm's future. Further, the projects resource allocation manifested the strategic objectives and transparency of the project portfolio transparency was outstanding. Similarly, majority of the respondents agreed that accessibility of all relevant project's status information was easy and quick. The interpretation of resource information and status of the project was also easy and quick: human resource was well allocated quickly and reliably in the project; there was consistency in resource allocation in accordance with the prioritized criteria.

A different statement sought to determine whether the review process ensured that the portfolio contained projects that supported achievement of strategic goals whereby the majority, as shown by a mean 4.32 agreed and strongly agreed. Respondents agreed that resources were allocated smoothly and without problems. Regarding the claim that the project managers provided service support mainly to projects/project leaders, majority (57%) agreed; with a standard deviation value of 0.63, pointing to low variation in the responses. On average, the results indicated that majority of the respondents agreed that there was effective management of project portfolio with the governance structure in place crucial in considering variations in the manner in which the project is organized. The findings are consistent with Heising (2012), whose findings indicated that effective management of project portfolio significantly translated into sustainable project success.

4.5.3 Project Team Diversity

The third study objective was to explore the effect of Project team diversity on the sustainability of youth empowerment projects in Makueni County, Kenya. Table 4.9 below captures this scenario.

Table 4.9: Descriptive Results on Project Team Diversity

Statement	Mean	Std. Dev
I firmly believe about the gender diversity at work place	4.38	0.62
Balanced work force is made up of both genders	4.49	0.62
Team performance is promoted by gender diversity	4.50	0.62
Decision making process involves both genders	4.39	0.66
Workers training background forms the basis of recruitment in the organization	4.38	0.74
Equal training opportunities exists for workers from different training background	4.26	0.67
Work performance is improved by acquiring more skills through training	4.56	0.56
Members of diverse training background are involved in decision making process by the team leader	4.27	0.62
Mentoring of workers in this organization is highly practiced so as to acquire job skills in latest technologies	4.42	0.65
The team professional relationship is not affected by workers experience diversities	4.10	0.72
The decision making includes both the most experienced and less experienced	4.09	0.71
There is no discrimination against the less experienced workforce in this establishment	4.08	0.73
My work place experience is fully utilize	4.49	0.56
Less experienced workers learn keenly from most experienced workers	4.40	0.49
The organization workforce has a diverse work experience	4.30	0.59
I receives regular feedback from my supervisor	4.30	0.65
Good work is recognized in this organization	4.43	0.72
There is clear definition of my responsibility	4.42	0.55
I am able to express myself in the work environment	4.24	0.75
The manner I work in the team is appreciated by my colleagues	4.31	0.69
Teamwork and cooperation is outstanding in this organization	4.36	0.54
Enough encouragement is provided by team mates at work place	4.38	0.60
I am included in work related decisions making	4.27	0.59

My opinions are taken into consideration by team members	4.31	0.63
Decisions made are based on organizations goals and objectives.	4.48	0.57

Source: Survey Data (2020)

Accordingly, respondents were examined to reveal their degree of agreement on various statements about project team diversity. The questionnaire was formulated with items that represented a set of activities designed to promote project team diversity. From Table 4.9, the study sought to establish whether respondents felt positive about gender diversity at their work place. Most of them (47%), with a mean of 4.38, agreed while a further 45.5% strongly agreed.

The second statement was framed to determine whether there was balanced work force composed of both genders in which case majority of respondents (56.1%) and a mean of 4.49 strongly agreed. On whether gender diversity promotes performance of the team, 55.3% strongly agreed, followed by 40.9% who agreed. Majority of the respondents, 47% and 50% also strongly agreed that both genders were included in decision making and that the workers training background formed the basis of recruitment in the organization.

On whether there was equal training opportunities for workers from different training backgrounds, the largest proportion of the sample (48.5%) agreed, confirmed by a mean of 4.26. Similarly, 54.6% agreed that members of diverse training background are involved in decision making process by the team leader while 49.2% strongly agreed that mentoring of workers in the organization was highly practiced so as to acquire job skills in latest technologies.The team professional relationship was not affected by workers experience diversities as shown by 56.8% of the respondents who agreed while 28% strongly agreed. On the same note, the results

indicated that majority of the respondents, 53% and mean 4.09 agreed that decision making included both the most experienced and less experienced.

Majority of the study participants 56.1%, 52.3% and 59.8% respectively also agreed that there was no discrimination against the less experienced workforce, one's experience was fully utilized in work place and that less experienced workers learnt keenly from most experienced workers. It was also established that the organization workforce had a diverse work experience as shown by 61.4% of respondents who agreed and 34.8% who strongly agreed. Majority of the respondents, 55.3%, 58.3%, 50% and 58.3% agreed that the organization regularly recognizes good work; there is good teamwork and cooperation, enough encouragement was provided by team mates at work place and that each project team member was involved in making work related decisions. Majority of the respondents (52.3%) with a mean of 4.48 strongly agreed that the decisions were made based on organizations goals and objectives.

The findings in this section suggest that the project team was diverse in such aspects as gender, training background, technology aptness, job experience, manner of task execution and opinions regarding the project which were considered essential in enhancing sustainability of the project. The findings concur with Olubemni, Olaniyi and Fisayo (2014) who found significant difference in diversities in the construction industry amongst the construction professionals and construction site management practices. Similarly, Franz *et al* (2016) indicated that team integration and group cohesion had a significant effect on project performance.

4.5.4 Project Quality

The fourth study objective was to establish a mediating effect of project quality on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. Respondents indicated their degree of agreement on various statements about project quality based on a scale of 1-5 where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree. The findings are depicted in Table 4.10.

Table 4.10: Descriptive Results on Project Quality

Statement	Mean	Std. Dev
The intended users have benefited directly from the project increase in efficiency and effectiveness	4.23	0.56
I am satisfied with the project quality	4.32	0.62
This project provides best solution to the problem it was made to solve	4.37	0.57
There is improvement in performance of activities by clients as a result of project establishment	4.24	0.64
There is a positive effect on those who make use of the project	4.27	0.51
Project use has directly led to clients improvement in terms of decision making and performance	4.28	0.54
This project was accomplished within its original budget	4.24	0.75
This project was accomplished within its original schedule	4.14	0.87
I am contented by the way through which this project was accomplished	4.40	0.59
Directly affected clients makes use of this project	4.27	0.56
The project quality standards are met	4.26	0.63
The project meets the clients' requirements	4.23	0.64
The resources mobilized are used as planned	4.16	0.76
The suppliers are satisfied with the project quality	4.22	0.66
The project steering group are satisfied with the project quality	4.39	0.57
The project teams are satisfied with project quality design		

	4.31	0.57
The project meets organizational objectives	4.35	0.63
The project user needs are satisfied	4.28	0.65
High project quality leads to improvement in organizational capability	4.42	0.57
The project is completed according to stakeholder's specification	4.34	0.65

Source: Survey Data (2020)

The first statement sought to find out whether the intended users benefited directly from the project increase in efficiency and effectiveness in which case majority of the respondents, 62.9% and mean 4.23, strongly agreed while 6.8% agreed. The findings also indicated that most respondents (51.5%) agreed that they were satisfied with the project quality. A mean of 4.37 indicated that majority of respondents agreed that project provided the best solution to the problem it was made to solve; 53% also agreed that there was an improvement in performance of activities by clients as a result of project establishment.

On whether the project positively impacted on those who used it, 67.4% and a mean of 4.27 of respondents agreed; 29.5% strongly agreed. A standard deviation of 0.51 was indicative of low variation in responses provided by the participants. A mean of 4.28 also indicated that majority agreed that the project use directly led to clients' improvement in terms of decision making and performance. Regarding the statement that the project was completed within its original budget, the largest proportion of the sample (42.4%) agreed as 41.7% strongly agreed. On the same note, 43.2% and 49.2% of the respondents respectively agreed that the project was completed within its original schedule and that they were contented by the way through which this project was accomplished.

A mean of 4.27 confirmed that respondents agreed that directly affected clients made use of the project while 54.5% agreed that the project met the quality standards. The findings further showed that the project met the client's requirements. The resources mobilized were used as planned. Suppliers were pleased with the project quality. The project steering group was contented with the project quality as confirmed by respective means of 4.23, 4.16, 4.22 and 4.39 for the respondents who agreed.

On the statement that the project met organizational objectives and satisfied needs of the users, the largest proportion of respondents (48.5%) agreed. The results further show that 50% of the respondents agreed that high project quality improved organizational capability with 50.8% also agreeing that the projects were completed according to specification.

