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**EFFECT OF PROJECT MANAGEMENT PRACTICES ON IMPLEMENTATION OF YOUTH PROJECTS IN
MOMBASA COUNTY, KENYA**

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EFFECT OF PROJECT MANAGEMENT PRACTICES ON IMPLEMENTATION OF YOUTH PROJECTS IN MOMBASA COUNTY, KENYA

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ABSTRACT

The objective of the study was to evaluate the effect of project management practices on implementation of youth projects in Mombasa County, Kenya. The scope of the study focused on youth projects in Mombasa County because of the proximity of the researcher and the ease of collecting data. This was however, a representation of the whole country. The study adopted a descriptive research design that was suitable as it gave useful information on attitudes that would be difficult to measure with other techniques. Structured questionnaire were used to collect primary data. Cronbach's Alpha was used to test the reliability of the questionnaire and found to be valid and reliable for use. Data analysis was done using SPSS version 20. A sample of 109 respondents from the whole population was considered. A 52.3% response rate was realized. Regression analysis was used to find the relation among study variables and the findings were that 88.9% of the relationship was explained by the study variables. The study confirmed that the four project management practices; project stakeholder engagement, project leadership, project monitoring and project risk management were practiced and were significant in implementation of youth projects in Mombasa County. The other 11.1% were not researched in this study and were thereby explained by other factors not considered in this research. The value of F was (103.720) at 0.00 level of significance therefore was less than P value of 0.05. The value of F was greater than F critical value of 2.55 presenting that the overall model was significant in that project stakeholder engagement, project leadership, project monitoring and project risk management has an effect on youth projects implementation in Mombasa County. The researcher recommended that policy makers dealing with youth projects activities to consider the findings of this study when implementing policies related to youth project financing and execution. Since project management practices affect implementation of these projects significantly, some aspects of the findings would therefore be of value to all interested parties involved.

Key terms: Project Stakeholders Engagement, Project Implementation, Project Leadership, Project Monitoring, Project Risk Management

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INTRODUCTION

Project management is a strategic competence that allows organizations to connect project success with company objectives (Romero, 2018). For organizations operating numerous short-term client initiatives, Barnes (2012) noted that project management is intended to manage company resources within the moment, price, acceptable performance level and excellent client relationships in a specified activity. Project management follows a specific phase sequence that defines the work to be done, the person doing the job, the milestones, and the person approving and reviewing the milestones, as well as monitoring and monitoring the milestones (Waldt, 2016). Organizations are forced to continuously adapt to altering company climate in the order to survive and stay competitive. Project management was recognized as part of an organization's competitive strategy. It is seen as an organizational strategic competence that connects project success to company objectives (Romero, 2018). Project managers are always looking forward to the good performance of government initiatives. This includes completing the project on time, meeting product specifications within the budget, meeting client needs and requirements, and meeting management goals (Barnes, 2012).

In Mercy Corps' (2009) Nepal program, the youth designed community projects for which they raised money and subsequently built and helped maintain these community development projects. By including the youth in all phases of the development projects, Mercy Corps enabled youth to perceive as agents of change who are responsible for their future. The youth could play an active role in the development of community projects implementation whereby they would support the development and production of skills such as working with a group, confidence, and public relations and speaking to be able to communicate and interact with a range of relevant stakeholders. Mwei (2016) the process of

participation, involvement, and empowerment is not about actions simply prescribed by others. Rather, it cultivates opportunities for young people to develop skills and competencies in a realm of mutual respect and understanding.

In Nigeria, Youths have actively involved themselves in community development programs, greater social propensity, faster reaction time, prowess, and innovation (). Therefore, it becomes important to utilize their active features for progressive change in the community, through active and meaningful participation in programs directed towards their development (). These same features have been recorded in Rwanda (Karangwa, Mbabazize & Zenon, 2016). Kasirye and Gemma (2015) in Uganda indicated in a study that stakeholder engagement in youth projects was affected by the various demographics of the projects: age, location, business maturity and type of business enterprise.

Most youth projects in Kenya are usually donor or Government funded. These projects are usually problem specific. For instance, to address the problem of high HIV prevalence rate in Mbita as attributed partly due to lack of adequate and accurate knowledge on the factors influencing implementation of HIV prevention Projects targeting out-of-school youths, a project was implemented with an aim to curb the HIV menace in the area (Odida, 2012). In the same breath, another project was implemented to curb HIV/AIDS spread in Imenti North Sub-County, funded by the World Bank, supported Kenya HIV/AIDS Disaster Response Project that was part of the Multi-Country Aids Programme (Mucheru, 2013).

Other youths projects implemented and funded by the Youth Enterprise Development Fund (YEDF) were in Trans-Nzoia West Sub-County that engaged in economic activities that uplifted the standard of living of the youth in the area (Wahome, 2015). In Kwale County, implemented projects were funded by the World Bank to enable youths involve themselves in entrepreneurial activities. These projects strewed all over Kwale County (Muteti, 2014).

