

Determinants of State Funded Projects Performance in Kenya; A Case of National Youth Service, Mombasa County

Mwang'ombe Bartholomew Baya¹, Dr. Johnbosco Kisimbii²

¹Postgraduate Student, University of Nairobi, Kenya

²Lecturer, School of Open and Distance Education Learning, University of Nairobi, Kenya
Correspondent email: [mwangombart\[at\]gmail.com](mailto:mwangombart[at]gmail.com)

Abstract: *Due to the importance of the youth projects implementation in the society, this study was carried out. The purpose of this research was to examine the various determinants of state funded projects performance in Kenya; a case of national youth service, Mombasa County. The study was carried out based on four specific objectives that included: to examine the extent to which organizational structure; financial resources; projects monitoring and evaluation, and human capacity development influences the performance of state funded projects in Kenya National Youth Service, Mombasa County. This study was a descriptive case study research design. The target population was 180. The Krejcie and Morgan table of 1970 was used to sample 132 respondents. Primary data in the research was collected by use of a semi-structured questionnaire and an interview guide. The researcher first defended the proposal through the virtual platform at the University of Nairobi, then the researcher plus the research assistants approached the respondents and other relevant groups and informed them of the intended data collection process. The researcher then dropped the questionnaire with the help of the research assistants and picked them after one week while at the same time interviews were conducted among the 13 project managers. By the help of a statistics expert, the data collected was computed through descriptive nature to give figures that were presented and explained by use of frequency tables, means, standard deviation etc. a regression analysis was carried out to test the hypotheses. Out of the 132 questionnaires distributed, 100 were fully filled and returned. Further, 10 interviews were conducted successfully put of the targeted 13. The results indicated that majority of the respondent argued that organizational structure influences projects performance to a great extent ($M= 3.64$ and $SD=1.115$). Equally, majority of the respondent supported the idea that financial resources influence projects performance to a very great extent ($M= 4.21$ and $SD= 0.967$). The same trend indicated that majority of the respondent were neutral in relation to the idea that projects monitoring and evaluation influence projects performance ($M= 3.04$ and $SD= 1.294$). Finally, majority of the respondent supported the idea that human capacity development influence projects performance to a great extent ($M=3.81$ and $SD= 1.454$). It was recommended that all the KNYS should have well-structured and established organizational structure which integrates the internal and external partners effectively. It was also recommended that the amount of funds that are allocated to the projects run under the KNYS should be sufficient, the duration of funding these projects should be sufficient considering the various risks involved in projects implementation and the conditions of funding of these projects should be favorable. Furthermore, projects monitoring and evaluation should be well defined, planned for, objectively be integrated into projects implementation. The types of projects monitoring and evaluation should be well defined, the steps of each monitoring and evaluation be outlined and the life cycle of projects be well defined by the M&E process. Finally, the number of employees handling each given project should be sufficient in what is called proper staffing. In addition, there should be well trained projects staff and the staff should undergo continuous training so as to gain relevant knowledge on the evolving nature complexities of state funded projects.*

Keywords: projects implementation; organizational culture, financial resources; political interference; Projects Monitoring and Evaluation; Human Capacity Development

1. Introduction

Despite the fact that projects have been credited for ensuring economic and social development, some players have in the recent past criticized government funded projects (Caine and Boydell, 2019). This is due to the fact that some of these projects despite being well planned on paper, they don't see the light of the day when it comes to implementation. In cases where these projects are implemented, they are poorly implemented and some players maximize their ulterior motives, making the projects a failure or least beneficial to the society. If the government funded projects that are aimed at improving the social economic statuses of the community members are effectively and efficiently implemented with no corruption and political interference, majority of the countries in the world today could be superpowers (Commission on Positive Youth Development, 2020). However, government funded projects normally attract poor culture from various players like politicians who use these

projects to gain power and control over the society groups like the youth and other vulnerable people (Curran, Bowness and Comack, 2018).

From the global perspective, documented literature has indicated that there are both internal and external determinants of youth projects implementation. For example, IFAD (2019) did a study in New Delhi India that examined the various factors for projects co-financing and implementation. The projects considered in the study were 210 projects that are implemented by international bodies with shared financing with the municipal council and the national government being part of the main stakeholders. The projects purely aimed at bettering the lives of the youth in the peri-urban settings. The study findings indicated that: government legislations, political support, project planning, projects monitoring, the co-financing levels, amount of financials resources available, project managers' experience, organizational culture and structures among other factors

influence the performance of these projects significantly. This study is very crucial since it has given the background of a number of factors that influence the performance of projects that are co-financed between the India's government and other development agencies like IFAD. In this case, performance is measured by the time period the project takes to be implemented, the extent to which the project is implemented and the impact it creates once handed over.

Across Africa, projects that are meant for alleviating the lives of the youth from abject poverty are marred with controversies due to corruption and bad political goodwill (United Nations Department of Economic and Social Affairs, 2019). In the Niger Delta for example, over 80% of the youth are jobless despite the fact that the area is rich of natural petroleum as a mineral resource (Ugwu, 2019). Accordingly, this has been blamed on corruption and political interference of various development projects that are funded by the national government. In fact, the region is a no-go-zone for government designed and funded projects since majority of the youth in this Muslim dominated region have been extremely radicalized by various players who convince them that they are fighting for their rights.

