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Monitoring and Evaluation and Performance of Youth Employment Projects in Narok County, Kenya

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Abstract

The purpose of this study was to assess the influence of monitoring and evaluation on the performance of youth employment projects in Narok County, Kenya. The study was guided by competency theory, theory of project management, stakeholder theory and resource based view theory. The target population was 195 respondents selected from the 32 registered and active youth employment projects in Narok County. The respondents included the project managers, youth leaders and government representatives among the youth employment projects in Narok County. The study assessed performance of the projects for the last five years between 2014- 2018. The research's primary data was collected using self-administered questionnaires, descriptive and inferential statistics were used to analysis the data, while SPSS was used in presenting the data through tables, graphs and charts. The study found that monitoring and evaluation positively influenced performance of youth employment projects in Narok County, Kenya. The study also found that the projects M&E staff were significantly trained, knowledgeable, skilled, experienced and shared knowledge. The study also found that stakeholders participated in the M&E process through awareness, resource oversight, data collection, needs assessment and reporting. It was concluded that organization structure in terms of M&E department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. Further, it was concluded that the youth employment projects in Narok County significantly embraced feedback in the M&E process through continuous improvement, decision making, regular monitoring, reporting and integration of policy. The study recommended that project management among the youth employment projects in Narok County need to enhance capacity of its team and embrace modern technology and systems to enhance performance. The projects should have clear M&E structure, managing, systems and processing to ensure peak project performance. The projects also need to significantly enhance stakeholder involvement and participation in the M&E process to promote joint ownership, decision making and continuous improvement. The study further recommended that the projects need to ensure seamless feedback, reporting, sharing of findings to promote process improvement

Keywords: *Monitoring, Evaluation, Performance, Employment Projects*

1.0 INTRODUCTION

1.1 Background of the Study

Youth employment initiatives are tasks which youth perform as a means of income gain or boost (Walukhu, 2015). These revenue-generating initiatives generate sales output and goods to domestic and external economies. The financing of youth projects has the ability to help youthful individuals in poor regions to help them to develop and enhance their groups and their countries in a sustainable way. Government officers and politicians must look at some of these issues as they feel that rural youth programs can play a major role in their countries (MOYA 2015). Rural young people take part in financial operations in many areas of the globe. They make up an important proportion of the population in some countries. This is particularly the case where there is limited formal education in rural areas and young people become involved in production activities at an early-age.

Many rural young people continually stimulate the implementation of technology to increase sustainable agricultural development and the startup of non-agricultural revenue-generating operations in rural and urban areas. Any effort to strengthen youthful people's understanding, abilities and feelings and promote their link to funds through financed rural youth projects will affect rural markets immediately (UN Report 2014). In fact, initiatives that target rural young individuals are also able to assist them learn, comprehend and appreciate, individuals of different racial or religious groups, and to contribute to the acquisition of information and expertise linked to sustainable agricultural growth and income generation operations.

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

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

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

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

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

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

1.2 Statement of the Problem

Due to the increasing level of unemployment in Kenya, through government initiatives various strategies have been employed with the objective of reducing the rate of unemployment among the youths who are usually aged between 18-35 years (NYP, 2007). Through various projects the government has highly anticipated that the project will enhance the rate of employment opportunities among the youths. However according to the statistics that of the 50 projects funded by the YEDF only 25 percent were in function as 75 percent of them had failed (YEDF, 2012). The failure of most of the projects has been highly enhanced by the ineffective usage of project cycle management model. As stated by Westland (2006) using the PCM model helps in ensuring that effective monitoring and evaluation of the project is attained. This demands that for more future projects the model should be embraced as the key tool towards successful project completion.

In his Youth Enterprise Development Fund Study, Namusonge (2013) allude that it is essential to ensuring that the achievement of entrepreneurship growth projects in generating long-term jobs provides ongoing and meaningful business development facilities for youths. This means that the government's effort has not fulfilled standards on youth employment initiatives and that it is likely worth investigating the impact of internal variables.