The results in this section indicate positive outcomes in project quality in terms of end user satisfaction, problem solving, effective decision making, completion within budget and schedule, client requirements satisfaction and proper use of mobilized resources that enhanced sustainability. In this regard, projects that have high quality and effective governance are more sustainable than those with poor management quality. The results agree with the outcomes of Memon *et al.* (2011) which showed that project quality management at design contributes significantly on the final outcome of project. Similarly, Mallawarachchi *et al.* (2015) noted that implementation of proper quality management plan was important; it enhanced project design quality standards and drawing, strengthening the project sustainability.

4.5.5 Project Operating Environment

The study also sought to examine the moderating effect of the project operating environment on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. Respondents indicated their level of agreement on various statements regarding the project operating environment based on a scale of 1-5. Table 4.11 provides the summary of the results.

Table 4.11: Descriptive Results on Project Operating Environment

Statement	Mean	Std. Dev
Organizational politics affects the sustainability of the projects	4.33	0.60
Project stability is affected by the political environment	4.28	0.68
Change in organizational management during the project affects achievement of organizational objectives	4.20	0.61
Rules and regulations established ensure that there is proper governance in the project organization	4.23	0.57
Project policies are adhered to and well followed	4.23	0.63
Users resistance to change affects the governance of the projects	4.32	0.66
Conflict between the stakeholders adversely affects the sustainability of the project	4.33	0.77
Some users have negative attitude towards the project politics	4.11	0.68
There is good involvement of everyone in this organization's policy implementation	4.01	0.72
Lack of cooperation from project users leads to governance issues	4.36	0.59
There is effective project management methodology in this establishment	4.27	0.69
I am satisfied with our project operating environment	4.26	0.57
There is adequate estimation of required resources	4.16	0.67
Proper project planning is done in this establishment	4.29	0.52
There is a good communication amongst the community and the project implementers to advance project output	4.26	0.65

There is sufficient perception in every legal requirement and likely modification in the field of safety and environment	4.23	0.62
Change in legislation which relates to project affects the governance and sustainability of the projects	4.23	0.58

Source: Survey Data (2020)

A mean of 4.33 confirmed that majority of them concurred that organizational politics affected the sustainability of the projects; 50.8% agreed that project stability was affected by the political environment. Some 62.9% respondents agreed, with a further 29.5% strongly so that change in organizational management during the project affected achievement of organizational objectives.

On whether rules and regulations established ensured proper governance in the project organization, 62.1% and mean 4.23 of respondents agreed. The results also indicate that majority of respondents (56.1%) agreed that project policies were adhered to; user's resistance to change affected the governance of the project. This was confirmed by a mean of 4.32. Conflict among stakeholders adversely affected project sustainability. This was confirmed by 47% respondents who strongly agreed. Moreover, majority of respondents (62.1%), agreed that some users had negative attitude towards the project politics; 58.3% felt that there was good involvement of every person in implementing the organization's policies. Further, 52.3% intimated that lack of cooperation from project users lead to governance issues while and 50% appreciated effective project management methodology.

As to whether respondents were satisfied with the project operating environment, majority (60.6%) agreed with a further 32.6% strongly. A mean of 4.16 also shows that respondents agreed that there was adequate estimation of required resources with proper project planning done in the establishment as confirmed by a mean of 4.29. Some 56.10% agreed that there was

good communication between the community and the project implementers so as to enhance project output.

The results further show that most respondents (61.4%) and a mean of 4.23 agreed that there was sufficient perception in every legal requirements and likely modification in the field of safety and environment. Similarly, 65.9% agreed that change in legislation which relates to project affected the project governance and project sustainability. The findings in this section indicate that the project operating environment affected its sustainability. The results agree with the study results of Musa *et al* (2015) that political factors significantly affected project success.

4.5.6 Project Sustainability

Project sustainability was the dependent study variable. This section of analysis presents results on project sustainability. Respondents were requested to rank their agreement to various statements on project sustainability based on scale given. The results are summarised in Table 4.12.

Table 4.12: Descriptive Results on Project Sustainability

Statement	Mean	Std. Dev
Project established contributes to investment in the community	4.37	0.56
Project initiated supports the local community	4.36	0.56
Project established supports innovation in the community	4.33	0.55
Through various projects initiated in this community, risks are properly managed	4.25	0.66
Through various projects initiated in the community, government revenue in form of taxes increases	4.17	0.66
Employment opportunities are generated as a result of projects initiated in this community	4.32	0.60

Jobs security is guaranteed to various employees involved in project organization	4.19	0.67
Projects initiated in this community provide support in form of local education and health facilities	4.35	0.68
The project encourages engagement and participation of stakeholders in the community	4.23	0.60
Local culture and people's fundamental rights are well protected in this community	4.23	0.60
Establishment of the project has promoted health environment in this community	4.26	0.60
Establishment of project has led to friendly organization relationship	4.30	0.63
Project established addresses environmental crises relating to degradation of waste and pollution	4.20	0.69
Vices of various kind in this environment have been mitigated by project operating in this community	4.18	0.64
Social cultural and organizational relationship has been improved as a result of project established in this community	4.30	0.53
The project guaranteed equal access to and distribution of project benefits	4.21	0.78
The project guaranteed acceptable level of financial and economic returns	4.18	0.67
The project considered environmental implications in order to avoid or mitigate negative impact	4.25	0.56

Source: Survey Data (2020)

From the results, most respondents, 55.3% and mean 4.37, agreed that the project established contributes to investment in the community while a further 40.9% strongly agreed. Majority of respondents, mean 4.36 and 4.33 respectively also agreed that the project initiated supported the local community also supports innovation in the community.

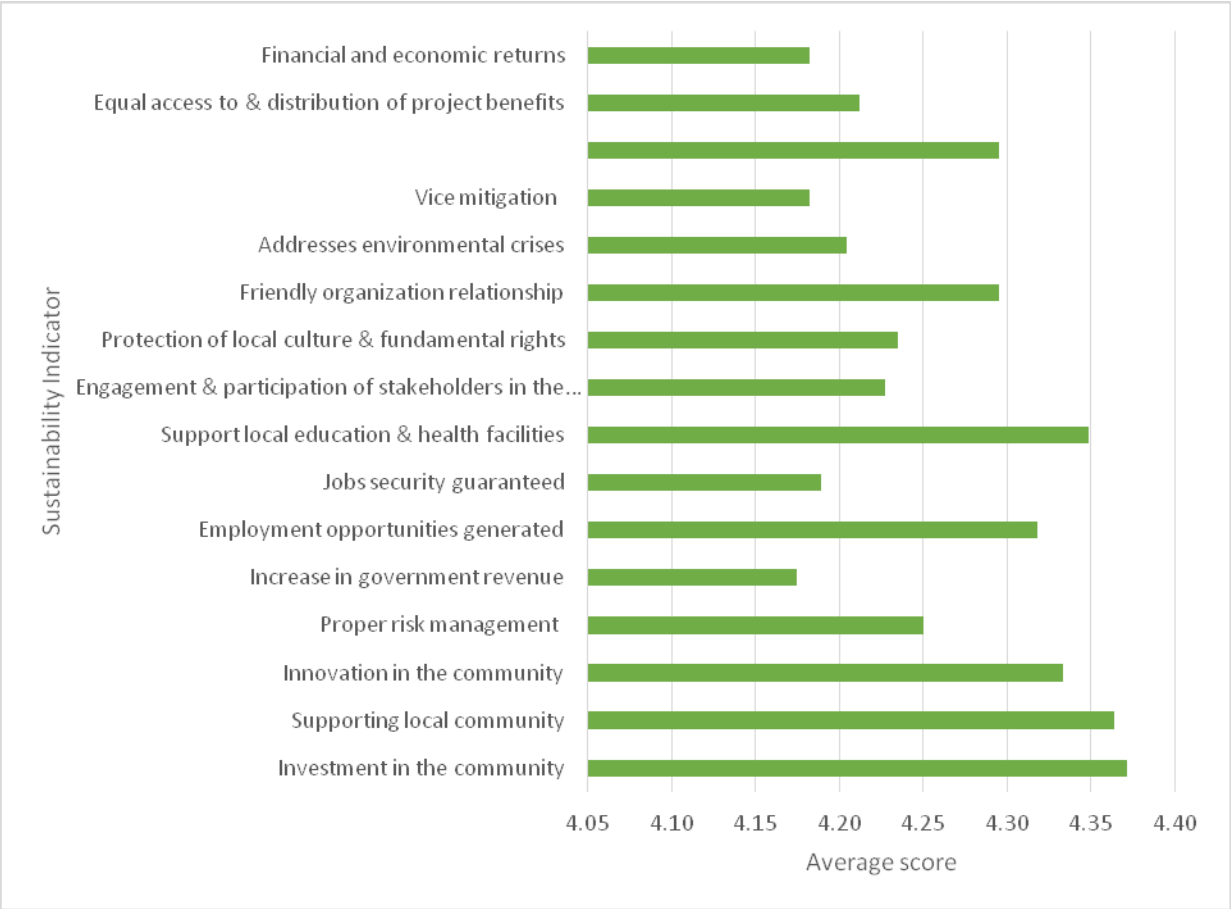
The results also show that through various projects initiated in the community, risks were properly managed as indicated by a mean of 4.25. Through various projects initiated in the community, government revenue in form of taxes increased as confirmed by a mean of 4.17. Similarly, majority of respondents (54.5%) agreed that employment opportunities were generated by projects initiated in the community whereas job security was guaranteed to various employees

involved in project organization as shown by a mean of 4.19. On whether projects initiated in the community provide support in form of the local education and health facilities, the largest proportion of the sample represented by 46.2% strongly agreed.