In the East Africa region, Burundi and Southern Sudan are among the most troubled countries with high rates of youth unemployment and participation in organized criminal gangs as noted by World Bank (2020). According to the report, in Southern Sudan for example, unemployment among the youth increased to 29.19% with extreme actions like civil wars making the situation worse in Western Bahr el Ghazal and Juba where there have been fighting between the Sudan People's Liberation Movement (SPLM) and SPLM-IO igniting the civil war. The extreme actions associated with a polarized leadership like mistrust and humanitarian abuses have been blamed on poorly implemented development projects that are aimed at improving the lives of the youth. In Juba, there are a number of factors that have led to poorly performing development projects that involve the youth. Some of these factors are: the polarized communities whose tribal affiliations and political incitements dominate, the poorly trained personnel to manage the projects, poor projects funding and financing, poor organizational structures and legislations governing these crucial projects and many more (Craze, *et al.* 2019).

In Kenya, KNYS has been seen as a central point through which 'For the Youth Projects' have been implemented and still being implemented to achieve better economic and social empowerment of the youth. However, just like the time it was initiated in 1964, studies have indicated that the performance of KNYS run projects have been faced with a number of challenges; making its relevance sometimes very (NYS Report, 2015). For example, a study done on 'the factors influencing project scope performance: a case of Kenya National Youth Service Projects in Kenya' by Njau and Ogolla (2017) gave a good background of the current study. Results confirmed that project manager competency and stakeholder management had insignificant influence of on Project Scope Performance. However use of WBS and scope change had significant influence on project scope performance. In conclusion the researcher insisted on training facilitation for project team to acquaint them with

necessary competency and boost their image as leaders; actualize plans to effectively manage project scope change and to engage with project key stakeholders earlier enough during project definition for adequate scope verification.

1.1 Statement of the Problem

Due to the endless challenges that have been tied to youth unemployment and even implementing of various projects that are geared towards empowering these youth, from the global arena, a number of countries have come up with various strategies of addressing the youth unemployment and even sustainably running projects that are aimed at cautioning the youth in the future. For example, in Canada, after the government realizing that the youth unemployment could go beyond the manageable levels in the wake of the new millennium, the government designed the Canadian Youth Business Foundation that dates back to the 19th century (Wadell, 2019; Street and Sykes, 2019). This means that the youth projects are very crucial in any given economy since time immemorial; giving a perfect ground on which the current study stands on.

Despite the facts that these projects initiated in order to help the youth and the people close to them live better lives these youth development initiated projects are faced with numerous challenges. Worst is even when funding of the projects comes from the government like the case of KNYS and involve various political aspects where each greedy politician has some ulterior motives and hidden agendas to score. Under funding, poor program design and execution as well as unfriendly business regulations coupled with a lot of bureaucracy and high cost of doing business are the major threats to success and survival of these youth projects in developing countries like Kenya (World Bank, 2017). However, a study needs to be carried out to examine the extent to which such challenges affect the performance of these projects; a reason as to why this study was carried out. It is worth noting that although enormous funds have been spent to improve the youth projects in Kenya, these projects are performing below average. For example, major complains have always been launched due to massive looting and corruption incidences that have dominated the KNYS projects (Mwangi, 2017). Further, there seems to no documented studies that have examined the various factors associated with wanting performance of KNYS projects in Mombasa County. The few studies available have been carried outside Mombasa County and have normally deviated from the KNYS implemented projects (Muteti, 2014; Njau and Ogolla, 2017; Kokoyo, 2016). Due to such outlined issues, the current study was carried out. The study therefore was carried out with the aim of examining the various determinants of state funded projects performance in Kenya. The specific case considered was the National Youth Service in Mombasa County.

1.3 Objectives of the Study

- To examine the extent to which organizational structure influences the performance of state funded projects in Kenya National Youth Service, Mombasa County.
- To establish the extent to which financial resources influence the performance of state funded projects in

Kenya National Youth Service, Mombasa County.

- To find out the extent to which projects monitoring and evaluation influences the performance of state funded projects in Kenya National Youth Service, Mombasa County.
- To examine the extent to which human capacity development influences the performance of state funded projects in Kenya National Youth Service, Mombasa County.

1.4 Research Hypothesis

The paper tested the following hypotheses at 95% level of significance:

- H_0 : organizational structure has no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County.
- H_0 : financial resources have no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County.
- H_0 : projects monitoring and evaluation has no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County.
- H_0 : human capacity development has no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County.

2. Literature Review

2.1 Theoretical Framework

The study was guided by two main theories due to their relevance and due to the fact that a number of researchers have used these theories to study the performance of state funded projects. The first theory that was adopted was the theory of project implementation. This was the lead theory because the scholars who have used this theory have indicated that it helps in informing the various stakeholders how the various factors interact and how these factors influence the performance/ implementation of projects. Adan (2017) used the theory of project implementation to study the factors influencing implementation of county road projects in Kenya. Muteti (2014) used the theory of project implementation to examine the factors influencing sustainability of projects funded by the youth development fund in Kwale County, Kenya. In all these studies, the researchers have indicated that the theory has been the perfect link between the various factors influencing the performance of various projects and the sustainability of these projects. The Mc Kinsey Change Model is a crucial theory in projects performance since it examines the various factors that affect projects performance. In the model, the factors are classified as either soft or hard factors; meaning that they inform an organization on the interactions that exist between the various factors and how these factors can be prioritized for best performance of projects. This theory was also used in a number of studies to inform the performance of projects. For example, Githenya and Ngugi (2018) in their study on the assessment of the determinants of implementation of housing projects in Kenya did confirm that the Mc Kinsey Change model can be used to critically

understand the interactions between the various factors and the performance of projects.

2.1.1 The Theory of Project Implementation

In a summary, in projects implementation, the concept of implementation is very important because this is the point at which the inputs are converted into outputs and the general impact measured. Therefore, in any given project, the first measure of objective achievement is its successful and proper completion. This makes the theory of project implementation very important theory hence a lead theory in this study (Aarons, 2010).