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

and other stakeholders investing in youth businesses, very few projects go beyond the implementation phase (Njuguna, 2017).

Various studies have been conducted on youth employment projects. Wambua (2015) studied factors influencing performance of youth enterprise development projects in Kiambaa sub-county, Kenya. The study found that availability of resources and entrepreneurial training influence performance of youth enterprise development projects. Additionally Sharu and Guyo (2015) studied factors influencing growth of youth owned small and medium enterprises in Nairobi County, Kenya and found that availability of capital was the major determinant. Ngoru (2017) studied entrepreneurial factors influencing performance of youth enterprises in Mathare sub county, Kenya and found that training significantly influenced the performance of youth enterprises. This shows that studies on internal factors and performance of youth employment projects remains scanty. This study, therefore, aimed at assessing the internal factors that influence performance of youth employment projects in Narok County, Kenya

1.3 Objectives of the Study

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

2.0 LITERATURE REVIEW

2.1 Competency Theory

At the Gordon Training International theory was first described as "four phases for any new learning," and its employee Noel Burch developed it in the 1970s. It has since been ascribed commonly to Abraham Maslow, although in his significant publications the model is not present. The Four Learning Stages provide a teaching model. Initially, it indicates that people do not understand how little or how incompetent they understand. They deliberately gain, ability and deliberately use it when they realize their incompetence. The ability can be used without being believed through deliberately: the person then has unconscious ability. Some elements can be compared to some elements from a Johari window, including the help to someone "understand what they don't know," or to acknowledge a blind spot, although Johari is about self-consciousness and the four phases of expertise are about teaching (Flower, 1999).

The four phases include subconscious incompetence, in which people do not comprehend or know how to do anything and are not simply aware of the surplus. They can reject the utility of the ability. Before going into the next level, people must acknowledge their own incompetence, and the importance of the fresh ability. The duration of moment a person gets at this point relies on the intensity of the stimulus to know. Conscious incompetence is the one that recognizes the deficit and the value of a new skill to address the deficit, although the person doesn't comprehend or know how to do anything. Errors can now be an essential part of the teaching method. Conscious skill is where the person realizes or knows how to do something. However, showing ability or expertise needs focus. It can be divided into measures, and the implementation of the fresh skills has a strong

deliberate participation. Unconscious skill is when the person has had such a great deal of exercise, that he or she is "second life" and can readily be done. The ability can therefore be conducted during the performance of another assignment. Depending on how and when it was taught, the person could explain it to other people. This theory is relevant to the study because it anchors on competency as one of the independent variable.

2.2 Empirical review

Njogu (2016) established that human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved M&E and project performance. The study indicated that involvement of competent staff in projects led to cost efficiency, customer satisfaction and reduction in project costs. The society or stakeholders were the main sources of human resource and therefore provided management technical capacity to a project. The integration of stakeholders enabled a project to access sufficient human resource. Wambua (2013) carried out a study on the effects of human resource factors on project performance in Nairobi County in Kenya: The Case study chosen was on east lands' organizations and descriptive survey was used. Regression and correlation analysis were employed to analyze data. The research established that HRM practices have an effect on project performance.

According to the study conducted by Yang, Huang and Wu (2011) focusing on the association among project manager's leadership styles, team work and project performance and success. By using questionnaires as one of the approaches of measuring leadership styles, it would be established that a project's success is based on the customer satisfaction, budget and scope.

Afroze and Khan (2017) study investigated the impact of effective organizational communication and project M&E on performance of international development projects. The research used survey method. Questionnaires were sent to 60 international firms that work in such type of projects. As from the research it would be established that organizational communication had a significant and strong effect on the performance of the project; project monitoring and evaluation would be considered to have relatively low influence on the performance and communication relationship.

