MANAGEMENT CHALLENGES FACING THE IMPLEMENTATION OF YOUTH DEVELOPMENT PROJECTS IN KENYA. A CASE STUDY OF YOUTH ENTERPRISE FUNDED PROJECTS IN NAIROBI COUNTY

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MANAGEMENT CHALLENGES FACING THE IMPLEMENTATION OF YOUTH DEVELOPMENT PROJECTS IN KENYA. A CASE STUDY OF YOUTH ENTERPRISE FUNDED PROJECTS IN NAIROBI COUNTY

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ABSTRACT

The challenge facing Kenya today is the management of the large section of youths to engage in productive activities that tend to improve their well-being. This huge challenge facing the youths in Kenya led to the development of the Youth Enterprise Development Fund (YEDF) which was introduced in 2006. The Youth Enterprise Fund is relatively new and the subject on managerial challenges affecting project implementation has not really been deeply explored thus the main aim of the study was to identify the management challenges that face the implementation of Youth Development Enterprise projects in Kenya. The specific objectives of the study were to; establish the effect of training, financial, leadership, internal control and policy challenges on the successful implementation of youth development projects. The theories underpinning this study were the institutional theory, the resource based theory and the scientific management theory. The study adopted a descriptive survey design. 96 Youth Development Programs registered under the Ministry of Youth were taken as a sample. The study results revealed that training challenges, financial challenges, leadership challenges and internal control and policy challenges affect the implementation of youth projects in Nairobi County.

Key Words: *Management, Challenges, Youth Development Projects*

Background of Study

Youth unemployment is one of the biggest development challenges in the Third World today. In Kenya over 15 million people live below the poverty line, with over three million classified as unemployed. Youth account for about 55% of the unemployed in Kenya, implying that unemployment is a predominantly youth issue. The rapidly increasing youth unemployment levels have been aggravated by changes in economic policies. Subsequently, over the past decade, there has been a steady shift from formal to informal sector employment (Oduol, Okelo, Aila, Awiti, Onyango, Ogutu & Odera, 2013). The small enterprises play an important role in the Kenyan Economy. According to the Economic Survey (2006), the sector contributed over 50 percent of new jobs created in the year 2005.

The challenge facing Kenya today is the management of this large section of the Youth enterprise projects 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. Amenya, 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 fund enterprises project face in Kenya. This study is based around the institutional theory, resource based theory and scientific management theory. The institutional theory supports that the institutional environment can strongly influence the development of formal structures in an organization. Resource based theory which supports that resources at a firm's disposal are a critical factor for effective management. Scientific management theory on the other hand describes how to increase productivity by dealing with the form of works being done and designing work at a factory level.

Management functions; planning, organizing, staffing and controlling face challenges which without proper management will affect youth development projects in Kenya. Youth Development Projects positively affects the country's GDP, thus, identifying recommendations for these challenges will assist in improving administration of the projects, proper financial resource allocation and objectivity in income among the youth projects. According to Bannock and Albach (1991) MFI's were failing to meet the demand mainly due to lack of loanable funds.

According to the Government of South Africa (2012) the National Youth Development Agency (NYDA), (2011) outlines its mandate which include; advancing youth development through guidance and support to initiatives across sectors of society and spheres of government, embarking on initiatives that seek to advance the economic development of young people and developing and coordinating the implementation of the Integrated Youth Development Plan and Strategy for the country. The NYDA activities

have propelled young people to reach their personal goals and develop their full capacity. Numerous young people have been assisted since the NYDA's establishment including: Disbursing loans to microfinance enterprises, disbursing Small and Medium Enterprise loans, disbursing Business Consultancy Services Vouchers and engaging youth under the National Youth Service Programme.
In Kenya, the YEDF loan targets all forms of youth owned enterprises whether individual, companies, groups, cooperatives or otherwise and the loan is accessible to any youth owned enterprise operating within the district. The Divisional Youth Enterprise Development Fund Committees (Divisional YEDFC) have been formed to effectively identify and recommend viable youth group enterprises for loans. The group can only be legible for funding if members of the group are aged 18 to 35 years, in case of mixed group, at least 70% of the members are aged 18 to 35 years and 100% of group leaders are within the preferred age bracket, the group is registered with the Department of Social Services or the registrar of societies at least three (3) months before applying for the loan (Ouma, Osano & Mullumba, 2002; Oduol, et.al., 2013).