The study also sought to examine whether the project encouraged engagement and participation of stakeholders in the community. On this, most respondents, with a mean of 4.23 agreed. Regarding protection of the local culture and people's fundamental rights, 58.3% agreed; a further 32.6% strongly agreed. Results also show that establishment of the project promoted health environment in the community, with a mean of 4.26; it led to friendly organization relationship confirmed by a mean of 4.3. Similarly, the project addresses environmental crises relating to degradation of waste and pollution as confirmed by a mean of 4.2 for respondents who agreed.

Further, the findings, with a mean of 56.1% show that respondents agreed that vices of various kind were mitigated by project operating in this community. With a mean of 62.9%, respondents agreed that social, cultural and organizational relationship were improved due to project established in the community. The findings also show that majority of respondents, with a mean of 4.21 agreed that the project guaranteed equal access to and distribution of project benefits; a mean of 4.18 concurred that the project ensured acceptable level of financial and economic returns. A mean of 4.25 agrees that the project considered environmental implications in order to avoid or mitigate negative impact. The findings in this section indicate that sustainability of the projects established had been attained in terms of creation of employment opportunities, friendly community-organization relationships, investment in the community, support innovation in the community and support local community.

Figure 4.4: Summary of Project Sustainability Indicators



Source: Survey Data (2020)

Figure 4.4 shows where project sustainability was well achieved by ranking sustainability indicators where average scores were plotted. From the figures, the projects established contribute significantly to investment in the community (mean =4.37), support local community (mean =4.36), support local education and health facilities (mean =4.35), support innovation in the community (mean =4.33), create employment opportunities (mean =4.32), and foster friendly community-organization relationships (mean =4.30).

4.6 Inferential Analysis

In order to draw population inferences on the basis of the collected data, this study utilized multiple regression analysis to measure the hypothesized relationships amongst the constructs. Additionally, to estimate the model fit, the data was subjected to diagnostic tests so as to avoid violating the assumption of multiple regression analysis.

4.6.1 Diagnostic Tests

Linear regression analysis technique was utilized to determine the effect of project governance on project sustainability. However, so as to meet the basic assumptions of linear regression analysis, it was necessary to conduct diagnostic tests before testing the research hypotheses so as to accurately estimate the regression model. The tests of normality, multicollinearity, linearity, autocorrelation and heteroskedasticity were done. They are presented in the following subsections.

4.6.1.1 Normality Test

Shapiro-Wilk Test was utilized to check whether the random sample were from a normal distribution. This was also to detect the deviation from normality due to skewness or kurtosis. According to Field (2013), Wilk's Test should not be significant if the assumption of normality is met. The study adopted a p-value of 0.05 as the threshold for testing normality where data for variables with p-value of greater than 0.05 considered not significantly different from normal distribution according to the recommendations of Field (2013). The findings are summarised in Table 4.13.

Table 4.13: Shapiro Wilk Test for Normality

Tests of Normality

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	df	Sig.
Unstandardized Residual	.052	132	.200*	.989	132	.347

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

Source: Survey Data (2020)

The findings presented in Table 4.13 indicates that stakeholder management, governance structure, project team diversity, project quality, project operating environment and project sustainability overall results for Shapiro-Wilk-Statistics for residuals had significant p-value of 0.347 which was greater than 0.05. Therefore, the null hypothesis that data is not significantly different from normal distribution was not rejected, implying that the residuals were normally distributed.

4.6.1.2 Linearity Test

Linearity Test explains that the linear relationship between the dependent (outcome) variable and independent (predicting) variable must exist. The violation of this test may make the model invalid even if the other assumptions are met. Pearson's Correlation Coefficient was adopted for linearity as argued by Field, (2013). Direction and strength of the relationship is established through correlation coefficient (Saunders *et al.*, 2009). The linearity test findings are shown in 4.14.

Table 4.14 Pearson's correlation coefficient Test of Linearity

		Stakeholder management	Governance structure	Project team diversity	Project quality	Project sustainability
Stakeholder management	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	132				
Governance structure	Pearson Correlation	.307**	1			
	Sig. (2-tailed)	0.000				
	N	132	132			
Project team diversity	Pearson Correlation	.485**	.631**	1		
	Sig. (2-tailed)	0.000	0.000			
	N	132	132	132		
Project quality	Pearson Correlation	.614**	.453**	.442**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
	N	132	132	132	132	
Project sustainability	Pearson Correlation	.654**	.846**	.780**	.815**	
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	132	132	132	132	132

** Correlation is significant at the 0.01 level (2-tailed).

Source: Survey Data (2020)

The findings in Table 4.14 showed that correlation between stakeholder management and governance structure was 0.307 (P=0.000), project team diversity 0.485(P=0.000) and project quality 0.614(P=0.000). The coefficients were significant and positive implying that increase in governance structure, project team diversity and project quality increases stakeholder management of youth empowerment projects. The correlation between governance structure and

project team diversity was 0.631(P=0.000) and project quality 0.453(P=0.000). The coefficients are significant and positive implying that an increase in project team diversity and project quality increases governance structure. The correlation between project team diversity and project quality was 0.442 (P=0.000), thus an increase in project quality increases project team diversity.

The findings also indicate that stakeholder management, governance structure, project team diversity and project quality had positive and strong correlation with project sustainability. The correlation coefficients of 0.654, 0.846 and 0.780 for stakeholder management, governance structure and project team diversity respectively are all statistically significant at p= 0.000, and this indicates that a linear relationship existed between project governance and sustainability of youth empowerment projects. According to Field (2013) any data that is subjected to linear regression must adhered to linearity assumption. Therefore, all the independent variables and dependent variable adhered to linearity assumption of regression model.

4.6.1.3 Autocorrelation Test

The study employed Durbin-Watson to test for autocorrelation. The study used the threshold of $1.5 < d < 2.5$ to mean that there was no autocorrelation in the data as recommended by (Field, 2013). The results are summarized in Table 4.15

Table 4.15: Durbin-Watson Test Results for Autocorrelation

Model	Durbin-Watson
1	1.921

a. Predictors: (Constant), POE, Stakeholder management, Project quality, PTD, Governance structure
b. Dependent Variable: Project Sustainability

Source: Survey Data (2020)

From Table 4.15, Durbin-Watson statistics is 1.921 which ranges between 1.5 and 2.5, indicating there was no autocorrelation in the data. Accordingly, there was no similarity of data for variables over continuous time intervals; the data could be used to carry out regression analysis. Thus, the study failed to reject the null hypothesis and resolved that there was absence of serial correlation covariance.

4.6.1.4 Heteroskedasticity Test

In this study, the presence of heteroskedasticity was established using Breusch- Pagan and Cook-Weisberg Test Statistic with the null hypotheses being that the error term was constant. The probability value should be greater than .05 to satisfy the homoscedasticity assumption thus permit the progress of regression model analysis. Accordingly, the decision criteria were if p>0.05, accept the null hypothesis, meaning that homoscedasticity assumption was met and thus, inference about significance of the coefficients was valid. Table 4.16 presented the results.

Table 4.16: Breusch- Pagan and Cook- Weisberg Test for Heteroskedasticity

Breusch-Pagan/ Cook- Weisberg Test for Heteroskedasticity
Ho: Constant variance
$chi^2(1)$ = 0.15
Prob > chi2 = 0.6982

Source: Survey Data (2020)

Table 4.16 show that the prob > Chi2 value which represents significance is 0.15 which is greater than 0.05 and therefore reveals that the null hypothesis of constant variance is not rejected. This indicates presence of homoscedasticity confirming suitability of conducting multiple linear regression analysis (Field, 2013).