The challenge facing Kenya today is the management of large section of the Youth projects that engage in productive activities that will improve their well-being and contribute to the productivity of this Country. Okwany (2010) identified access to finance as one of the primary challenges that management of the youth face in trying to increase their employability or expand their business since they have been termed as risky in terms of loan repayments. Ameyya, Onsongo, Huka and Onwong'a (2011) indicate that lack of frequent monitoring and evaluation of projects, insufficient funding hinders staffing of required competence, lack of capacity building in terms of financial management skills, lack of support from stakeholders, improper project selection processes are some of the major challenges that youth projects face in Kenya (Mwei, 2016).

Studies by various NGOs and Coastal Development Authority (CDA) show that Mombasa County have come up with several youth projects that aim at bettering the lives of local youths. However, the World Bank (2013) show that only 21% of the intended youth projects have been effectively and efficiently implemented. The other 45% are on the struggling end and the remaining abandoned or failed. The major derailing factors in implementation of these projects have been political polarization between the County officials and officials of the national government, nepotism, favoritism and tribalism in project selection, low level of technology application, cultural beliefs, corruption, gender discriminations, bad local rules/laws, insecurity because of youth's polarization in various regions and low levels of education. These and many more had hindered successful implementation of youth's projects in the county for over a long time now. Due to these issues in devolution, the study found its ground of argument (Adek, 2016). This study therefore looked at various youth projects in Mombasa County.

The study was guided by the following specific objectives:

- To determine the effect of project stakeholder engagement on implementation of youth projects in Mombasa County, Kenya.
- To find out the effect of project leadership on the implementation of youth projects in Mombasa County, Kenya.
- To establish effect of project monitoring on the implementation of youth projects in Mombasa County, Kenya.
- To examine the influence of project risk management on the implementation of youth projects in Mombasa County, Kenya.

LITERATURE REVIEW

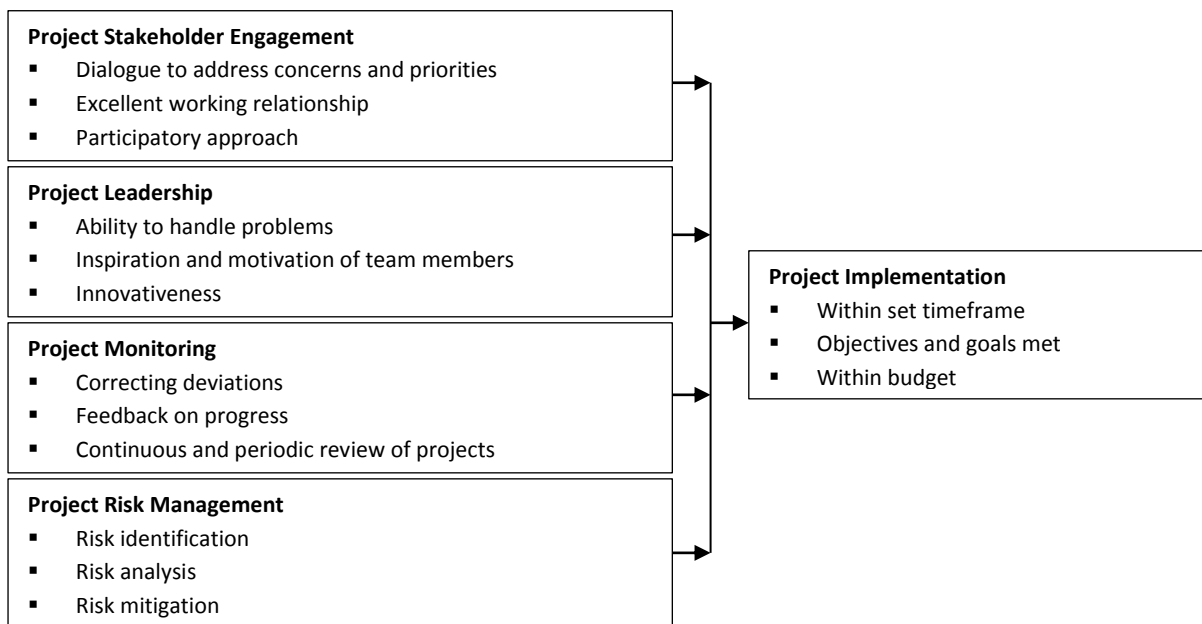
Project Stakeholders Theory: The theory of stakeholders is an organisational leadership and ethics theory (Miles, 2011). It opposes shareholder capitalization's free market norm and encourages stakeholder maximization. Economists have defined a business purpose as a tool to capitalize on shareholders for many centuries, which also referred to a business legal intent. Stakeholder scholar Stout (2012) indicated that this is a misinterpretation, as the law did not define a company's objective to capitalize on shareholders; law merely states to do the legitimate. This may also represent a project's objective as a tool set up to offer advantages to its stakeholders including the project owner (Miles, 2012)

Project Systems Theory: A system is a collection of several autonomous and frequently interacting units or subsystems that operate together to attain a set of predetermined goals. System theory therefore provides a framework for defining the subject entity, creating a formalized entity model, thus enabling the entity to understand the elements and their properties and thus understand the results (Mutong'Wa & Khaemba, 2014). The theory of systems says that actual systems are open to their settings and communicate with them and that through creation they can gain fresh qualitative values, leading in continuous evolution.