Historically, the theory of project implementation was a mastery of Fugate and Knapp in the mid- 1990. During this period, the field of projects implementation and their importance to the society started standing out as opposed to periods behind whereby they were classified under the management science; calling for various guiding theories. Fugate and Knapp (1996) asserted that over reliance on the theoretical aspects is the single most important factor distinguishing a profession from a craft, a need as to why this theory was developed in order to guide the field of projects management which later on in 1993 was published in a number of journals of management. Since 1993, the theory of projects implementation has been found to help various players in management to help improve the performance of projects implemented at any given level. In the same notes, Koskela and Howell (2002) argue that the theory as practiced today rests on an implicit and narrow theory that explains the other concerns of project management such as frequent project failures, lack of commitment towards project management methods and slow rate of methodological renewal. Thus this theory is the crucial and single most important issue for the future of the project management profession.

In line with project implementation theory, Slevin and Pinto (1987) assert that to successfully implement a project is usually difficult and complex. The project manager has to devote more time and energy on human, financial, and technical variables as the key to the realization of project implementation. It is further argued that it is apparent that a number of determinants are capable of affecting project implementation if not handled with care. These include among others: late disbursement of funds, failure to involve stakeholders and citizens, use of incompetent project managers and staff and escalation of project cost due to inflation among others. The study applies this theory because it is encompassing, and adequately incorporates all the relevant factors involved in project implementation.

2.1.2 Mc Kinsey Change Model

McKinsey 7s model was developed in 1980s by McKinsey consultants Tom Peters, Robert Waterman and Julien Philips with a help from Richard Pascale and Anthony G. Athos. Since the introduction, the model has been widely used by academics and practitioners and remains one of the most popular strategic planning tools. It sought to present an emphasis on human resources (Soft S), rather than the traditional mass production tangibles of capital, infrastructure and equipment, as a key to higher organizational performance. The goal of the model was to

show how 7 elements of the company: Structure, Strategy, Skills, Staff, Style, Systems, and Shared values, can be aligned together to achieve effectiveness in a company. The key point of the model is that all the seven areas are interconnected and a change in one area requires change in the rest of a firm for it to function effectively (Geiger, Ritchie and Marlin, 2006).

In conclusion, the model is very crucial in this study since it emphasizes on human resource soft factors rather than traditional mass production factors of Capital, infrastructure and equipment, as a key to higher organizational as key to achieving organizational performance (Ravanfar, 2015).The

model shows how seven elements of an organization that comprise of 3s (hard factors) and 4s (soft factors) can be aligned together to achieve effectiveness in an organization. The key point is that all the seven areas are interconnected and change in one area requires change in the rest of a firm. The model can be used in the project to: facilitate change, implement new strategy; identify how each area may change in the future and facilitate merger in organizations. The model was used to guide all the outlined independent variables in the study.

2.2 Conceptual Framework

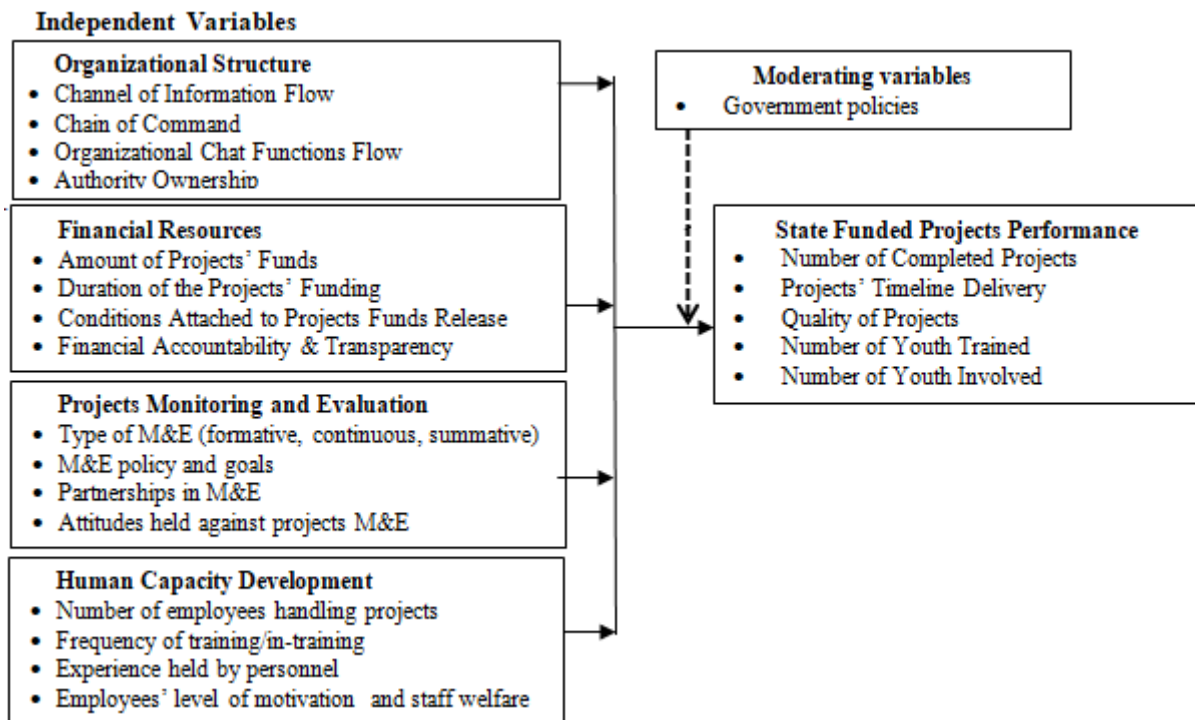


Figure 1: Conceptual Framework

2.3 Organizational Structure and the Performance of State Funded Projects in Kenya

A study carried out in Manila Philippines found out that state funded projects that are aimed at bettering the lives of the youth are poorly conceptualized thus failing to achieve their objectives. Among the numerous challenges leading to poor conceptualization of these projects is the poor organizational structure that is very dominant in government run programs or projects (William 2017). In another study carried out in Western part of Philippines it was found that youth projects that are funded by the Philippines' government perform below 22% due to a number of interacting variables among them being much uncoordinated organizational structure among the government agencies (Hirschman, 2019). Conclusively, Hirschman (2019) has in details confirmed that project organizational structure is very significant in the implementation of successful projects since it is through well-structured organizational structure that coordination and implementation of project activities is achieved.