The study also utilized Levene's statistic to test for homogeneity of variance. A p-value of 0.5 was adopted as the threshold for testing homogeneity of variance. In this regard, the p-value should be greater than 0.05 to satisfy the homogeneity test and allow further analysis using the regression model. The results are summarized in Table 4.17

Table 4.17: Levene Statistic Test Results for Homoscedasticity

Test of Homogeneity of Variances	Levene Statistic	df1	df2	Sig.
Stakeholder management	10.766	15	116	0.152
Governance structure	2.688	15	116	0.052
Project Team Diversity	12.272	15	116	0.065
Project quality	12.385	15	116	0.311
Project Operating Environment	6.52	15	116	0.572

Factor: Project Sustainability
Source: Survey Data (2020)

The findings presented in Table 4.17 shows the Levene test statistic for sustainability of youth empowerment projects based on five indicators were 10.766, 2.688, 12.272, 12.385 and 6.52 for stakeholder management, governance structure, project team diversity, project quality and project operating environment respectively. The P–values of the five variables were 0.152 for stakeholder management, 0.052 for governance structure, 0.065 for project team diversity, 0.311 for project quality and 0.572 for project operating environment, all the variables had Levene statistics with p-value greater than 0.05 as recommended by Field (2013). This implies that the study failed to reject the null hypothesis that data was homoscedasticity, hence this assumption was achieved.

4.6.1.5 Multicollinearity Test

To detect the correlation between the variables, Multicollinearity Test was conducted using variance inflation factor (VIF) and tolerance values. A VIF value of above 10 indicates that Multicollinearity problem exists. Alternatively, a tolerance of less than 0.2 indicates presence of Multicollinearity problem among the predictors (Field, 2013). In this study, presence of multicollinearity was tested using VIF $\geq$10 and tolerance $\leq$ 0.1 which correspond to $R^2 \geq 0.90$. In this regard, a VIF of more than 10 is suggestive of multicollinearity between the regressors as are tolerance values of less than 0.1. The analysis are summarised in Table 4.18.

Table 4.18: Variance Inflation Test for Multicollinearity

	Collinearity Statistics	
	Tolerance	**VIF**
Stakeholder Management	0.306	3.265
Governance Structures	0.248	4.038
Project Team Diversity	0.272	3.671

a. Dependent Variable: Project Sustainability

Source: Survey Data (2020)

Table 4.18 indicates that there was no threat of multicollinearity since all the variables had VIF of less than 10 as recommended by Field (2013), (stakeholder management = 3.265, governance structures = 4.038, project team diversity = 3.671). Similarly, tolerance values of each of the variables were above 0.1 (stakeholder management = 0.306, governance structures = 0.248, project team diversity = 0.272) further confirming absence of multicollinearity between the regressors. This implied that the independent variables were not correlated with each other and therefore there was no multicollinearity problem among the study variables.

4.6.2 Test of Hypotheses

The study sought to establish the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya at 5% level of significance. Multiple linear regressions were carried out to determine the statistical significance of the hypothesized relationships. Table 4.19 presented the findings.

Table 4.19: Empirical Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.863	0.745	0.739	0.19341

a. Predictors: (Constant), Project Team Diversity, Stakeholder management, Governance structure

Source: Survey Data (2020)

The analysis indicate the model summary with a Pearson correlation of 0.863, indicating that a positive correlation existed between project governance and youth empowerment projects sustainability. The coefficient of determination (R Square) is 0.745. This reveals that the three indicators of project governance examined in this study jointly account for 74.5% variation in project sustainability. The results imply that stakeholder management, governance structures and project team diversity as indicators of project governance predict project sustainability. The findings also imply that 25.5% of the variations in sustainability of youth empowerment projects was explained by other factors not considered in the empirical model summary. Also as shown from the Table 4.19, the adjusted R- Squared is 0.739 and this shows that the independent variables jointly explained 73.9% variation in the outcome variables while the rest is explained by the error term.

Table 4.20 presents the ANOVA results

Table 4.20: ANOVA Results

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	14.005	3	4.668	124.802	.000
	Residual	4.788	128	0.037		
	Total	18.793	131			

a Dependent Variable: Project Sustainability

b Predictors: (Constant), Project Team Diversity, Stakeholder management, Governance structure

Source: Survey Data (2020)

The results show F-statistic of 124.802 which is greater than the critical value of 2.6753 $\{F_{(3,\ 128)\ 0.05}\}$ and p-value =0.000. This is less than 0.05; it implies that the model was statistically significant. The study thus failed to reject the null hypothesis that the study model had a goodness of fit. These findings established that the overall model was statistically significant.

Table 4.21 presents the findings of the regression coefficients of the model fitted to test the effect of project governance on project sustainability. These results were used in testing hypotheses.

Table 4.21: Empirical Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	0.931	0.192		4.843	0.000
Stakeholder management	0.173	0.075	0.186	2.313	0.022
Governance structure	0.659	0.081	0.731	8.159	0.000
Project Team Diversity	0.298	0.08	0.319	3.728	0.000

a Dependent Variable: Project Sustainability

Source: Survey Data (2020)

Table 4.21 implies that the optimal equation of the study can now be obtained as:

Project Sustainability = 0.931 + 0.173 Stakeholder Management + 0.659 Governance Structure + 0.298 Project Team Diversity + ε_i

H_{01}: Stakeholder management has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya.

The study sought to test the null hypothesis that stakeholder management has no significant effect on sustainability of youth empowerment projects in Makueni County. Hence, stakeholder management had a coefficient of β=0.173, p-value =0.022. Since p-value was less than 0.05, the null hypothesis was rejected implying that holding other factors constant, stakeholder management significantly affected sustainability of youth empowerment projects in Makueni County, Kenya. The results imply that improving stakeholder management will contribute to improving the sustainability of youth empowerment projects.

The study results are consistent with those of Mnaranara (2010) that collaborative stakeholder participation is critical for a project to be sustainable. According to Mnaranara (2010), participation by material giving led to community ownership, thus enhancing the project sustainability. Also, the results in this section coincide with the results of Namiyingo *et al* (2016); Ochunga and Awiti (2017) that stakeholder participation is a predictor and positively correlated with project sustainability. Oganga *et al* (2017) also found out that stakeholder involvement positively affected project sustainability.

Moreover, this study results also are agreeing with stakeholder theory which emphases on stakeholder participation towards enhancing sustainable project as result of stakeholders' active involvement in project decision making and policy implementation. Inferring from the

Stakeholder's Theory, the sustainability of developmental project hinges on the active and constant participation of the necessary stakeholders. The participation of stakeholders in the development of projects can boost the sense of ownership among participants; it ensures that projects are operated and maintained throughout the critical phases of the project: after the implementation, effective monitoring and evaluation (Harvey & Reed, 2014). In this regard, stakeholder management is considered as project governance strategy that enables the stakeholders to participate, get involved, be committed and freely communicate their opinions which will enhance the performance of individuals and sustainability of the projects.

The findings contribute to the knowledge by bridging the research gaps in the previous review of literature with respect to lack of empirical and theoretical underpinnings, conceptualization and as well as conceptual justification. Muchoku and Namusonge (2015) explored on stakeholder participation on CDF in Kenya, however the study lacked theoretical and empirical justification. This gap was addressed in the study by findings the empirical investigation through hypothesized relationship grounded in theoretical reasoning in the field of project governance. Additionally, studies by Ayuso *et al.* (2012); Ochunga and Awiti (2017) and Namiyingo *et al.* (2016) were limited to examining the effect of a single project governance strategy on sustainability of projects.

This study empirically investigates the effects of project governance strategies employing stakeholders in youth projects as unit of observation to realize sustainability of projects. This study adds to the body of knowledge that execution of diverse project governance strategies to improve stakeholder management enhanced sustainability of youth empowerment projects in Makueni County, Kenya.

H_{02}: Governance structure has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya.

The study also sought to test the null hypothesis that governance structure has no significant effect on sustainability of youth empowerment projects in Makueni County. From Table 4.19, governance structures had a coefficient of β= 0.659, p-value =0.000. Since p-value was less than 0.05, the null hypothesis was rejected. Thus, holding other factors constant, governance structure significantly affected sustainability of youth empowerment projects in Makueni County, Kenya. The findings imply that improving governance structure would result to improving sustainability of youth empowerment projects.

The study findings in this section are consistent with those of Munyoki and Ngeru (2014) showing that a significant association existed between governance structure through PMO involvement level in strategic planning and project sustainability. Similarly, Eriksson Conand, Lovatelli, Muthiga and Purcell (2015) found out that governance structures impacts positively the sustainability of sea fisheries. The results also agree with the findings of Ekung *et al.* (2017) who found out that an improvement in project governance structure improved project performance.

Furthermore the study results are consisted with Agency Theory which emphasises that positive relationship in project organization between the project owner and the project manager will occasion effective governance structures that may lead to smooth flow in the implementation of project activities. Inferring to this theory the project stakeholders will be effective in their participation thus ensuring that the delivery of the projects is well done leading to realization of

project goals which will enhance project sustainability. This is also supported by stakeholder theory that stakeholders will become more active in project governance activities if they are greatly involved to participate in decision and policy making thus enhancing sustainability of the projects. The conclusion of this study therefore supports Agency and Stakeholder Theories that governance structures are considered as project governance strategies executed to enable the project stakeholders to attain sustainability.