The element of feedback from their environment to initiatives in order to create an ever-evolving ecosystem with change coming from both inside and outside the project is essential to enhance the achievement of the project. The Youth projects are operating in an uncertain setting that leads to unpredictability. The relevance of system theory to this study cannot be overemphasized as it focuses on the significance of project surveillance as a manner to provide periodic feedback to improve Youth Project execution. Risk management plays an important part in the approach to systems as one of the ideas helpful in offering controls for achieving goals (Kahungura, 2017).

Project Management Theory: Essays (2018) splits procedures of project management into procedures of initiation, planning, implementation, control and closure. A central idea is that these procedures form a closed loop. The scheduling procedures provide a plan made

by the executing procedures, and variances from the baseline or change requests lead to execution corrections or modifications in additional plans. Project planning is carefully defined in the Essays (2018) from the point of perspective of distinct knowledge fields. Processes of planning are organized into key processes and process facilitation. There are 10 core processes: scope-planning, definition of scope, definition of activity, resource planning, sequencing of activity, estimation of duration of activity, estimation of costs and development of schedules, budgeting of costs and development of project plans. The output of these procedures, the project plans, constitutes an input to the procedures of execution. In the PMBOK Guide, the planning processes dominate the scene: there is only one executing process and two controlling processes in addition to the ten planning processes. The focus is on planning, with little in particular on execution (Essays, 2018).



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Project Stakeholders Engagement: A stakeholder is someone who is engaged in a project or is engaged in the achievement or failure of a project. Stakeholders assist to resolve problems from the

outset, during planning, and during project execution. Stakeholders should therefore know how the project works, including the scope, milestones and goals of the project (World Bank,

2013). The word stakeholder commitments has continued to develop in a manner to explain a broader, thorough, and progressive process between an organisation and the impacted that includes a sequence of methods and procedures throughout the life of the project. Organizations of youth projects participate in dialog with their stakeholders to tackle their issues and different views and priorities and thus enhance decision-making and accountability. The lack of stakeholder inclusion and sharing of execution duties undermines project efficiency. Conversely, the amount of effect of projects on recipients of assistance determines the amount of involvement sought from project formulation to phase-out phases (Frank & Guidero, 2012).

Significant involvement happens when organisations recognize and choose to create relationships with important stakeholders in their operational setting as a means of improving organizational efficiency and programming. Developing and maintaining excellent stakeholder relationships enables organisations to enhance risk management and exploit fresh possibilities. It will be anticipated that community members will help if implementers develop permitting circumstances where local opinion is expressed and the public is actively engaged.

Project Leadership: Regardless of the project team's organizational relationships, the project manager is the project's main leader. Project managers are responsible for the management of projects to fulfill project obligations and team members' look-up to them for direction. The project manager can use a consultative strategy to influence others, interact efficiently, but its success depends directly on its capacity to lead project team members to achieve their objectives (Willis, 2010). Leadership abilities play an important role in determining the success of youth-led initiatives. Youth project directors have failed to encourage and motivate the project team efficiently because of incompetence. This has resulted either in the application stage or after execution to a decreased

rate of achievement of such initiatives. Project managers allocate tasks while performing their tasks, clarify routines, clarify policies, and provide employees with responses to project results. Youth project managers in their efforts to lead generally complicate individuals working in the project because they lack the vital skills to lead the project team (Kalisa, 2014).

Project Monitoring: Project surveillance is to collect and analyze information systematically and regularly over a period of time to recognize and evaluate changes. Monitoring includes information collection before and during the execution of the project. The main aim of surveillance is to document the process of execution, promote decision-making, and provide feedback on plan evaluation and lessons learned. In PRINCE 2, project control is a feature of project management consisting of surveillance, evaluation and comparison of real and scheduled outcomes (ILX Group, 2015). It monitors the progress of the project towards attaining the specified goals within project constraints; identifies deviations; evaluates alternative course of action and takes remedial action (Larson and Gray, 2011).

Project Risk Management: Management of project danger is a significant element of project management. Royer (2012) describes danger as future occurrences or conditions that threaten the project's scheduled implementation. The execution of the plan by the best individuals does not ensure achievement. Many external variables can affect a project's result and determine whether a project was effective and capable of achieving the goals or not. Risks are mitigated by a healthy knowledge of the hazards involved and by pre-planning. Kendrick (2009) states that to prevent a project that is doomed to failure; the best practices available have to be used continuously. Royer (2012), classifies risk into the following nine classifications: related customers, contract, project specifications, knowledge in business practice, job estimates, and project constraints, deliverables of complexity and scale, and contractors.