Muthee, 2006; Oduol, et.al.,(2013) noted that through these programs, youths have managed to start and sustain viable businesses, and attain financial independence and stability. However, in Kenya, the youth enterprise programs face management challenges which hinder the youth access to more rewarding and productive work. Another management challenge is faced in organizing. This is because there is also a tendency to treat youth as a homogeneous group, which could end up isolating some young people who cannot fulfill YEDF requirements such as business plan development, a registered group and an existing bank account. The rules should be more flexible and needs-based in order to benefit some of the needy and illiterate youth who require more rigorous training and support to succeed.

According to Oduol, et.al. (2013) and Diugwu (2011) Kenya's Youth development fund faces lack of adequate repayment structures and lack of repayment strategies for efficient operation. To improve on the viability of the youth enterprises, there is need for the government to aggressively market the youth products, engage the youth entrepreneurship training before and after obtaining the loans and to provide necessary market information to the youth so as to gain competitive advantage in their areas of operation. Young entrepreneurs face key constraints and challenges in accessing funding for their business ventures. In order to promote effective micro credit programs, there is need to reduce both the access to funds barrier and design programs that meet the needs of potential youth entrepreneurs and existing youth run enterprises (Chigunta, 2003).

Statement of the Problem

The failure of youth development projects is a problem that has been experienced in Kenya in the past and current and could persist in the future if managerial challenges are not addressed. Studies have revealed that the failure rate of youth projects in Kenya stand at over 50% in the first three years (Bowen, Morara & Murithi, 2009). For instance, the Youth Enterprise and Development Fund, launched in 2006, has not had any significant impact. The revolving fund of $57 million has been marred by gross mismanagement, political interference, and leadership wrangles. Similarly, in 2009, a World Bank-funded youth project dubbed Kazi Kwa Vijana (KKV, or Jobs For Youth) was launched to deal with youth unemployment, but collapsed in 2011 after claims of gross cash mismanagement and misappropriation of funds. Statistics indicate that 75% of the causes of failure the youth projects were due to managerial challenges (Bowen, Morara & Murithi, 2009).Africa is one of the regions highly affected by youth unemployment. Globally, the youth unemployment rate stood at 15.4% in 2010 with a total of 84.8 million young people unemployed. Developed economies had a youth unemployment rate of 17.7% in 2010 while developing economies in Sub- Saharan Africa and North Africa had unemployment rates of 13.6 % and 25.3% respectively. There is a need to highlight challenges facing the management and implementation of youth projects in Kenya.

Objectives

The general objective of the study was to establish the effect of management challenges on the implementation of Youth Development Enterprise projects in Kenya.

The specific objectives were:

i. To establish the effect of training challenges on successful implementation of youth development projects.
ii. To assess the effect of financial challenges on successful implementation of youth development projects
iii. To examine the effect of leadership challenges on successful implementation of youth development projects
iv. To establish the effect of internal control and policy challenges on successful implementation of youth development projects

Research Questions

The research questions that guided the study were;

i. What is the effect of training challenges on successful implementation of youth development projects?
ii. How do financial challenges affect the successful implementation of youth development projects?
iii. What is the effect of leadership challenges on successful implementation of youth development projects?
iv. How do internal control and policy challenges affect successful implementation of youth development projects?

Justification of the Study

The study findings on the managerial challenges that affect youth project implementation will be used by the government and other private practitioners. They could use the findings of this study to cover some loopholes in the young entrepreneurs' development fund projects.

Additionally, policy makers will also benefit from the study by understanding the challenges and reassess some of the policies that create challenges in the Youth Enterprise Development projects.