The findings contribute to bridging the gap in the prior review of literature with respect to conceptual, contextual and methodological gaps. Luo *et al.* (2014) revealed that governance structures had positive effect on project success; however the sustainability indicators are in the study. Additionally, Ekung *et al.* (2017) study revealed that there was a positive correlation between governance structure and project performance in Nigeria. The positive relationship in these studies cannot equal positive prediction as project performance is an indicator of project sustainability. Therefore, the current study investigates the predicting strength of governance structures on project sustainability. Thus the study concludes that implementation of project governance strategies that lead to effective governance structures predicted sustainability of youth empowerment projects in Makueni County, Kenya.

H_{03}: Project team diversity has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya.

The study further sought to test the hypothesis that project team diversity has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya. According to the results, project team diversity had a coefficient of $\beta = 0.298$, p-value =0.000. The null

hypothesis was thus rejected, inferring that holding other factors constant at zero, project team diversity positively and significantly affected sustainability of youth empowerment projects in Makueni County. The results also showed that increase in project team diversity indicators would contribute to an increase in sustainability of youth empowerment projects in Makueni County, Kenya. Additionally, the results imply that an enhancement in project team diversity would contribute to an enhancement in sustainability of youth empowerment projects.

The study findings agreed with those of Amar, Chang and Mcllking (2015) which revealed a positive and significant effect of project board diversity on project success. Obare (2017) further noted that project team diversity significantly affected project performance. The outcomes also are consistent with the results of Wu *et al* (2019) that project team diversity positively and significantly affected project performance.

Moreover, the findings agree with Dynamics Capabilities Theory which emphasises that sustainable competitive advantage could be achieved if the firm is capable to develop the internal and external resources which include VRIN resources, capabilities, and strategies. Drawing from this theory, project team should possess diverse capabilities, information, knowledge and skills that will enable them perform better in the project. The study concludes that project governance strategies are considered as motivators that provides the project team with the opportunities to diverse in terms of training, experience, work culture and genders so as to improve the sustainability of projects.

The findings are however inconsistent with the results of Bardhan, Krishnan and Lin (2012) which indicated that project team dispersion adversely affected project performance. In addition

the findings from previous studies have confined their studies to exploratory investigation and use of single project governance strategies (Dulaimi & Hariz, 2014; Amar *et al*., 2015). However, the current study bridges this gap by empirically investigating the influence of composite set of project team diversities in Kenyan context. The study therefore concludes that project team diversity contributed to sustainability of youth empowerment projects in Makueni County, Kenya.

H_{04}: Project quality does not have significant mediating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.

To test the mediating influence of project quality on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya, the study fitted 4 models step wise as suggested by Baron and Kenny (1989). The study postulated models 1, 2, 3 and 4. These are examined in four steps as follows.

Step 1: Project Governance Predicting Project Sustainability

In the first step, a simple regression analysis with project governance predicting project sustainability was conducted with the model fitted as follows:

$PS = \beta_0 + \beta_4 PG + \varepsilon_i$……. model 1

Where PS= Composite Index for Project Sustainability,

PG = Composite Index for Project Governance

B_4 = Regression coefficient for project governance

The objective was to test whether project governance is a significant predictor of project sustainability. Table 4.22 presented the results.

Table 4.22: Step One in Testing for Mediating Effect of project quality

Step 1		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
Model 1	(Constant)	3.117	0.073		42.606	0.000
	Project Governance	0.014	0.001	0.818	16.203	0.000
R square	0.669					
Adjusted R Square	0.666					
F Statistic	262.532, (p= 0.000)					

a Dependent Variable: Project Sustainability

Source: Survey Data (2020)

As presented in Table 4.22, F-statistic was 262.532 and the p-value was 0.000, showing that the model was statistically significant. Regression coefficient results also show that project governance composite had a coefficient of β=0.014, p-value =0.000, meaning that project governance proxied by stakeholder management, governance structures and project team diversity significantly predicted project sustainability.

$PS = 3.117 + 0.014\ PG + \varepsilon_i$

PS= Composite Index for Project Sustainability,

PG = Composite Index for Project Governance

ε = Error term

Step 2: Project Governance Predicting Project Quality

In the second stage, a simple regression with project governance predicting project quality was fitted as follows:

$PQ = \beta_0 + \beta_5 PG + \varepsilon_i$……...Model 2

Where:

PQ = Composite index for project quality

PG = Composite index for project governance

B_5 = Regression coefficient for project governance

In this regard, the objective was to test whether project governance is a significant predictor of project quality. Table 4.23 depicted the results.

Table 4.23: Step two in Testing for Mediating Effect of project quality

Step 2		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
Model 1	(Constant)	3.124	0.093		33.601	0.000
	Project Governance	0.014	0.001	0.75	12.947	0.000
R square	0.563					
Adjusted R Square	0.56					
F Statistic	167.628, (p= 0.000)					

a Dependent Variable: Project quality

Source: Survey Data (2020)

As presented in Table 4.23, p-value was 0.000, showing that the model was statistically significant. Regression coefficient results also indicate that project governance composite index had a coefficient of β= 0.014, p-value =0.000, meaning that the project governance significantly predicted project quality.

$PQ = 3.124 + 0.14 PG + \varepsilon_i$

PQ = Composite index for project quality

PG = Composite index for project governance

ε = Error term

Step 3: Project Quality Predicting Project Sustainability

In the third step, a simple regression analysis with project quality predicting project sustainability was fitted as:

$PS = \beta_0 + \beta_6 PQ + \varepsilon_i$……... model 3

Where:

PS = Project Sustainability

PQ = Composite index for project quality

B_6= regression coefficient for project quality

The objective was to test if project quality was a significant predictor of project sustainability. Table 4.24 summarizes the results.

Table 4.24: Step Three in Testing for Mediating Effect of project quality

Step 3		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
Model 1	(Constant)	1.106	0.198		5.587	0.000
	Project quality	0.736	0.046	0.815	16.023	0.000
R square	0.664					
Adjusted R Square	0.661					
F Statistic	256.725, (p= 0.000)					

a Dependent Variable: Project sustainability

Source: Survey Data (2020)

From Table 4.24, F statistic was 256.725; p-value was 0.000, showing the statistical significance of the model. The form regression coefficient was β= 0.736, p-value =0.000; project quality significantly predicted project sustainability.

$PS = 1.106 + 0.736\ PQ + \varepsilon_i$

PS = Project Sustainability

PQ = Composite index for project quality

ε = Error term

Step 4: Project governance and Project Quality Predicting Project Sustainability

In the final step to test for mediating effect of project quality, a multiple regression with project governance and project quality predicting project sustainability was fitted as follows:

$PS = \beta_0 + \beta_7 PG + \beta_8 PQ + \varepsilon_i$…… model 4

Where:

PS = Project Sustainability

PG = Composite index for Project Governance

B_7 = Regression coefficient for project governance

B_8= Regression coefficient for project quality

Table 4.25 shows the summary of the results.

Table 4.25: Step Four in Testing for Mediating Effect of project quality

Step 4		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
Model 1	(Constant)	1.818	0.194		9.369	0.000
	PG	0.008	0.001	0.472	7.259	0.000
	Project quality	0.416	0.059	0.46	7.071	0.000
R square	0.761					
Adjusted R Square	0.758					
F Statistic	205.747, (p= 0.000)					

a Dependent Variable: Project Sustainability

Source: Survey Data (2020)

As presented in Table 4.25, F-statistic was 107.158 while (p=0.000), confirming that project governance and project quality significantly predicted project sustainability. Regression coefficient shows that project governance had a coefficient of β= 0.008, p-value =0.000) and project quality (β= 0.416, p-value =0.000) significantly predicted project sustainability.

$PS = 1.818 + 0.008\,PG + 0.416\,PQ + \varepsilon_i$

PS = Project Sustainability

PG = Composite index for Project Governance

ε = Error term

A summary of mediation effect of project quality is presented in table 4.26.

Table 4.26: Summary of Mediation Test for Project Quality

Model	Step	Result	Conclusion
$PS = 3.117 + 0.014\,PG + \varepsilon_i$	1	P=0.000	Significant
$PQ = 3.124 + 0.14\,PG + \varepsilon_i$	2	P=0.000	Significant
$PS = 1.106 + 0.736\,PQ + \varepsilon_i$	3	P=0.000	Significant
$PS = 1.818 + 0.008\,PG + 0.416\,PQ + \varepsilon_i$	4	P=0.000	Significant

Source: Survey Data (2020)

From Table 4.26, project governance significantly affected project sustainability even when project quality was introduced to the model (Step 4) with the two variables significantly affecting project sustainability; this is an indication of partial mediation. The study therefore rejected the fourth null project governance and sustainability of youth empowerment projects in Makueni County. Hence, the results imply that an improvement in project governance would contribute to

an improvement in project quality which leads to an improvement in sustainability of youth empowerment projects.