Project Implementation: Implementation of projects is a complex method that generally includes various factors influencing implementation, including resource management, operational systems, organizational culture, and organizational governance. Following the project cycle path, projects are initiated executed to full implementation. The Log Framework is the scheduling instrument used to design, assess, handle, track and assess a project's passage from the policy framework to the final assessment through the project life cycle. It introduces the goal-related operations and associated assumptions and preconditions of the various hierarchical level matrix format project design (Chianti, 2009). The pursuit of higher productivity in road construction projects and their need for quality was the willingness of road project customers to finance projects involving enormous contract amounts, yet this vision continues to fail owing to perceived "conflicts of interest" between project sides. Furthermore, many projects failed because they were unable to keep normal processes and required operational efficiency in achieving targeted project objectives. It is stated that some of these processes are loose and often complemented by circulars that are uncertain and often contradictory, and this influences the result of the project considerably. Clearly, the research showed that seven out of ten surveyed projects endured delays in their execution. Several scientists discussed comparable research on cost overruns, unbudgeted economic burdens, conflicts, arbitration, adversarial interactions, cash flow issues, and time overruns, among others (Saleh, 2009).

METHODOLOGY

This study introduced a research design descriptive survey. Mugenda and Mugenda (2012) notes that a descriptive research method is an information collection process for testing hypothesis or answering questions about the status of the study. The data collected was carefully checked for accuracy, uniformity and redundancy. SPSS version 20 was used to analyze data. The researcher used a

completed questionnaire to prepare and present the data. The collected data was analyzed using mean and standard deviation for descriptive statistics. Correlation analysis was done by computation of Pearson correlation coefficient. Pearson's correlation coefficient is a test statistics that measures the statistical relationship, or association, between two variables. Multiple regression analysis was used. The formula was specified as:

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

Where:

Y = Implementation of Youth Funded Projects

β_0 = constant term indicate the level of performance when all independent variables X_1 to X_4

are zero.

X_1 = Project Stakeholder Engagement

X_2 = Project Leadership

X_3 = Project Monitoring

X_4 = Project Risk Management

$\beta_1, \beta_2, \beta_3,$ and β_4 = Regression coefficients

ϵ = error term

FINDINGS

Project Stakeholder Engagement

The first objective of the study was to find out the effect of project stakeholder engagement on implementation of youth projects in Mombasa County. Various statements regarding stakeholder involvement and implementation of Youth Projects were posed to the respondents and were asked to consider to the extent they agreed or disagreed with each statement. Using Likert Scale 1-5 where 1=Strongly Disagree 2=Disagree 3=Neutral, 4=Agree and 5=Strongly Agree, the respondents were asked to give their opinions on the following questions.

Stakeholders were involved in every stage of the project had a mean of 4.00 implying that the respondents agreed to the involvement of stakeholders in the project, the standard deviation of 0.802 is the second least implying that the responses were second nearest to the overall mean. On whether the stakeholders' expectations

in the project were clear and met. The mean was 3.60 that are near 4 implying that the respondents agreed to this. This showed that the respondents asserted the stakeholders' expectations were met also a look at the standard deviation of 0.593 was the least showing that the responses were nearly homogenous. Where need arises the stakeholders had project managers attention throughout had a mean of 3.26 implying that the respondents were neutral on this. They could not agree or deny on this statement. The standard deviation of 0.856 was the third least showing that the responses were third nearest to the overall mean.

Stakeholders were allowed to participate in decision making in the project had a mean of 3.16 which was neutral on the Likert scale and showed

that the respondents didn't agree nor disagree on this statement. A look at the standard deviation of 1.049 was the largest showing that the responses were highly varied. There was dialogue with stakeholders to address concerns and varying perspectives and priorities had the least mean of 2.63, which was near 3 implying that the respondents were neutral. There seemed to be no dialogue to address concerns and varying perspectives. The standard deviation of 0.993 was the second largest and the second farthest away from the overall mean. The overall mean of 3.33 implied that the respondents generally felt neutral on whether there was stakeholder engagement in the implementation of youth projects. The table 1 presented descriptive results on stakeholder engagement.

Table 1: Project Stakeholder Engagement

Project Stakeholder Engagement	Mean	Std. Deviation
Stakeholders are involved in every stage of the project	4.00	.802
The stakeholders expectations in the project are clear and are met	3.60	.593
Where need arises the stakeholders have project managers attention throughout	3.26	.856
Stakeholders are allowed to participate in decision making in the project	3.16	1.049
There is dialogue with stakeholders to address concerns and varying perspectives and priorities	2.63	.993
Project Stakeholder Engagement	3.33	0.8586

Project Leadership

The second objective of the study was to find out the effect of project leadership on implementation of youth projects in Mombasa County. Various statements regarding project leadership and implementation of Youth Projects were posed to the respondents and were asked to consider to the extent they agreed or disagreed with each statement. Using Likert Scale 1-5 where 1=Strongly Disagree 2=Disagree 3=Neutral, 4=Agree and 5=Strongly Agree, the respondents were asked to give their opinions on the following questions.

On whether group members were frequently trained on leadership and management skills had the highest mean of 4.53 which showed that the

respondents strongly agreed on the presence of frequent training on leadership and management skills. Its corresponding standard deviation was the second least with a value of 0.504, which was second nearest to the overall mean. On whether group leaders inspired and motivated members for achievement of objectives had the second largest mean of 3.95, which was near 4, implying that there was inspiration and motivation for achievement of objectives since the respondents agreed on this. The standard deviation of 0.833 was the third least and the third nearest to the overall mean. Leaders were able to effectively handle challenges in the group and our group had good management and effective leadership had a joint mean of 3.84, which was near implying that the respondents agreed on these two statements. This showed that challenges were

handled effectively with good and effective leadership. On looking at the standard deviation however, the values 0.368 and 1.049 were on the extreme ends, one was the least implying almost homogenous responses and the other is the second largest implying varied responses.