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

Sulemana, Musah and Simon (2018) carried out an assessment on stakeholder participation in monitoring of district assembly projects in the Savelugu-Nanton Municipality Assembly, Ghana. The study adopted a case study approach and descriptive statistics for analysis. The study found out that stakeholder participation in M&E of projects was high among the Municipal Planning members and District Assembly members but was low among the community levels and this had a negative impact on the sustainability of the projects. The study concluded that stakeholders were hardly involved in M&E of projects. The recommendation of the study was that the Municipal Assembly should to have a partnership with Sub-structures and enhance community sensitization on participatory monitoring of projects.

Kihuha (2018) carried out a study on monitoring practices and performance of global environment facility projects in Kenya, a case of United Nations Environment Programme. The research sought to examine the impacts of M&E on the performance of UNEP projects in Kenya. An exploratory research design was adopted and analysis performed using descriptive statistics. The study found out that monitoring and feedback on allocation of funds and all the project stages enhanced the performance of the project and the projects where there was limited M&E feedback and process improvement did not perfume well. The study recommended establishment of strategic plans to define internal process on project M&E and restructuring the stakeholder involvement process.

3.0 RESEARCH METHODOLOGY

The study utilized descriptive research design. The target population of the study was 195 respondents selected from the 32 registered and active youth employment projects in Narok County. The respondents included the project managers, youth leaders and government representatives among the youth employment projects in Narok County. The study assessed performance of the projects for the last five years between 2014-2018. The research’s primary data was collected using self-administered questionnaires.

4.0 DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Descriptive Findings

4.1.1 Competence and Project Performance

The research aims at establishing the degree to which competence in M&E influenced project performance. The respondents were asked to indicate the degree to which they concurred with the subsequent sentiments associated with competence of M&E and performance of the youth employment projects in Narok County and the findings are presented in Table 1

Table 1: Competence and Project Performance

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

Based on the results presented in Table 1, the research established that to a moderate extent, there are sufficiently training M&E staff in the organizations, the project M&E staff have necessary knowledge and skills, the projects are regularly and continuously monitored, the M&E staff have sufficient experience and that there is partnership and knowledge sharing among project M&E staff as indicated by a mean of 3.11, 2.99, 3.26, 3.06 and 2.79 respectively. Thus expressing that the projects M&E staff were significantly trained, knowledgeable, skilled, experienced and shared knowledge. This contributed significantly to the performance of the projects. Similar findings were established by Njogu (2016) that human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved M&E and project performance.

The study indicated that involvement of competent staff in projects led to cost efficiency, customer satisfaction and reduction in project costs.

4.1.2 Organizational structure and Project Performance

The respondents were further asked to provide the degree to which they concurred with the subsequent sentiments associated with organizational structure regarding M&E and how it has affected project performance of youth employment projects in Narok County their responses is depicted in Table 2

Table 2: Organizational structure and Project Performance

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

With the reference to the responses as presented in Table 2, the participants agreed that there are officers employed and designed to conduct M&E as indicated by a mean of 3.56 and standard deviation of 1.199. The respondents further indicated that to a moderate extent the projects have M&E departments, project management recognizes the need for M&E, the organizations have invested in M&E systems, the organization has M&E tools and the organizations sufficiently incorporate all staff in project M&E as indicated by a mean 3.06, 2.78, 2.69, 2.88 and 2.94 respectively. The study indicated that organization structure in terms of M&E department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. This agrees with Afroze and Khan (2017) study which investigated the impact of effective organizational communication and project M&E on performance of international development projects and established that organizational communication had a significant and strong effect on the performance of the project; project monitoring and evaluation would be considered to have relatively low influence on the performance and communication relationship.