The findings agreed with the study findings of Mallawarachchi and Senaratne (2015) which showed that implementation of proper quality management plan was important; it enhanced project design quality standards and drawing. This also enhanced project quality and ultimately project sustainability. Similarly, the study results by Samuel *et al* (2016) indicated that the relationship between quality standards and sustainability of building construction projects was significant.

Furthermore the results of this study agree with postulate of Resource Based View Theory that for project to be sustainable it has to meet its needs and the need of its stakeholders in time. The project management team should ensure that the quality levels of the project are consistent with the stakeholder expectations and should completed within established time, cost and scope. In this study, project governance strategies implemented enhanced project quality which in turn improved the sustainability of youth empowerment projects.

The study findings contribute to bridging the gap in prior studies that found that only used project quality as a predictor variable not a mediator in different contexts. Hag et al. (2016), revealed that project quality had a direct significant effect on project performance in Pakistan. In addition, Samuel and Mulyungi (2016) found that project quality significantly affected project sustainability in Rwanda; however project quality is used as a predictor variable. These evidences were gaps this study filled by finding positive and significant mediating effect of

project quality on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.

H_{05}: Project operating environment does not have moderating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.

The study finally tested the hypothesis that project operating environment does not have moderating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County. Two regression models were fitted and were presented in tables 4.27 and 4.28. The first model was fitted with project operating environment used as a predictor variable while in the second model operating environment was adopted as a moderating variable where it was interacted with project governance to create an interaction variable (PG * POE).

Table 4.27: Step One in Testing for Moderating Effect of Project operating environment

Step 1		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
model 1	(Constant)	1.967	0.219		8.997	0.000
	Project Governance	0.01	0.001	0.568	8.826	0.000
	Project operating environment	0.353	0.064	0.355	5.516	0.000
R square	0.732					
Adjusted R Square	0.728					
F Statistic	176.194, (p= 0.000)					

a Dependent Variable: Project sustainability

Source: Survey Data (2020)

From Table 4.27, Project operating environment had a β= 0.353, p-value =0.000. This shows that the project operating environment significantly predicted project sustainability; hence it also qualified as a predictor variable.

Table 4.28: Step Two in Testing for Moderating Effect of Project operating environment

Step 2		**B**	**Std. Error**	**Beta**	**T**	**Sig.**
Model 1	(Constant)	3.354	0.087		38.356	0.000
	Project Governance	-0.001	0.004	-0.06	-0.29	0.772
	PG * POE	0.003	0.001	0.902	4.365	0.000
R square	0.711					
Adjusted R Square	0.707					
F Statistic	159.027, (p= 0.000)					

a Dependent Variable: Project sustainability

Source: Survey Data (2020)

From Table 4.28, when the project operating environment was interacted with project governance (PG * POE) and treated as moderating variable it had a coefficient of β= 0.003, p-value =0.000. This implied that project operating environment significantly moderated the relationship between project governance and project sustainability. In this regard, the effect of project governance on project sustainability depends on the project operating environment. The hypothesis that project operating environment does not have moderating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County was thus rejected. Therefore, the findings imply that improving project operating environment contributes to an improvement in sustainability of youth empowerment projects. The results are consistent with Amjad (2018) whose study results found out that project governance improves project success both directly moderated by the project environment.

In addition the results are consistent with Contingency Theory that project's environmental alignment plays a critical role on its performance. Therefore, the project operating environment is perceived to be decisive construct initiation variation. Moreover, the findings contribute to knowledge by bridging the gaps by establishing project operating environment as a predictor of sustainability outcomes especially in youth empowerment projects. The prior studies were limited to investigation of project operating environment as an explanatory construct (Azmin et al., 2015; Musa *et al.,* 2015), this present study, therefore found that project operating environment is an explanatory and moderated the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. Hypotheses Test results are summarized in Table 4.29.

Table 4.29: Summary of Test of Hypotheses

Hypotheses	**Analysis Results**	**Conclusion**
H_{01}: Stakeholder management has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya.	(β= 0.173, p =0.022)	Rejected H_{01}
H_{02}: Governance structure has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya.	(β= 0.659, p =0.000)	Rejected H_{02}
H_{03}: Project team diversity has no significant effect on sustainability of youth empowerment projects in Makueni County, Kenya.	(β= 0.298, p =0.000)	Rejected H_{03}
H_{04}: Project quality does not have significant mediating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.	(β_7= 0.008, p =0.000) (β_8= 0.416, p =0.000) Partial mediation existed	Rejected H_{04}
H_{05}: Project operating environment lacks a moderating effect on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.	(β= 0.003, p =0.000)	Rejected H_{05}

Source: Survey Data (2020)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings and discussions, conclusions and recommendations based on the findings and interpretation of the results from the data analyzed. The study established the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya. The study also examined the moderating effect of the project operating environment and mediating effect of project quality. The results are discussed in line with the study specific objectives.

5.2 Summary

Several development agencies including the World Bank, government agencies, NGOs and private institutions have been executing developments to address this problem and such measures include implementation of youth empowerment projects to support the youths through creation of employment. Several studies have also been conducted on project governance in diverse contexts, however, limited studies have been carried out in the youth empowerment projects to explore the effect of project governance on sustainability especially in Makueni County. Due to the problem of sustainability of youth empowerment projects in Kenya and this issue day by day keeps on rising as many youths become jobless, therefore, the researcher found it suitable to investigate the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya in order that the findings would be put into considerations in the development of effective initiatives.

The study sought to determine the effect of project governance on sustainability of youth empowerment projects in Makueni County, Kenya. Stakeholder management, governance structures and project team diversity were the project governance indicators adopted in this study. The study also assessed the mediating effect of project quality and the moderating effect of the project operating environment on the relationship between the project governance and sustainability of youth empowerment projects.

Positivism research philosophy was adopted, with descriptive and explanatory research designs. The target population consisted of respondents from youth empowerment projects in Makueni County where a sample of 196 was drawn. The key data collection methods used were questionnaires with close-ended questions. A pilot analysis was conducted on fifteen respondents prior to data collection to assess the questionnaire reliability. Descriptive and inferential analysis were adopted in analysis of data. In testing the study's hypotheses, multiple regression analysis was used.

The study’s first objective was to examine the effect of stakeholder management on sustainability of youth empowerment projects in Makueni County, Kenya. Descriptive results showed that different stakeholders were actively involved and participated in the project to enhance its sustainability. Regression results also showed that stakeholder management positively and significantly affected sustainability of youth empowerment projects in Makueni County. The results moreover indicated that upsurge in stakeholder management would contribute to an increase in the sustainability of youth empowerment projects.

The second study objective sought to investigate the effect of governance structure on the sustainability of youth empowerment projects in Makueni County, Kenya. From the descriptive findings, there was an effective management of project portfolio with the governance structure in place crucial in considering variations in the manner in which the project is organized to enhance sustainability. Regression results also showed that governance structure positively and significantly affected sustainability of youth empowerment projects. Accordingly, an increment in governance structure would result to an increase in sustainability of youth empowerment projects.

The third objective explored the effect of the project team diversity on sustainability of youth empowerment projects in Makueni County. Descriptive findings showed that the project team diversity in such aspects as training background, gender, technology, manner of task execution, job experience and opinions regarding the project which were essential in enhancing sustainability of the project. Inferential statistics showed that the project team diversity positively and significantly affected sustainability of youth empowerment projects with an increase in a unit in project team diversity resulting to an increase in sustainability of youth empowerment projects.

The fourth objective was to establish the mediating effect of project quality on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. Accordingly, descriptive findings showed positive outcomes in project quality in terms of end user satisfaction, problem solving, effective decision making, completion within budget and schedule, client requirements satisfaction and proper use of mobilized resources that enhanced sustainability. Inferential statistics showed that project quality mediated partially the

relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya.

The final study objective sought to examine the moderating effect of the project operating environment on the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya. Descriptive findings showed that the project operating environment affected its sustainability with a stable operating environment enhanced by limited organizational politics, effective organizational change management, proper project rules, regulations and policies, restricted conflict between the stakeholders, involvement of every person in policy implementation, cooperation from project users, effective project management methodology and adequate estimation of required resources effectively enhancing the project sustainability. The project operating environment was found to moderate the relationship between the project governance and sustainability of youth empowerment projects with a stable project operating environment yielding superior sustainability results.

5.3 Conclusion

Projects do not get themselves sustainable; instead, stakeholders strive to reach project goals. To this end, the general purpose the Study was to investigate the effect of Project Governance on Sustainability of Youth Empowerment Projects in Makueni County, Kenya. Based on the findings, the study arrived at various conclusions.