There was effective communication from the project leadership on issues dealing with the project implementation had a mean of 3.11 showing that the respondents were neutral on the communication from the project leadership. The corresponding standard deviation of 0.976 was

Table 2: Project Leadership

Project Leadership	Mean	Std. Deviation
Group members are frequently trained on leadership and management skills	4.53	.504
Group leaders inspire and motivate members for achievement of objectives	3.95	.833
Leaders are able to effectively handle challenges in the group.	3.84	.368
Our group has good management and effective leadership	3.84	1.049
There is effective communication from the project leadership on issues dealing with the project implementation	3.11	.976
Leaders allow members input in decision making	2.95	1.109
Project Leadership	3.70	0.8065

Project Monitoring

The third objective of the study was to find out the effect of project monitoring on implementation of youth projects in Mombasa County. Various statements regarding project monitoring and implementation of Youth Projects were posed to the respondents and were asked to consider to the extent they agreed or disagreed with each statement. Using Likert Scale 1-5 where 1=Strongly Disagree 2=Disagree 3=Neutral, 4=Agree and 5=Strongly Agree, the respondents were asked to give their opinions on the following questions.

On whether Monitoring and evaluation was continuous in the project life cycle had a mean of 4.84, which implied that the respondents strongly agreed on this and thus there was continuous monitoring and evaluation in the youth projects. The standard deviation of 0.368 was the least and showed that the responses were least varied and almost homogenous. On County officers, tracking project progress regularly had a mean of 4.53,

the third largest and the third farthest from the overall mean. Leaders allowed members input in decision making had the least mean of 2.95 which was near 3 implying that the respondents generally disagreed on the allowance of leadership for members to input their views. The standard deviation was the largest with a value of 1.109 showing it was highly varied and farthest from the overall mean. The overall mean of 3.70 showed presence of project leadership in the implementation of youth projects. Table 2 presented descriptive results on project leadership.

which was near 5 implying that most respondents agreed strongly on the continual tracking. The standard deviation of 0.504 was the second least implying it was second nearest to the overall mean. There was proper feedback on progress of the project had the third largest mean on 4.26 which showed that the respondents agreed on their being feedback. The standard deviation was the third least and third nearest to the overall mean.

On whether proper data on the project was collected and analyzed had a mean of 3.89 showing that proper data was collected. However, the standard deviation was the largest at 1.666 showing that it was the furthest from the overall mean and highly varied. All project plans and expectations were met had a mean of 2.74, which was near 3 implying that the respondents disagreed but tended towards being neutral on this statement. The corresponding standard deviation was 1.303, which was the second largest and second farthest from the mean. On whether there existed contingency plans in running the project had the least mean of 1.89 showing that there were no contingency plans as the respondents

strongly disagreed on this. The overall mean of 3.69 showed that there was presence of project monitoring in the implementation of youth

projects. Table 3 presented descriptive results on project monitoring.

Table 3: Project Monitoring

Project Monitoring	Mean	Std. Deviation
Monitoring and evaluation is continuous in the project life cycle	4.84	.368
County officers track project progress regularly	4.53	.504
There is proper feedback on progress of the project	4.26	.552
Proper data on the project is collected and analyzed	3.89	1.666
All project plans and expectations are met	2.74	1.303
There exists contingency plans in running the project	1.89	.795
Project Monitoring	3.69	0.8646

Project Risk Management

The fourth objective of the study was to find out the effect of project risk management on implementation of youth projects in Mombasa County. Various statements regarding project risk management and implementation of Youth Projects were posed to the respondents and were asked to consider to the extent they agreed or disagreed with each statement. Using Likert Scale 1-5 where 1=Strongly Disagree 2=Disagree 3=Neutral, 4=Agree and 5=Strongly Agree, the respondents were asked to give their opinions on the following questions.

On whether identified risks were analyzed, the mean was the highest at 4.63, which was near 5 implying that the respondents strongly agreed on this. The standard deviation was the least showing that the responses were nearly homogenous. On whether the project had enough data on events that enabled it to learn from its own mistakes had a mean of 4.58 implying that the respondents strongly agreed on this. The standard deviation of 0.680 was the second least showing the responses were second nearest to the overall mean. There was proper communication on the risks involved

in the project to all stakeholders had a mean of 4.26 implying the respondents agreed to this, showing presence of proper communication. The standard deviation was the third largest showing that it was the third farthest from the overall mean.