Across Africa or rather from the continent scope, a number of studies have indicated that organizational structure plays

a central role in creating an environment that fosters interactions among the project team members with a minimum amount of disruptions, overlaps and conflicts (Francine, 2020; Mochal, 2019). For example, in a study that was carried out in South Africa by Francine (2020), it has been postulated that organizational structure is very important on the implementation of development projects. According to his findings that was based on 10 projects that were meant to equip the youth with basic skills like plumbing, masonry skills, welding, simple machines operations and water vending using improved motorable devices in Soweto slums, it was observed that organizational structure dictates the level of project management, who makes ultimate project decisions, the communication of project goals and tasks and how the project manager works with his team.

In Namibia a study was carried out and outlined the importance of organizational structure on project management process and implementation of community development projects that are aimed at improving the lives of the women, youth and children in the society (Mochal, 2019). In the process of project management and implementation, organizational structure format determines

whether the project implementation process needs a tight or loose structure. Basically, the researcher outlined that a loose or tight project management structure does influence the implementation of development projects in Namibia aimed at improving the lives of the youth, women and children (Mochal, 2019).

In Nairobi, a study was done to examine the effects of organizational structure and leadership on the performance of projects. The study found out that Kenya as a country has witnessed substantial increase in the number of stalled projects due to inappropriate project organisation structures and ineffective leadership (Okweto, 2018). From the study, the performance rate in terms of completion time stands at 11.1% over the period 2000 - 2017. The results show that lack of appropriate project organization structures, poor management systems and leadership are the major causes of poor project performance (Okweto, 2018). Similarly, according to Wamahiga (2018), the type of organizational culture adopted by project implementation team affects the implementation of various projects. The study did specify that an organizational structure is a standard hierarchy of operations. It defines how you can divide, coordinate, and direct groups. More so, it defines the positions and describes the tasks required to achieve an organization's objectives and vision. Features contained in the structure like: centralization and decentralization, span of control, work specialization, departmentalization, chain of command, and formalization among other have a significant influence on the implementation of projects.

2.4 Financial Resources and the Performance of State Funded Projects in Kenya

In Latin America, a study was carried out to examine the determinants of projects failure in Latin America countries by Boyce and Haddad (2019). The study which zeroed on a number of failed projects funded by states in countries like Colombia, Mexico, Peru, Haiti, Jamaica and Guyana did indicate that many projects have been abandoned in these developing countries due to lack or inadequate funding. In conclusion, the study has indicated that the amount of financial resources that projects demand, the sources of these financial resources, the availability of these resources, duration of funding, the flow of the financial resources, accountability and transparent in managing the limited financial resources influences projects implementation.

The massive failure of projects in African countries like Chad and Cameroon associated with lack of funds, withdrawal of funding or at times poor funding (ADB, 2018). For example, the Chad-Cameroon pipe-line project which cost the World Bank \$4.2 billion dollars failed because the World Bank withdrew its financial backing. Another study by World Bank (2016); and Fabian and Amir (2018) has signposted that Chad is a troubled country due to the fact that majority of the projects that are funded by the government have failed completely to be implemented and in case they are implemented, they are very poorly done and they fail to address the objectives. One central reason for the failure of these projects is: lack of sufficient funds. Further, corruption and embezzlement of projects financial resources, lack of transparency and accountability have always forced

donor agencies to withdraw their support towards these projects.

In Kenya, there is sufficient documented literature indicating that financial resources play a crucial role in projects implementation. Adan (2017) did a study on: 'The, Factors Influencing Implementation of County Road Projects in Kenya; A case of Isiolo County. This study adopted a descriptive survey design. The study found out that among other factors influencing the implementation of these projects, financial disbursement had a strong positive influence on the implementation of country road projects. The study recommended that the sources of roads projects should be effectively identified, defined, amount of money allocated be insured against risks of fluctuation of material prices and transparency/accountability be made core. In a study that examined the private public partnership projects in Nairobi's informal settlements by Ogot (2018) found out that financial resources have a positive and significant influence on the implementation of state funded projects. Financial management skills by project managers, financial risk management, and the amount of financial resources availed for the projects, the rates of disbursement, legislations and conditions of funding among other factors had a positive and significant influence (Ogot, 2018).

2.5 Monitoring and Evaluation and the Performance of State Funded Projects in Kenya

Studies have indicated that monitoring and reporting is part and parcel of the implementation of any given project, whether for profit or not for profit, for government or private entities and whether big or small (World Bank, 2018; OECD, 2017; UNDP, 2019). Accordingly, from the global perspective, a study was carried out a study in Egypt and found out that the implementation of youth empowerment projects in the troubled Cairo due to the civil war that came as the Arabic countries revolution and uprising is determined by a number of factors among them being projects monitoring and evaluation. According to the study, the formative projects evaluation, the ongoing monitoring and evaluation and summative evaluation and reporting influences the implementation of projects significantly. It is through the process of monitoring and evaluation of the project cycle that the faults and achievements are communicated and this has an overall effect on the implementation of projects (Abou-Warda, 2018).