4.1.3 Stakeholder involvement in M&E and Project Performance

The respondents were further asked to indicate their level of agreement with the subsequent sentiments associated with regard to the involvement of stakeholders in project M&E and project performance and the outcome is illustrated in Table 3

Table 3: Stakeholder Involvement in M&E and Project Performance

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

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

4.1.4 Feedback and Project Performance

The fourth objective of the study was to establish the effect of feedback on M&E on performance of youth employment projects in Narok County. The respondents were therefore asked to indicate the degree to which they concurred with the subsequent sentiments associated with feedback and how this has impacted on project performance on and the results are presented in Table 4

Table 4: Feedback and Project Performance

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

As shown in Table 4, the participants agreed that the projects embraced continuous improvement, feedback from M&E is used in decision making and that stakeholders are involved in resource needs identification as reflected by a mean of 3.56, 3.61 and 3.51 respectively. The respondents however to a moderate extent agreed that there is regular monitoring of objectives and measures of the project, stakeholders are updated on M&E reports and give feedback, the projects integrate policy agendas for modernization and social inclusion and that there is continuous improvement of M&E systems as indicated by a mean of 3.40, 2.97, 2.77 and 3.02 respectively. This indicates that the youth employment projects in Narok County significantly embraced feedback in the M&E process through continuous improvement, decision making, regular monitoring, reporting and integration of policy which positively contributed to project performance. This finding is in line with those by Kihuha (2018) study on monitoring practices and performance of global environment facility projects in Kenya, a case of United Nations Environment Programme. The study found out that monitoring and feedback on allocation of funds and all the project stages enhanced the performance of the project and the projects where there was limited M&E feedback and process

improvement did not perfume well

4.1.5 Project Performance

The dependent variable of the study was the performance of youth employment projects in Narok County. The respondents were therefore asked to indicate the degree to which they concurred with the subsequent sentiments associated with performance of youth employment projects in Narok County and their opinions is depicted in Table 5

Table 5: Project Performance

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

The study indicated that to a moderate extent all project tasks were accomplished effectively, the projects were well completed, all project deliverables were met, and stakeholder expectations were all met and that beneficiary needs were met as indicated by a mean of 3.22, 3.41, 3.06, 3.01 and 3.33 respectively as shown in Table 5. The respondents agreed that the projects were implemented within budget and that projects were implemented within schedule. This indicates that M&E had a significant influence on the performance of youth employment projects in Narok County, Kenya.

4.2 Inferential Statistics

4.2.1 Correlation analysis

Correlation analysis was done to determine the relationship between the independent and dependent variables. The findings are shown in Table 6

Table 6: Correlation of Analysis

		Perfor mance	compe tency	Organization al structure	Stakeholder participation	Feed back
Performance	Pearson Correlation	1				
	Sig. (2-tailed)					
Competency	Pearson Correlation	0.87**	1			
	Sig. (2-tailed)	0.04				
Organizationa l structure	Pearson Correlation	0.86**	0.132	1		
	Sig. (2-tailed)	0.001	0.183			
Stakeholder participation	Pearson Correlation	0.88**	0.11	.532**	1	
	Sig. (2-tailed)	0.033	0.269	0		
Feedback	Pearson Correlation	0.90**	-0.158	.272**	.231*	1
	Sig. (2-tailed)	0.001	0.11	0.005	0.019	

Results in Table 6 show that competency in monitoring and evaluation and project performance are positively and significantly correlated ($r=0.87$, $p=0.04$). The study also showed a positive and significant relationship between organizational structure and project performance ($r=0.86$, $p=0.001$). The findings also showed that stakeholder participation and project performance were positively and significantly related ($r=0.88$, $p=0.033$). Furthermore, it was found that feedback and project performance were positively and significantly related ($r=0.90$, $p=0.04$). The findings implied that competency, organizational structure, stakeholder participation and feedback are strongly correlated to project performance.

4.2.2 Regression Analysis

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

Model Summary

The results in table 7 presented the fitness of model of regression model used in explaining the relationship between the dependent and independent variables.