The management encouraged the reporting of events in order to identify risk had a mean of 3.79 which showed that the respondents agreed to this statement. The standard deviation of 0.959 was the third least and the third nearest to the overall mean. There were proper mechanisms to mitigate project risk had a mean of 3.37 showing that the respondents were neutral on the existence of mechanisms to mitigate risks. The standard deviation of 1.144 showed that the responses were second highly varied. Lastly, there is a risk review process, after implementation of the mitigation measures for identified risk had the least mean of 3.14 implying that the respondents were neutral on this statement. The standard deviation 1.420 was the largest implying that the responses were highly varied and not homogenous. The overall mean of 3.96 showed that the respondents agreed that there was project risk management in the implementation of Youth Projects. Table 4 presented results on Project risk management.

Table 4: Project Risk Management

Project Risk Management	Mean	Std. Deviation
Identified risks are analyzed	4.63	.487
The project has enough data on events that enables it to learn from its own mistakes	4.58	.680
There is proper communication on the risks involved in the project to all stakeholders	4.26	1.126

The management encourages the reporting of events in order to identify risk	3.79	.959
There are proper mechanisms to mitigate project risk	3.37	1.144
There is a risk review process, after implementation of the mitigation measures for identified risk.	3.14	1.420
Project Risk Management	3.96	0.9693

Project Implementation

Examining the findings on project implementation on youth projects in Mombasa County, the various statements regarding project implementation of Youth Projects were posed to the respondents and were asked to consider to the extent they agreed or disagreed with each statement. Using Likert Scale 1-5 where 1=Strongly Disagree 2=Disagree 3=Neutral, 4=Agree and 5=Strongly Agree, the respondents were asked to give their opinions on the following questions.

On project implementation, there was evidence of improved standards of living due to the project with the respondents agreeing with a mean of 4.47. The standard deviation of 0.504 showed that the responses were the third least varied. There was also reduced operational costs with a mean

of 4.26, the standard deviation of 0.720 implied that the responses were the second most highly varied. The projects were also sustainable in the long-run as most respondents agreed with a mean of 3.93 and the responses were almost homogenous with a standard deviation of 0.258.

The projected target goals were all met had a mean of 3.68, which showed that the respondents agreed to this statement. The standard deviation of 0.469 implied that the responses were second least varied. Also all the stakeholders were contented with the outcomes had a mean of 3.58 showing that the respondents agreed on this and the responses were highly varied with a standard deviation of 1.051. The overall mean of 3.98 showed that there was indeed successful project implementation amongst the youth projects. Table 5 presented the descriptive results on project implementation.

Table 5: Project Implementation

Project Implementation	Mean	Std. Deviation
There is evident of improved standards of living due to the project	4.47	.504
There are reduced operational costs	4.26	.720
The project is sustainable in the long run	3.93	.258
The project targeted goals have all been met	3.68	.469
All the stakeholders contented with the project outcomes	3.58	1.051
Project Implementation	3.98	0.6004

Correlation Analysis

Table 6: Pearson Correlation Analysis

Pearson Correlation Analysis		Y	X ₁	X ₂	X ₃	X ₄
Project Implementation (Y)	Pearson Correlation	1				
	Sig. (2-tailed)					
	n	57	57			
Stakeholder Engagement (X ₁)	Pearson Correlation	.907**	1			
	Sig. (2-tailed)	.000				
	n	57	57	57		
Project Leadership (X ₂)	Pearson Correlation	.610**	.523**	1		
	Sig. (2-tailed)	.000	.000			
	n	57	57	57	57	

Project Monitoring (X ₃)	Pearson Correlation	.786**	.749**	.468**	1	
	Sig. (2-tailed)	.000	.000	.000		
	n	57	57	57	57	57
Project Risk Management (X ₄)	Pearson Correlation	.907**	.931**	.471**	.763**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	n	57	57	57	57	57

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

Regression Analysis

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.943 ^a	.889	.880	.28589

a. Predictors: (Constant), Project Risk Management, Project Leadership, Project Monitoring, Project Stakeholder Engagement

Table 8: Analysis of Variance (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	33.910	4	8.477	103.720	.000 ^b
Residual	4.250	52	.082		
Total	38.160	56			

a Dependent Variable; Project Implementation

b Predictors: (Constant), Project Risk Management, Project Leadership, Project Monitoring, Project Stakeholder Engagement

Regression Coefficient

The established model of the study was;

$$Y = 0.094 + 0.253X_1 + 0.186X_2 + 0.151X_3 + 0.367X_4$$

Where;

Y = Implementation of Youth Funded Projects

X₁ = Project Stakeholders Engagement

X₂ = Project Leadership

X₃ = Project Monitoring

X₄ = Project Risk Management

The Y intercept 0.094 is the predicted value of the intensity of project implementation when all the other variables are 0. This implied that without inputs of independent variables the intensity of project implementation of Mombasa County youth funded projects would be 0.094. The other coefficients tell about the relationship between independent and the dependent variables. From the regression results, when stakeholder engagement increases by one unit project

implementation increases by 0.253. If stakeholders are effectively engaged in youth projects, it is highly likely that theirs will be minimal challenges faced in implementation. This is because the stakeholders will address most of the concerns by project members in time. When project leadership increases by one unit, project implementation increases by 0.186 units. Any successful youth project is because of good leadership. A responsible project member takes the lead to give direction on matters affecting the project progress. In this was project members are able to have one sense of direction thereby eliminating bureaucracy and getting the project into order. The coefficient of project monitoring was 0.151 meaning that a one unit increase in project monitoring leads to an increase in project implementation by 0.151, holding other factors constant. Youth projects in Mombasa County can increase their chances of completion if well monitored by the County youth officials. Frequent visits to project sites to assess