With respect to the first objective, the direct relationship between stakeholder management and sustainability of youth empowerment projects was found to be statistically significant. This therefore meant that if effective mechanisms to handle different stakeholders through

involvement and participation are implemented in youth empowerment projects in Makueni County, project sustainability would be achieved at a greater extent.

The results from the test of second objective indicated that governance structure significantly influenced sustainability of youth empowerment projects in Makueni County. This implied that if the County Government of Makueni puts in place proper and well constituted governance structures in youth empowerment projects, higher project sustainability would be achieved.

Further, results of the third objective showed that, project team diversity positively and significantly affected sustainability of youth empowerment projects. With respect to the study results, project team in charge of youth empowerment projects in Makueni County need to establish mechanisms to ensure that the project team is diverse in aspects of training background, gender, work- culture and job experience regarding the project. This would equip the youths with knowledge, skills and experience required towards the country's achievement of its big four agenda and vision 2030 thus leading to sustainable employability and improvement in livelihoods for the youths. These aspects of diversity are essential in enhancing projects sustainability.

The results of the fourth research objective showed the relationship between project governance and youth empowerment sustainability was partially mediated by project quality. This implied that project sustainability is contingent on its quality in terms of end-user satisfaction, efficient decision-making, budget and schedule completion, satisfaction of customer expectations and proper use of mobilized resources.

The fifth objective test findings indicated that the relationship between project governance and sustainability of youth empowerment projects in Makueni County, Kenya was moderated by the project operating environment. This implied that structures must be built within the political and legal system to ensure their stability in order for youth empowerment projects to be sustainable, because sustainability of youth empowerment projects is one of the key pillars of the socio-economic agenda in achieving the 2030 vision.

5.4 Recommendations

In view of the outcomes and conclusions discussed, in the preceding sections, the study makes critical policy recommendations. Considered, this would contribute greatly in enhancing sustainability of youth empowerment projects. The study recommends that stakeholders in youth empowerment projects such as county government, NGOs set up effective project governance frameworks in terms of stakeholder management processes, properly structured governance structures and project quality assurance strategies, as these aspects significantly improve the sustainability of the projects that have been set up.

The study also recommends project management to consider involving all stakeholders throughout all the phases of project initiation and implementation. Some of the ways this can be achieved include making the project activities known to the stakeholders, involving communities and the youth in project initiation and implementation, including stakeholders in the process of decision making, creating an environment where all stakeholders see the project as their own and ultimately beneficial to them, putting stakeholders in strategic position in the project and regularly communicating and consulting with stakeholders whenever necessary. The county

governments need to isolate youth affairs by having a youth specific ministry and also separate youth office with personnel who engage youth more directly and at personal level. Moreover, as the government involves young people in different programmes it has to engage them not as merely beneficiaries but also in decision making, budgeting, planning and implementation phases of these projects for them to own them.

The study further recommends that for the purpose of enhancing project sustainability, there is need to put in place effective governance structures. To achieve this, project management team need to have a steering committee to check and approve the project charter for accuracy, track the progress of the project against the project management plan, review any adjustments to the project budget plan, schedules, scope, priorities and cost estimates for approval, reviewing for approval the project development strategy and resolving conflicts among stakeholder groups. Other mechanisms that can be employed to enhance effectiveness of governance structures include consistently orienting project portfolio toward the organization's future, allocating project resources to reflect strategic objectives, transparency of project portfolio, proper allocation of human and adapting project portfolio to changing goals. Moreover, under the ministry of youth and sports in each county should ensure there youth steering committee led by the youth themselves dealing with the matters concerning youth empowerment projects, this will enable the youths to feel they own the project.

In addition, this study recommends that project management should strive to accommodate diversity within the project team. Diversity occurs in different forms. These include the training background, gender and technology, manner of task execution, job experience and opinions regarding the project which should all be accommodated without discrimination. To achieve this

the Government of Kenya and County government need to establish and rehabilitate youth empowerment centres in every county in order to promote youth skills through training, offering mentorship programmes and organising seminars and workshops.

In light of the finding that project quality partially mediated the relationship between project governance and sustainability of youth empowerment, there is need to enhance the quality of the project during implementation through end user satisfaction, problem solving, effective decision making, completion within budget and schedule, client requirements satisfaction and proper use of mobilized resources. The county governments they need to define project quality, commit to quality, stick to project requirements, manage quality, perform quality assurance, control the quality, focus on requirements and follow project processes in order ensure project sustainability.

Moreover, the study also recommends the project management to create a stable project operating environment through cushioning the effects of chance in organizational management during the project, establishing proper rules, regulations and policies to be adhered to, minimizing conflict between stakeholders, enhancing involvement of everyone in policy implementation and fostering cooperation from project users. Moreover, the policy makers in charge of youth empowerment project should ensure that they shun away from unfair practices which hinder the implementation of youth projects such as misuse of funds and other resources allocated to the youths, empty promises on empowering the youth and divisive politics.

5.5 Contribution of the Study to Knowledge

The study established that project governance significantly predicts project sustainability. This study also empirically demonstrated that project governance indicators such as stakeholder

management, governance structures and project team diversity significantly improved sustainability of youth empowerment projects. The study further established that even when the quality of the project is superior, its sustainability can still be enhanced through effective governance. The results also revealed that the project operating environment moderates the relationship between project governance and sustainability of youth empowerment projects. This adds new knowledge to the field of project management as a stable project operating environment improves sustainability. This study has ultimately indicated that when it comes to project governance versus project sustainability, the project operating environment does matter.

The study also subscribed to the theory by developing a conceptual framework in the Kenyan viewpoint which can be improved by future scholars. The study supports the postulate of Systems Theory that project sustainability is achieved when the three metrics of triple bottom line (economic, environmental and social sustainability indicators) are performed significantly together. The theoretical postulate of agency theory that mutually benefited the project owner and project manager relationship that could generate to the achievement of project goals, resource based view theory that project team assume diverse capabilities in its sustainable development, thus, the team should be diverse in terms of training, gender, culture and experience, contingency theory that assumes sustainability of project is determine by its operating environment, stakeholder theory that stakeholder management in terms of participation and engagement enables in determination of constraints, problems and confined desires of certain community and dynamic capabilities theory that project team need to possess various diversities in order to be capable of companies integrate, organize and reconfigure their assets and resources in order to adapt to rapidly changing environments.

The study tested the relationship between project governance and sustainability of youth empowerment projects being moderated by project operating environment and mediated by project quality. The predictor variables were stakeholder management, governance structures and project team diversity. The selection of these variables was informed by knowledge gaps presented by previous studies that were reviewed.

5.6 Areas for Further Research

The study tested the moderation effect of the project operating environment on the relationship between the project governance and sustainability of youth empowerment projects in Makueni County. Future studies can consider using other factors that can moderate the relationship between the project governance and sustainability of youth empowerment projects. This study considered youth empowerment projects within Makueni County. There is need for future studies to focus on other counties to widen the geographical scope and allow comparisons to be made. Moreover, the study used primary data. There is need to incorporate other methodologies of data collection and analysis in conducting studies on the same topic to use both primary and secondary data and also allow case comparisons.

The study also showed that stakeholder management, governance structures and project team diversity as indicators of project governance account for 74.5% of variations in project sustainability. This indicates 25.5% of the variations in sustainability of youth empowerment projects is explained by other variables not addressed in the study model. Future studies should explore the other factors not considered in this study.

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APPENDICES

Appendix I: Transmittal Letter

Kaumbulu Ambrose Kyalo

Department of Management Science

School of Business, Kenyatta University

P.O Box 43844-00100

Nairobi-Kenya

Email: ambrosekyalo25@gmail.com

Dear Respondent,

RE: FILLING OF QUESTIONNAIRE

I am PhD student in the Department of Management Science, Kenyatta University, currently conducting a research study on "Project Governance and Sustainability of Youth Empowerment Projects in Makueni County, Kenya". This information is useful concerning the future opportunities of our youth. Kindly assist in helping generate this information. The information will be applied for academic purposes only, in partial fulfilment for the requirements for the award of PhD degree.

All information collected from you will confidentially be treated and exclusively used for academic purposes of the final report. On request, a final copy of the paper will be made available. Your cooperation would be highly respected. Thank you in advance.

Yours faithfully

Ambrose Kyalo

Appendix II: Research Questionnaire

Section A: Demographic Characteristics of Respondents

Instructions: Please tick where appropriate

1. **What is your gender?**

   Male [ ] Female [ ]

2. **What is your age bracket?**

   20-29yrs [ ] 30- 39yrs [ ] 40- 49yrs [ ] 50yrs and above [ ]

3. **What is your highest education level attained?**

   Secondary [ ] Diploma [ ] Degree [ ] Masters [ ] PhD [ ]

4. **How long have you been participating in this project?**

   1- 5yrs [ ] 6- 10yrs [ ] 11- 15yrs [ ] 16- 20yrs [ ] 21-25 yrs [ ]

5. **What is your present status?**

   Project manager [ ] Project leader [ ] Project official [ ] Member [ ]

Section B: This section contains items of project governance in three main sections: stakeholder management, governance structures and project team diversity.