Table 7: Model summary

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

Competency, organizational structure, stakeholder participation and feedback were found to be satisfactory variables in explaining project performance as shown in Table 7. This was supported by coefficient of determination also known as the R square of 74.3%. This meant that Competency, organizational structure, stakeholder participation and feedback explain 74.3% of the variations in the dependent variable which was strategic project performance. This implies that 25.7% of variation in project performance can be explained by other factors not included in the model. The results further meant that the model applied to link the relationship of the variables was satisfactory. This finding agrees with that of Njogu (2016) who established that involvement of competent staff in projects led to cost efficiency, customer satisfaction and reduction in project costs. Additionally, (2012) research on Onan assessment of project organizational management on the construction of Ghana’s projects found that there exists significant relationship between organizational structure and performance. Heravi, Coffey and Trigunarsyah (2015) also concluded that stakeholder partition in all stages of project implementation enhances its productivity. Furthermore, Micahs (2017) noted that feedback in M&E ensured the successful performance of projects.

From the study, the significance test of P value would reflect the relationships of the study’s dependent and independent variables. In case the significance is shown to be less than the recognized critical value currently identified at 0.05, then the conclusion would be made that the model is significant in illustrating the correlation; else the model would be expressed as non-significant. Table 8 provided the results on the analysis of the variance (ANOVA).

Table 8: ANOVA

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

The findings showed that the model was statistically significant as shown by the $F_{\text{Calculated}}$ of 40.509 which is greater than the F_{Critical} of 2.19 and a corresponding p value of 0.00 which is less than the conventional 0.05. The results implied that the independent variables significantly influenced the performance of youth employment projects in Narok County, Kenya. This finding corroborates with that in Table 8, where the results showed that Competency, organizational structure, stakeholder participation and feedback were found to be satisfactory variables in explaining project performance.

Regression Coefficient

The study used a regression coefficient to establish the effect of individual variables of monitoring and evaluation on performance of youth employment projects in Narok County, Kenya. The findings are indicated in Table 9

Table 9: Regression Coefficient

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

Regression coefficients of the results reveal that Competency had a positive and significant influence on project performance ($\beta=0.5666$, $p=0.001$). This implied that a unit change in competency in monitoring and evaluation would lead to an improvement in performance by 0.566 units. This finding agrees with that of Njogu (2016) who established that human resource competence development and enhancement among projects in the automobile sector in Kenya lead to improved M&E and project performance.

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

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

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

Thus, the optimal model for the study was;

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

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

X_1 = Competency

X_2 = Organizational structure

X_3 = Stakeholder participation

X_4 = Feedback

Table 9 indicates that all variables held constant, project performance would be at 0.828 this indicates that performance of the youth employment projects in Narok County can still take place without the influence of the stated variables. The variable coefficients indicate that the relationship between monitoring and evaluation identified and project performance was positive and

significant. These findings are similar to those by Umulisa, Mbabazize and Shukla (2015) who investigated on the impacts of project M&E planning practices on the extent of performance of a project of Agaseke in Kigali Rwanda. Monitoring and evaluation practices were found to influence the project performance. Practices such as human resource competency, organizational structure, stakeholder participation and feedback were found to exist in the project.

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

5.0 CONCLUSIONS

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

It was also concluded that organization structure in terms of M&E department, staff, systems and tools was moderately but significantly embraced by the youth employment projects in Narok County. The study further concluded that incorporating all staff in project M&E leads to project implementation.

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

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

6.0 RECOMMENDATIONS

The study recommended that the project management among the youth employment projects in Narok County need to enhance capacity of its team and embrace modern technology and systems to enhance performance. The projects should have clear M&E structure, managing, systems and processing to ensure peak project performance. The projects also need to significantly enhance stakeholder involvement and participation in the M&E process to promote joint ownership, decision making and continuous improvement. The study further recommends that the projects need to ensure seamless feedback, reporting, sharing of findings to promote process improvement. The project managers should conduct regular training to all stakeholders to ensure that they are competent when it comes to analyzing the project impact

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