progress and recommend corrective action is very important. This will ensure no project stalls or its funds mismanaged. Finally, when project risk management increases by one unit, project implementation increases by 0.367 units. Mitigating unforeseen risks in youth projects before they occur ensures reduced or eliminated chances of failure. It is therefore essential to consider risk mitigation strategies in projects

done by youth so that resources are not wasted by poor project management skills such as lack of risk considerations. Table 9 presented the regression coefficients results for the standard multiple regression analysis that was conducted to assess the effect of project management practices on implementation of youth project in Mombasa County.

Table 9: Regression Co-efficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.094	.174		.542	.590
Stakeholder Engagement (X ₁)	.253	.108	.309	2.333	.024
Project Leadership (X ₂)	.186	.057	.180	3.268	.002
Project Monitoring (X ₃)	.151	.074	.149	2.032	.047
Project Risk Management (X ₄)	.367	.116	.421	3.174	.003

a Dependent Variable; Project Implementation

Research Hypotheses Testing

The first null hypothesis stated that project stakeholder engagement has no significant effect on the implementation of youth projects in Mombasa County, Kenya. The results indicated that project stakeholder engagement had a significant effect on the implementation of youth projects in Mombasa County, Kenya as shown in Table 9 ($B_1=0.309$, $t=2.333$ & $p=0.024<0.05$). Hence, H_{01} was rejected leading to the conclusion that project stakeholder engagement had a significant effect on the implementation of youth projects in Mombasa County, Kenya. In line with Kanyari & Namusonge (2013) who asserted that engagement of stakeholders educates stakeholders on the practical limitations and possibilities of implementing financed projects.

The second null hypothesis stated that project leadership has no significant effect on the implementation of youth projects in Mombasa County, Kenya. The results indicated that project leadership had a significant effect on the implementation of youth projects in Mombasa

County, Kenya as shown in Table 9 ($B_2=0.180$, $t=3.268$ & $p=0.002<0.05$). Hence, H_{02} was rejected leading to the conclusion that project leadership had a significant effect on the implementation of youth projects in Mombasa County, Kenya. This concurs with Kaliisa (2014) who found out that in Wakiso district project leadership helped in implementation of youth projects positively.

The third null hypothesis stated that project monitoring has no significant effect on the implementation of youth projects in Mombasa County, Kenya. The results indicated that project monitoring had a significant effect on the implementation of youth projects in Mombasa County, Kenya as shown in Table 9 ($B_3=0.149$, $t=2.032$ & $p=0.047<0.05$). Hence, H_{03} was rejected leading to the conclusion that project monitoring had a significant effect on the implementation of youth projects in Mombasa County, Kenya. In line with Cummings and Worley (2015) who argued that a monitoring and evaluation system is a component that helps in accomplishing the projects stated or planned objectives.

The fourth null hypothesis stated that project risk management has no significant effect on the implementation of youth projects in Mombasa County, Kenya. The results indicated that project risk management had a significant effect on the implementation of youth projects in Mombasa County, Kenya as shown in Table 9 ($B_4=0.421$, $t=3.174$ & $p=0.003<0.05$). Hence, H_{03} was rejected leading to the conclusion that project risk management had a significant effect on the

implementation of youth projects in Mombasa County, Kenya. As postulated by the study of Tamak & Bindal (2013).

Table 10 presented the research hypotheses results on the effect of project management practices on implementation of youth projects in Mombasa County, Kenya, based on the multiple regression analysis conducted in this study.

Table 10: Research Hypotheses Testing Results

Research Hypotheses	B	t	p-value	Decision
H_{01} : Project stakeholder engagement has no significant effect on the implementation of youth projects in Mombasa County, Kenya.	0.309	2.333	0.024	H_{01} rejected since $p<0.05$
H_{02} : Project leadership has no significant effect on the implementation of youth projects in Mombasa County, Kenya	0.180	3.268	0.002	H_{02} rejected since $p<0.05$
H_{03} : Project monitoring has no significant effect on the implementation of youth projects in Mombasa County, Kenya.	0.149	2.032	0.047	H_{03} rejected since $p<0.05$
H_{04} : Project risk management has no significant effect on the implementation of youth projects in Mombasa County, Kenya	0.421	3.174	0.003	H_{04} rejected since $p<0.05$

CONCLUSION

The study found out that the four-project management practices (project stakeholder engagement, project leadership, project monitoring and project risk management) are practiced in the implementation of the youth projects. This was consistent with (Njiru, 2018) who found out that there are various project management practices that are practiced towards the implementation of projects in manufacturing companies in Nairobi city County, Kenya Hence, these factors were studied to establish their relationship with the implementation of youth projects in Mombasa County, Kenya.