In Kenya, the numerous documented literatures have indicated that monitoring and evaluation of projects is very crucial in ensuring the performance of these projects. The project performance is measured by the successful completion, meeting the timelines, been delivered at the required standards and being of correct qualities in addition to meeting the timelines/deadlines (Njeri and Omwenga, 2019; Akira, 2018; Muteti, 2014; Karanja, 2018 etc.). For example, Njeri and Omwenga (2019) did a study on 'The Influence of Monitoring and Evaluation Practices on Sustainable Projects – A Case Study of the National Aids Control Council. The quoted study adopted a descriptive research design. Data collected was analyzed using Quantitative data analysis including descriptive and inferential statistics. Deductions were then made of the

influence of M&E on project sustainability from the results of the study. The results indicated a strong correlation between all of the independent variables – M&E organisational factors, Human Capacity for M&E, Partnerships in M&E and Communication in M&E; and project sustainability. From this study, it is evident that various components of monitoring and evaluation like training on M&E, having enough set aside budget for M&E, having enough M&E personnel among other factors significantly influence how projects are implemented and their future performance.

Whilst the importance of monitoring and evaluation is given, most projects that are implemented in Kenya that have their funds coming from the state like the KNYS face sendoff constraints in carrying out critical function like M&E which has made these projects white elephants (Kariuki, 2018). Kariuki (2018) has a general view that M&E in Kenya is viewed as a witch-hunting activity that is meant to deny public officers their jobs. This has led to the failure of various projects in the country more specifically in education, youth empowerment, and military, internal security sector etc., whose project managers feel that they are targeted when M&E is mentioned.

2.6 Human Capacity Development and the Performance of State Funded Projects in Kenya

Human resource forms the crucial part of the resources required for projects to be implemented effectively and sustainably. The number of trained personnel to handle various assignments in the various departments during the project life cycle, the nature of training and expertise, the frequency of in-training courses and the experience or lengthy of handling a given projects activities influence their ability to carry out tasks which later on influence the performance of projects (IFRC, 2017).

Human resources function is very central in determining projects' performance in developing nations according to Caine and Boydell (2019). The study postulates that the aim of the human resources function (management and development) in the organizational context is to ensure the availability of competent, motivated and learning employees to the firm to facilitate the achievement of its business objectives. The HR function has been quite successful in performing its role in terms of developing capacity, knowledge, attitude and skills of employees. Therefore, a new component that is basically concerned with the management and development of the human labor has been outlined and has been found to influence the ability of a project to achieve its objectives.

In various parts of the country studies have been carried out. For example, Njau and Ogolla (2017) did a study in the Factors Influencing Project Scope Performance: A Case of Kenya National Youth Service Projects in Kenya. The study was descriptive research design in nature and 60 sample size from various project managers were sampled. The results indicated that among other factors, staff training, staff competency, staff motivation, performance appraisal, and the number of staff influences the projects scope performance. In conclusion the researcher insisted on

training facilitation for project team to acquaint them with necessary competency and boost their image as leaders; actualize plans to effectively manage project scope change and to engage with project key stakeholders earlier enough during project definition for adequate scope verification.

In Westlands Nairobi County Kenya, a study on the effects of human resource factors on project performance was conducted by Wambua (2019). The study results avers that, that management ($R= 0.745$, Pearson's correlation (r) = 0.681), staff welfare issues ($R= 0.594$, $R^2 = 0.352$ and Pearson's correlation (r) = 0.482), technical expertise ($R= 0.84$, $R^2 = 0.706$ and Pearson's $r= 0.817$) and planning ($R^2 = 0.713$ and Pearson's correlation $r= 0.653$) have varying effects on organization performance to the extent of implementation of the practice. From the study findings it can be concluded that HRM practices have an effect on project performance.

3. Research Methodology

This study was a descriptive case study research design. According to Mugenda and Mugenda (2003), research design refers to the overall strategy that you choose to integrate the different components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem; it constitutes the blueprint for the collection, measurement, and analysis of data. This research design was suitable in the current study since it enables the researcher to collect detailed information without influencing the respondents in any way; thus eliminating the possibilities of biased results. The target population was 180 made up of 18 project managers, 40 project supervisors, 80 staff members, and 42 project beneficiaries. The total sample size picked was 132. Primary data in the research was collected by use of a semi-structured questionnaire and an interview guide. Qualitative data was collected through the interviews that were conducted among 13 senior managers. In this case, this data collected by the use of interview guides was analyzed by use of inferential methods whereby responses were correlated and proximities outlined. The quantitative data was collected by a semi-structured questionnaire. The research questions were rated on a Likert scale in order to give data that was quantitative in nature. The returned research questionnaires were counter checked for completeness and relevance. The checking and sorting out was carried out by the help of the four trained research assistants. Then the questionnaires were coded to facilitate entry into the SPSS software version 25.0 for analysis. By the help of a statistics expert, the data was computed through descriptive statistics to give values and figures that were presented and explained by use of frequency tables, means, standard deviation etc. A stepwise and multiple regression analysis was carried out to test the hypotheses.

4. Results and Discussions

4.1 Hypothesis Testing

In the study, hypotheses were tested in order to establish what direction should be truly taken when measuring the performance of state funded projects against the four

independent variables including organizational structure, financial resources, projects monitoring & evaluation, and human capacity development. In the study, stepwise and multiple regression analysis was carried out with state funded projects performance being the independent variable while the independent variables or rather predictor variables being organizational structure, financial resources, projects monitoring & evaluation, and human capacity development. The results are as outlined in table 1, 2, 3, and 4 herein:

Table 1: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.718 ^a	0.515	0.495	0.860

a. Predictors: (Constant), Human Capacity Development, Projects Monitoring and Evaluation, Organizational Structure, Financial Resources

Results in table 1 indicated that the model summary is fit for the study since the R scores of 0.718 and R squared of 0.515 are positive. The R score of 0.718 indicates a very good predication of the various independent variables on the dependent variable. From the table, it is clear that R squared score is 0.515 meaning that a combination of human capacity development, projects monitoring and evaluation, organizational structure, and financial resources are responsible for 51.5% variation in state funded projects performance.