The study will also be of benefit to the stake holders and other youths in the country for better understanding and in decision making. They will be able to understand the benefits that have come with the Youth Entrepreneurs funded project and challenges that the same experiences and come up with solutions to the challenges.

To academicians, could also use the findings of this study as a source of reference to get an insight of the youth funded projects and challenges facing the same.

Scope of Study

The study focused on the management challenges facing the implementation of the youth development projects in Kenya. Thus, the study assessed whether training, financial, leadership, internal control and policy challenges affect the successful implementation of registered youth projects in Nairobi County. The year of study was 2015.

Limitation and Delimitations of the Study

Within the context of research proposals, the term limitation denotes the limiting conditions or restrictive weaknesses (Mugenda & Mugenda, 2003). In this study, the limitation included; Questionnaires were the only used research instrument thus there was limited face to face interaction with the respondents. Face to face interactions are expected to accurately capture the reactions of the respondents towards their views on the subject. The study delimited this by using structured questionnaires which did not require any face to face interactions.

The other limitation was that of; reluctance and lack of trust to the researcher by the respondents. In this scenario the researcher assured the respondents that the results are solely for purpose of research so as to avoid biasness in response.

In addition, this research was carried out in one county only, Nairobi. Thus its findings could not be assumed to be the same nation-wide. The interpretation was only in line with common aspects and ignored other interactions.

Literature Review

Training Challenges on Successful Implementation of Youth Development Projects

Omunu (2008) sought to assess the challenges of community participation in development projects; a case of community managed projects of Plan International in Luwero district. The study employed a survey research design, using both qualitative and quantitative methods in the collection of data. The findings revealed numerous challenges ranging from community to organizational levels that affected the sustainability, ownership of and accountability in these projects. The level of involvement of communities, socio-economic background of community managed projects beneficiaries, gender, influence of powerful village elites who capture community benefits all contributed to the poor performance of the projects. In addition, obstacles at organizational level like rigid accountability requirements, poorly trained plan community managed projects Facilitators and unnecessary demands, featured as major setbacks to the community managed projects initiative. The study recommended commitment of organizations that support community managed projects in promoting genuine and effective participation of communities in all stages of the project cycle. Organizations that promote this kind of initiative should be prepared to let communities have effective control over the resources they have provided to them. In addition, a substantial amount of resources need to be committed to training staff and community project leaders to ensure that all stakeholders know their role in facilitating the successful implementation of the projects.

Kanyari and Namusonge (2013) sought to determine the various interventions that influence the youth entrepreneurs towards the Youth Enterprise Development Fund and their role in attracting the youth towards the Youth Enterprise Development Fund. The study used a descriptive research design. The study covered YEDF beneficiaries in Gatundu district, Kenya. The research utilized personal interviews, questionnaires, and observations to collect data from the respondents. Stratified random sampling technique was used to draw the sample. The data was subjected to descriptive statistical analysis, and the results represented in graphs, tables and pie charts among others. Results showed that provision of entrepreneurship training to sensitize and inculcate entrepreneurial culture among the young people is crucial to identifying emerging business talents.

Muthoni (2012) sought to investigate the factors influencing the implementation of the youth projects for sustainable income generation in 01-Kalou Constituency. The study was conducted through descriptive survey design. The target population was the youth projects in 01-Kalou Constituency which is made up of 75 registered youth's groups with equal gender representation. The study also targeted information from 15 key informants who were the youth representatives in the constituency. The key informants were selected through purposive sampling. The research collected qualitative data from the questionnaire. The qualitative data was collected from key informants' interview schedule. The data collected was analyzed using descriptive statistics and simple statistical presentations were used such as frequencies and percentages for quantitative data. The results were later be analyzed using Statistical Package for social Scientists (SPSS). The study results reveal that, lack of training, lack of capacity building programmes, lack of market for goods and services and increased cost of living, unavailability of youth fund. The study recommended that there is need of enhancing marketing of youth projects products / services. The focus should be on forging marketing strategies such as trade fairs for generating leads, closing sales and making new contacts with buyers. Others include exhibitions as an attractive marketing tool that offers face-to-face customer contact coupled with the allure of increased sales and promotion and advertising of their goods/services.