Stakeholder engagement was found to correlate positively with project implementation at 0.907 and significant with $0.000 < 0.05$ at 5% level of significance. Increase in stakeholder engagement leads to successful project implementation. This confirmed the findings of the study done by

Kanyari and Namusonge (2013) who argued that participation and engagement of stakeholders in the decision-making process is an extremely reliable approach since it educates them on the practical limitations and possibilities of implementing financed projects.

Project Leadership correlated positively with project implementation at 0.610 and significantly with $0.000 < 0.05$ at 5% level of significance. Thus increase in levels of project leadership leads to successful project implementation. This concurred with Kaliisa (2014) who said that youth project leaders in their efforts to lead generally complicate individuals working in the project because they lack the vital skills to lead the project team leading to challenges in doing the projects. Therefore, project leaders have a task to ensure that theirs are clear policies, tasks and job routines that are well understood by the project teams. This good leadership practice will ensure successful project implementation.

Project monitoring was found to correlate positively with project implementation with a value of 0.786 and significant with $0.000 < 0.05$ at 5% level of significance. This implied increase in project monitoring leads to increase in successful project implementation. This was in line with Cummings and Worley (2015) who stated that a monitoring and evaluation system is a component designed to screen, track and compare the results of the project with the stated or planned objectives. With sound monitoring planning, youth projects in Mombasa County can achieve great success of completing in time and utilizing the optimum resources planned for. This will also benefit the youths since more projects can be rolled out with confidence that they will be successful now that monitoring is adequately practiced.

Project risk management was found to correlate positively with project implementation with a value of 0.907 and significant with $0.000 < 0.05$ at 5% level of significance. This implies that increase in project risk management leads to increase in successful project implementation as postulated by Tamak and Bindal (2013) that many youth initiatives are changing their strategies as exemplified by the switch to rights-based and results-based methods. This varied approach in implementing youth projects is seen as a strategy to evade risks. Modern youths learn lessons from past experiences on causes of failed projects, thus can work to ensure that they avoid any unforeseen risks as much as possible.

Due to the findings of the study, that increase in stakeholder engagement leads to increase in successful project implementation. The study identified a positive link between the variables and it is important to note that engaging all relevant and effective stakeholders in their project ensures success in projects implementation. Youth projects should engage in dialogue with their stakeholder to address their concerns on varying perspectives and priorities and thereby improve decision-making and

accountability. The absence of integration of stakeholders and sharing of responsibilities in implementation undermines project performance and hence implementation.

On Project Leadership, increase in levels of project leadership leads to successful project implementation. This positive relationship explains that successful projects are due to proper leadership and without it will be challenging to implement youth projects. The project leaders should increase their rigor on projects, use a consultative approach to influence others, and communicate effectively since successful implementation of projects is directly dependent on the project leaders and project team members in meeting their goals.

The study also found out that increase in project monitoring leads to increase in successful implementation of youth projects. All project stakeholders involved directly in the administrative and technical operations of the project should ensure that monitoring is satisfactorily and to completion. The project lead should be objective and supportive to the project team members in rolling out monitoring activities. The performance of youth projects therefore requires continuous improvement through monitoring to ensure its successful implementation.

Increase in project risk management was found to lead to an increase in project implementation. The study therefore recommends that project leaders and the overall stakeholders of the youth projects continue considering risks throughout the project. This study has therefore identified that project teams should be engaged in risk management practices depending by trying to understanding the sources of variation in projects progress, and then working to minimize threats and maximize opportunities to ensure risks are greatly minimised.

Policy makers involved in youth matters and especially on projects affecting their livelihood are emphasized to formulate policies that will empower the youth and the administrative sections in matters project management and implementation. They

should consider putting up reporting structures that are less bureaucratic and easy to follow. Policies concerned with considerations for project startups and classifying the level of project understanding among youths can go a long way in ensuring that youth projects implementation are always successful. It is important to consider inclusivity in all respective government agencies and departments in policy formulation. This eliminates double reporting and clearly spells out areas of responsibility on how officers can be accountable for their actions in dealing with youth projects.

In managerial recommendations, there should be clear roles and responsibilities among project team members. Everyone should understand what is expected of him and work to satisfy the other members in the project. Measures to address underperforming team members has to be explained clearly by projects leads and the consequences in case of any indiscipline should be made known to be group. Responsible officers, who monitor project progress, have to make frequent visits to the project sites to safeguard the interest of institutions they work for. This ensures money spent on such projects return

value for investments and that theirs is benefit and value to the institution as a whole.

This study focused on the effect of project management practices on implementation of youth projects in Mombasa County, Kenya. The study variables explained 88.9% of the identified factors that is; project stakeholder engagement, project leadership, project monitoring, project risk management and dependent variable (Project Implementation). The other 11.1% may be explained by other factors in project implementation not studied in this research. Other researchers may explore other study areas that are relevant to youth project implementation such as project financial management that are fundamental in youth projects because of the need to assess how competent and discipline youths are in handling finances allocated to projects they are directly involved in. Other areas to research can be the effect of youth self-discipline in handling their projects. Considering the age set, some youth tend to try new things in life so fast and end up being unaware of their responsibilities. This could divert attention and make project loose truck. These are among the many research areas that the study did not cover.

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