Table 3: Multiple Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	0.416	0.748		0.555	0.000
	Organizational Structure	0.151	0.099	0.111	1.534	0.008
	Financial Resources	0.337	0.089	0.283	3.803	0.000
	Projects Monitoring and Evaluation	0.191	0.075	0.183	2.557	0.002
	Human Capacity Development	0.749	0.106	0.531	7.042	0.000

In the regression equation, the interactions influence of the various independent variables on the dependent variable was tested and the multiple regression equation was that: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

After testing performing a multiple regression analysis as depicted by table 4.9, the multiple regression equation became: $Y = 0.416 + 0.151X_1 + 0.337X_2 + 0.191X_3 + 0.749X_4$. Table 4.9 results indicated that there was positive and significant influence of organizational structure on the performance of state funded projects ($\beta = 0.111$; $t = 1.534$; $p = 0.008 < 0.05$). Also, there was positive and significant influence of financial resources on the performance of state funded projects ($\beta = 0.283$; $t = 3.803$; $p = 0.000 < 0.05$). Similarly, there was positive and significant influence of projects monitoring and evaluation on the performance of state funded projects ($\beta = 0.183$; $t = 2.557$; $p = 0.002 < 0.05$). Also, there was positive and significant influence of human capacity development on the performance of state funded projects ($\beta = 0.531$; $t = 7.042$; $p = 0.000 < 0.05$).

Table 4: Tested Hypotheses by the Coefficients

Model	Standardized Coefficients	t	Sig.	Accepted/ Rejected	
	Beta				
1	(Constant)	0.555	0.000	Reject H₀; Accept H₁	
	Organizational Structure	0.111	1.534	0.008	Reject H₀; Accept H₁
	Financial Resources	0.283	3.803	0.000	Reject H₀; Accept H₁
	Projects Monitoring and Evaluation	0.183	2.557	0.002	Reject H₀; Accept H₁
	Human Capacity Development	0.531	7.042	0.000	Reject H₀; Accept H₁

Table 4 indicates that beta scores, t-scores and p-value referred as Sig. gave values that were enough prove to reject the null hypotheses and accept the alternative hypotheses (**Reject H₀; Accept H₁**).

The first hypothesis was stated as: organizational structure has no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H₀); and organizational structure has a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H₁).

Table 2: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	74.649	4	18.662	25.233	.000 ^b
	Residual	70.261	95	0.740		
	Total	144.910	99			

a. Dependent Variable: performance of state funded projects in Kenya

b. Predictors: (Constant), Human Capacity Development, Projects Monitoring and Evaluation, Organizational Structure, Financial Resources

Table 2 has given the ANOVA test for the interactions between the independent variables (human capacity development, projects monitoring and evaluation, organizational structure, financial resources), and the dependent variables (performance of state funded projects in Kenya). The influence of these independent variables on the dependent variable has been established. From the Anova test, it is evident that that the general stepwise and standard multiple regression model (the model that involves: a constant, and independent variables like human capacity development, projects monitoring and evaluation, organizational structure, and financial resources) is significant in predicting how human capacity development, projects monitoring and evaluation, organizational structure, and financial resources explain the performance of state funded projects in Kenya. The regression model achieved a high degree of fit as revealed by an R² of 0.515; F(4, 95) = 25.233; P = .000^b < 0.05).

During the hypothesis testing, results in table 4 failed to provide support for H_0 . Therefore, H_0 was rejected and instead the H_1 was accepted. Accordingly, organizational structure has a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County ($\beta = 0.111$; $t = 1.534$; $p = 0.008 < 0.05$).

The second hypothesis was stated as: financial resources have no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H_0); and financial resources have a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H_1). During the hypothesis testing, results in table 4 failed to provide support for H_0 . Therefore, H_0 was rejected and instead the H_1 was accepted. Accordingly, financial resources have a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County ($\beta = 0.283$; $t = 3.803$; $p = 0.000 < 0.05$).

The third hypothesis was stated as: projects monitoring and evaluation has no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H_0); and : projects monitoring and evaluation has a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H_1). During the hypothesis testing, results in table 4 failed to provide support for H_0 . Therefore, H_0 was rejected and instead the H_1 was accepted. Accordingly, projects monitoring and evaluation has a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County ($\beta = 0.183$; $t = 2.557$; $p = 0.002 < 0.05$).

The fourth hypothesis was stated as: human capacity development has no significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H_0); and human capacity development has a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County (H_1). During the hypothesis testing, results in table 4 failed to provide support for H_0 . Therefore, H_0 was rejected and instead the H_1 was accepted. Accordingly, human capacity development has a significant influence on the performance of state funded projects in Kenya National Youth Service, Mombasa County ($\beta = 0.531$; $t = 7.042$; $p = 0.000 < 0.05$).