Please indicate in the boxes below to which extent you agree to the following statements (key: 5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly disagree).

1. **Stakeholder Management**

NO	STATEMENT	RESPONSES				
		5	**4**	**3**	**2**	**1**
1	I am committed in my working in this project					
2	The activities of this project are made known to the stakeholders					
3	Communities and the youth are involved in project initiation and implementation					
4	Stakeholders are included in the decision making process in this establishment					
5	Community participation enhances security and protection of property of the project					
6	Dialogue with management and the stakeholders promote friendly organizational- community relationship					
7	Stakeholder participation enhances commitment on the part of stakeholders in this project organization					
8	Stakeholder participation promotes a sense of ownership among the youth and the community dwellers					
9	Involvement and participation create a sense of motivation and enthusiasm among the necessary stakeholders in the project					
10	The level of corruption and administration lapses is reduced as a result of stakeholder participation in this project					
11	Stakeholders see this project as their own and as ultimately beneficial to them					
12	Putting stakeholders in strategic position in the project organization promotes transparency and sustainability					
13	Communication and consultation with stakeholders take place whenever necessary					
14	All stakeholders are actively engaged throughout the project assessment process					

2. **Governance Structures**

NO	STATEMENT	RESPONSES				
		5	**4**	**3**	**2**	**1**
1	The steering committee checks and approves the Project Charter for accuracy and compliance with the Business Case					
2	The project progress is monitored in contrast to the project management plan					
3	Project resource plan, scope, schedules, cost estimates and goals changes made are reviewed and approved					
4	The project development strategy is reviewed and approved					
5	Critical issues to project success are suggested and reviewed					
6	Conflicts are resolved between stakeholder groups					
7	Our project portfolio is consistently oriented towards the firm's future					
8	The projects resources allocation manifests our strategic objectives					
9	Our project portfolio transparency is outstanding					
10	Accessibility of all relevant project's status information is easy and quick					
11	There is easy and quick interpretation of resource information and status of the project					
12	Human resource is well allocated quickly and reliably in this project					
13	There is consistency in resource allocation in accordance with the prioritization established					
14	Review process ensures that the projects that supports realization of strategic goals are contained in the portfolio					
15	Adaption of our portfolio to changing goals is quick					
16	Resources are allocated smoothly and without problems					
17	Project risks are well monitored and controlled					
18	The project management office offers service support to projects and project leaders					

3. **Project Team Diversity**

NO	STATEMENT	RESPONSES				
		5	4	3	2	1
1	I firmly believe about the gender diversity at work place					
2	Balanced work force is made up of both genders					
3	Team performance is promoted by gender diversity					
4	Decision making process involves both genders					
5	Workers training background forms the basis of recruitment in the organization					
6	Equal training opportunities exists for workers from different training background					
7	Work performance is improved by acquiring more skills through training					
8	Members of diverse training background are involved in decision making process by the team leader					
9	Mentoring of workers in this organization is highly practiced so as to acquire job skills in latest technologies					
10	The team professional relationship is not affected by workers experience diversities					
11	The decision making includes both the most experienced and less experienced					
12	There is no discrimination against the less experienced workforce in this establishment					
13	My work place experience is fully utilize					
14	Less experienced workers learn keenly from most experienced workers					
15	The organization has a workforce of diverse work experience					
16	I receives regular feedback from my supervisor					
17	Good work is recognized in this organization					
18	There is clear definition of my responsibility					
19	I am able to express myself in the work environment					
20	The manner I work in the team is appreciated by my colleagues					
21	Teamwork and cooperation is outstanding in this organization					
22	Enough encouragement is provided by team mates at work place					
23	I am included in work related decisions making					
24	My opinions re taken into consideration by team members					
25	Decisions made are based on organizations goals and objectives.					

Section C: Project Quality

Please indicate in the boxes below to which extent you agree to the following statements

(Key: 5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly disagree).

NO	STATEMENT	RESPONSES				
		5	4	3	2	1
1	The intended users have benefited directly from the project increase in efficiency and effectiveness					
2	I am satisfied with the project quality					
3	This project provides best solution to the problem it was made to solve					
4	There is improvement in performance of activities by clients as a result of project establishment					
5	There is a positive impact on those who make use of the project					
6	Project use has directly led to clients improvement in terms of decision making and performance					
7	This project was completed within its original budget					
8	This project was completed within its original schedule					
9	I am contented by the way through which this project was accomplished					
10	Directly affected clients makes use of this project					
11	The project quality standards are met					
12	The project meets the clients' requirements					
13	The resources mobilized are used as planned					
14	The suppliers are satisfied with the project quality					
15	The project steering group are satisfied with the project quality					
16	The project teams are satisfied with project quality design					
17	The project meets organizational objectives					
18	The project user needs are satisfied					
19	High project quality leads to improvement in organizational capability					
20	The project is completed according to stakeholder's specification					

Section D: Project Operating Environment

Please indicate in the boxes below to which extent you agree to the following statements (Key: 5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly disagree).

NO	STATEMENT	RESPONSES				
		5	4	3	2	1
1	Organizational politics affects the sustainability of the projects					
2	The project stability is affected by the organization's political environment					
3	Change in organizational management during the project affects achievement of organizational objectives					
4	Rules and regulations established ensure that there is proper governance in the project organization					
5	Project policies are adhered to and well followed					
6	Users' resistance to change affects the governance of the projects					
7	Conflict between the stakeholders adversely affects the sustainability of the project					
8	Some users have negative attitude towards the project politics					
9	There is good involvement of every person in policies implementation in this organization					
10	Lack of cooperation from project users leads to governance issues					
11	There is effective project management methodology in this establishment					
12	I am satisfied with our project operating environment					
13	There is adequate estimation of required resources					
14	Proper project planning is done in this establishment					
15	There is a good communication amongst the community and the project implementers to advance project output					
16	There is sufficient perception in every legal requirement and likely modification in the field of safety and environment					
17	Change in legislation which relates to project affects the governance and sustainability of the projects					

Section E: Project Sustainability

Please indicate in the boxes below to which extent you agree to the following statements (Key: 5= Strongly agree 4= Agree 3= Neutral 2= Disagree 1= Strongly disagree).

NO	STATEMENT	RESPONSES				
		5	4	3	2	1
1	Project established contributes to investment in the community					
2	Projects initiated supports the local community					
3	Project established supports innovation in the community					
4	Through various projects initiated in this community, risks are properly managed					
5	Through various projects initiated in the community, government revenue in form of taxes increases					
6	Employment opportunities are generated as a result of projects initiated in this community					
7	Jobs security is guaranteed to various employees involved in project organization					
8	Projects initiated in this community provide support in form of local education and health facilities					
9	The project encourages engagement and participation of stakeholders in the community					
10	Local culture and people's fundamental rights are well protected in this community					
11	Establishment of the project has promoted health environment in this community					
12	Establishment of project has led to friendly organization relationship					
13	Project established addresses environmental crises relating to degradation of waste and pollution					
14	Vices of various kind in this environment have been mitigated by project operating in this community					
15	Social cultural and organizational relationship has been improved as a result of project established in this community					
16	The project guaranteed equal access to and distribution of project benefits					
17	The project guaranteed acceptable level of financial and economic returns					
18	The project considered environmental implications in order to avoid or mitigate negative impact					

Appendix III: Sample Sizes for Different Population Sizes

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

Sources: Krejcie and Morgan(1970

Appendix IV: Authorization Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

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Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: D86/CTY/38614/16 **Date:** 8th January, 2020

The Director General,
National Commission for Science, Technology & Innovation,
P.O. Box 30623-00100,
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR MR.AMBROSE K. KYALO - REG. NO. D86/CTY/38614/16

I write to introduce Mr. Kyalo who is a Postgraduate Student of this University. He is registered for a Ph.D. degree programme in the **Department of Management Science in the School of Business.**

Mr. Kyalo intends to conduct research for Ph.D. thesis entitled, **"Project Governance and Sustainability of Youth Empowerment Projects in Makueni County, Kenya".**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELISHIBA KIMANI
DEAN, GRADUATE SCHOOL

EM/cao

Appendix V: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **698865**

Date of Issue: **16/January/2020**

RESEARCH LICENSE

This is to Certify that Mr.. AMBROSE KYALO of Kenyatta University, has been licensed to conduct research in Makueni on the topic: project governance and sustainability of youth empowerment projects in Makueni County, Kenya. for the period ending : 16/January/2021.

License No: **NACOSTI/P/20/3432**

698865

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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