5. Conclusions

In relation to the first objective, it can be concluded that organizational structure is very crucial in the implementation of projects in the country since it determines their performance. However, at times there are conflicts in relation to who own given powers and which authority shall be relied on due to the interference from various multiple agencies involved in state funded projects implementation. Financial resources form part of the core requirements of state funded projects implementation thus influencing their performance significantly. The amount of funds allocated for projects tops in terms of influencing how these projects perform with conditions of projects funds release and accountability/transparency influencing the performance of

these projects significantly. The duration of funding of given projects and the time taken to release the funds also do influence the performance of projects significantly. In relation to the third objective on projects monitoring and evaluation, it is concluded that projects M&E has an influence on performance of state funded projects in Kenya. However, this influence is relatively weak tied to a number of facts that include: type of M&E (formative, continuous, summative) have not been completely embraced, M&E policy and goals have been ignored from time to time; partnerships in M&E have been performing poorly; attitudes held against projects M&E has been very poor among the KNYS stakeholders etc. that have led to poor performance of projects. Finally, it is concluded that human capacity development has a significant influence on the performance of state funded projects in Kenya with specific emphasis on the National Youth Service, Mombasa County. Specifically, the level of motivation of the employees and taking care of their staff welfare has the highest influence on state funded project performance; making it very important. The number of trained employees handling a given project plus the continuous training has a very crucial role to play in relation to the performance of state funded projects. Further, the experience held by the various parties handling various projects is very important in determining their performance.

6. Recommendations

All the KNYS should have well-structured and established organizational structure which integrates the internal and external partners effectively. The flow of information must be well outlined by use of well-structured policies and organizational bureaucracy chat flows, the custodians of each given authority should be well anchored among the multiple parties involved in state funded projects implementation etc. The chain of command should be well anchored among all the players of the state funded projects at the KNYS and the channels of information flow should be well outlined. The amount of funds that are allocated to the projects run under the KNYS should be sufficient, the duration of funding these projects should be sufficient considering the various risks involved in projects implementation and the conditions of funding of these projects should be favorable. Equally, there must be financial accountability and transparency when handling funds that are meant for state funded projects due to the vested interests of various partners. It is also recommended that projects monitoring and evaluation should be well defined, planned for, objectively be integrated into projects implementation. The types of projects monitoring and evaluation should be well defined, the steps of each monitoring and evaluation be outlined and the life cycle of projects be well defined by the M&E process. Further, there should be well established policies and goals regarding projects monitoring and evaluation besides having effective plans for partnership with other stakeholders to ensure effective and efficient implementation of M&E which greatly influences the performance of projects. Finally, projects staff among other stakeholders need to be sensitized in order to change their attitudes in relation to projects M&E. The number of employees handling each given project should be sufficient in what is called proper staffing. In addition, there should be well trained projects staff and

the staff should undergo continuous training so as to gain relevant knowledge on the evolving nature complexities of state funded projects. Those project implementers with rich experience should be considered first in any given project while they are also given some other new comers so that they can mentor them. All the employees should be motivated and the staff should be well catered for in what is normally known as staff welfare.

References

- [1] Akpomuvia O B. (2018). Self-Help as a Strategy for Rural Development in Nigeria: A Bottom-Up Approach” Delta State University (*Abraka, Nig. J. Alternat. Perspect. Soc. Sci. (2018). 2(1):88-111*)
- [2] Bishku, Michael B. (2017). "Israel's Relations with the East African States of Kenya, Uganda, and Tanzania— From Independence to the Present". *Israel Studies. 22 (1): 76–100. doi:10.2979/israelstudies.22.1.04. ISSN 1084-9513. JSTOR 10.2979/israelstudies.22.1.04. S2CID 151870928*
- [3] Blanchet-Cohen, N., & Salazar, J. (2019). Empowering practices for working with marginalized youth. *Relational Child & Youth Care Practice, 22, 5–15.*
- [4] Buheni M. and Ahmed, A. (2019). Investigating the importance of youth economy. DOI: 10.24327/ijcar.2017.2410.0018
- [5] Bryman, A. & Bell, E. (2007) “*Business Research Methods*”, 2nd edition. Oxford University Press.
- [6] Caine, V., & Boydell, K. (2019). *Composing lives: Listening and responding to marginalized youth.* Education Canada, 50, 42–45.
- [7] Catholic Relief Services (2020). *Monitoring and evaluation.* United States Conference of Catholic Bishops.
- [8] Commission on Positive Youth Development. (2020). The positive perspective on youth development. In D. L. Evans, E. B. Foa, R. E. Gur, H. Hendin, C. P. O'Brien, M. E. P. Seligman, & T. Walsh (Eds.), *Treating and preventing adolescent mental health disorders: What we know and what we don't know: A research agenda for improving the mental health of our youth (pp. 497–527).* New York, NY: Oxford University Press.
- [9] Corbin, J., & Strauss, A. (2008). *Basics of qualitative research: Techniques and procedures for developing grounded theory (3rd ed.).* Thousand Oaks, CA: Sage.
- [10] Craze, Joshua; Tubiana, Jérôme; Gramizzi, Claudio (2016). Emile LeBrun (2019). "A State of Disunity: Conflict Dynamics in Unity State, South Sudan, 2013–15" (PDF). *HSBA Working Paper. Geneva: Small Arms Survey (42). ISBN 978-2-940548-32-3.*
- [11] Creswell, J. W. (1998). *Qualitative inquiry and research design: Choosing among five traditions.* Thousand Oaks, CA: Sage
- [12] Curran, A., Bowness, E., & Comack, E. (2018). *Meeting the needs of youth: Perspectives from youth-serving agencies.* Winnipeg: Canadian Centre for Policy Alternatives- Manitoba.
- [13] Delgado, M. (2019). *New frontiers for youth development in the twenty-first century: Revitalizing and broadening youth development.* New York, NY: Columbia University Press.
- [14] Dillon B. (2019). Project Implementation. <https://sswm.info/humanitariancrises/urban-settings/planning-processtools/implementation-tools/project-implementation>.
- [15] Eby K. (2018). Demystifying the 5 Phases of Project Management. <https://www.smartsheet.com/blog/demystifying-5-phases-project-management>
- [16] Emoiti D., Kisimbii J., and Otieno M. (2018). *Determinants of Witness Protection Programmes in Mombasa County Kenya.* Published Master's Thesis-UON Digital Repository
- [17] Geiger, S.W., Ritchie, W. J., Marlin, D. (2006). *Strategy/Structure Fit and Firm Performance.* Strategy & Leadership, 33 (3) 41-46, 2005.
- [18] Idoro, G. I. (2019). Influence of the monitoring and control strategies of indigenous and expatriate Nigerian contractors on project outcome. *Journal of Construction in Developing Countries, 17(1), 2019.*
- [19] IFAD. (2019). Determinants of cofinancing and projects performance in IFAD-funded projects. <https://www.ifad.org/en/web/knowledge/publication/aset/41123411>
- [20] International Federation of the Red Cross (2017). Project/programme monitoring and evaluation (M&E) guide. Retrieved from <http://www.ifrc.org/Global/Publications/monitoring/IFRC-ME-Guide-8-2011.pdf>
- [21] Kakabadse, N., Kakabadse, A. (2000). Critical review-outsourcing: A paradigm shift. *Journal Management Develop. 19 (6), 670 – 728.*
- [22] Kaplan, R. S. (2005). How the Balanced Scorecard Compliments the McKinsey 7'S Model. *Strategy and Leadership. 33(3), 44-6.*
- [23] Kariuki, J. G. (2018). An Exploration of the guiding principles, importance and challenges of monitoring and evaluation of community development projects and programmes. *International Journal of Business and Social Science, 5(1).*
- [24] Kombo, K. D. and Tromp, L. A. D. (2014). *Proposal and thesis writing: an introduction.* Nairobi: Pauline Publications Africa.
- [25] Kraemer HC, Mintz J, Noda A, Tinklenberg J, Yesavage JA.(2006). Caution regarding the use of pilot studies to guide power calculations for study proposals. *Arch Gen Psychiatry. 2006;63((5)):484–9*
- [26] Lancaster GA, Dodd S, Williamson PR. (2004). Design and analysis of pilot studies: recommendations for good practice. *J EvalClinPract. 2004;10((2)):307–12.*
- [27] Lawshe, Charles H. (1975). "A Quantitative Approach to Content Validity" (PDF). *Personnel Psychology. 28 (4): 563–575. doi:10.1111/j.1744-6570.1975.tb01393.x.* Retrieved October 23, 2020.
- [28] Martell, Peter (2019). *First Raise a Flag: How South Sudan Won the Longest War But Lost the Peace.* Oxford: Oxford University Press. ISBN 978-0190052706
- [29] Merrie B. and Andrew B. (2020). Project Implementation Overview. <https://opentextbc.ca/projectmanagement/chapter/chapter-17-project-implementation-overview-project-management/>

- [30] Mugenda, O. & Mugenda A. (2013). *Research methods: quantitative and qualitative approaches*. Acts Publishers Nairobi
- [31] Mugeru, A. N., & Sang, P. (2017). Examining the factors influencing the adoption of monitoring and evaluation system among non-governmental organisations in Murang'a County, Kenya. *Journal of Management and Business Administration*, 2, 28-36.
- [32] Mulandi, N. (2018). *Factors influencing performance of monitoring and evaluation systems of non-governmental organizations in governance: a case of Nairobi, Kenya*. Unpublished master's thesis). University of Nairobi, Kenya.
- [33] Muteti M. (2014). *Factors Influencing Sustainability of Projects Funded by the Youth Development Fund in Kwale County, Kenya*. Master's Degree in Project Planning and Management Thesis: University of Nairobi; Mombasa Campus
- [34] Ndunda J (2017). *Role of Human labour on Projects Implementation in Kenya* Kenyatta University Digital Repository.
- [35] Njau N. and Ogolla P. (2017). Factors Influencing Project Scope Performance: A Case of Kenya National Youth Service Projects in Kenya. *Vol. 4, Iss. 4 (12), pp 207 - 220, Oct 76, 2017, www.strategicjournals.com, ©strategic Journals*
- [36] NYS Kenya (2015). *National-Youth-Council 2014-2015*. www.oagkenya.go.ke
- [37] NYS Kenya (2019). *NYS Reforms Bearing Fruit, President Kenyatta Says*. <http://www.psyg.go.ke/?p=1948>
- [38] NYS Kenya (2020). *Ministry Launches the Greening Kenya project at National Youth Service*. <http://www.psyg.go.ke/?p=3161>
- [39] Oloo, Jeanette (2018). "World Bank appoints Felipe Jaramillo, new Country Director". CIO East Africa. Retrieved 2019-12-02.
- [40] Project Management Institute. (2004). *A guide to the project management body of knowledge (PMBOK guide)*. Newtown Square, Pa: Project Management Institute
- [41] PMBOK. (2017). *A Guide to the Project Management Body of Knowledge*. <https://www.pmi.org/pmbok-guide-standards/foundational/pmbok>
- [42] Republic of Kenya (2014). *Restructuring KNYS by the Ministry of Planning and Development*. Government Printers; Nairobi.
- [43] Rondinelli, A. (2020). Projects as instruments of development administration: A qualified defence and suggestions for improvement. <https://onlinelibrary.wiley.com/doi/pdf/10.1002/pad.4230030404>
- [44] Saunders, M., Lewis, P. & Thornhill, A. (2012) "Research Methods for Business Students" 6th edition, Pearson Education Limited.
- [45] Simon S. (2018). *Steve attempt to teach statistics*. Children's Mercy Hospital and Clinic
- [46] Singh K. (2018). The effect of human resource practices on firm performance in India. *Human Resource Development International* 6(1):101-116. DOI: 10.1080/13678860110070200
- [47] Stewart PW. (2012). *Small or pilot study, GCRC protocols which propose "pilot studies"*. Cincinnati Children's Hospital Medical Center