Nkonoki (2010) sought to determine the factors that limit the growth/and or success of small businesses in Tanzania and to try and suggest solutions to these factors. Nine interviews were conducted which included six small business owners and three officials representing three organizations. The results were into two groups; limiting factors that are internal to the firm (Inadequate education and training, lack of a proper business plan, capital constraint etcetera) and those that are external to the firm (comprising things like corruption, government policy, bureaucratic processes etcetera). The study recommended that; there should be a reform of the SME policy by the government, provision of an adequate business education by the small business community and trying to develop services and the maintenance of good relationships with small business owners by other stakeholders like the financial institutions.

Makhoha (2010) sought to bring out issues of local level capacities, deep-seated management and YEDF uptake challenges and examine efficiency in the utilization of these funds with a view of improvement. The study entailed a descriptive survey in which primary data was collected using questionnaires with both open-ended and close-ended questions to allow in-depth understanding of the fund dynamics. The data collected was analysed using descriptive statistics and multiple regressions. Results were presented in percentage frequencies and cross tabulations. The study results obtained from this study were speculated to be very useful to the Government of Kenya, the Youth Enterprise Development Fund management board, rural development and microcredit agencies, entrepreneurs and intermediary organizations who would use it to improve the situation of unemployment and youth enterprise development in the country. The study recommended that future programmes should inculcate training before funding for business ventures. Capacity building and other non financial services ranging from literacy classes, developmental leadership, financial management, community development and market-based business development services can greatly help the young entrepreneurs.

Financial Challenges on Successful Implementation of Youth Development Projects

According to Chigunta (2002) young entrepreneurs face key constraints and challenges in accessing funding for their business ventures. These include lack of personal savings and resources, lack of securities and credibility (for debt financing), lack of business experience and skills (for debt financing), strict credit-scoring methodologies and regulations, complex documentation procedures, long waiting periods (time needed to decide on an application for funding), lack of knowledge, understanding, awareness of start-up financing possibilities, unfavorable firm characteristics and industry and legal status/form of enterprise.

Using data from the Uganda National Panel Survey data of 2005/6 and 2009/10, Agaibwe, Mayanja and Mbowa (2013) examined youth employment dynamics across the different sectors and further provide insights into the determinants of youth participation in agriculture. Using the Uganda Census of Agriculture 2008/09, the study documented the challenges and constraints inherent to the youth in agricultural production relative to adults. The findings revealed that youthful farmers are concentrated more in agricultural production. Furthermore, a relatively lower percentage of youth use improved inputs (such as improved seeds, fertilizers, agricultural chemicals and veterinary drugs). With this poor rate of adoption of appropriate inputs, productivity is likely to remain low and constrain the youth to subsistence farming. Furthermore, the youth are disenfranchised in the ownership and management of critical assets in agricultural production, especially land. Land tenure issues continue to impede many youths from engaging in agriculture, with the majority of youth using land without exclusive ownership rights. In addition, the results point to the fact that the youth are less likely to access credit, extension services and social capital (farmer group membership), all key factors in agricultural transformation.

Oduol, Okelo, Aila, Awiti, Onyango, Ogutu and Odera (2013) sought to determine the effect of the Youth Enterprise Development Fund (YEDF) on youth enterprises. The study location was Siaya County, Kenya and stratified random sampling was used to select 28 financiers of YEDF and 202,897 youths in the County. The sample size constituted 128 respondents; 28 in the first stratum and 100 in the second stratum. The data was collected using survey questionnaires and analyzed through multiple linear regression analysis. The study concluded that the YEDF has not had a significant effect on youth enterprises. The study recommends an increase in the number of financial intermediaries (FIs) in partnership with the fund and an active involvement of all the stakeholders in mobilization of the youth on group formation and YEDF activities.

Gachuru and Mwirigi (2014) analyzed the challenges in the disbursement of the youth enterprise development fund, Kenya. A descriptive research design was used. The study used primary data which was collected by use of questionnaire from a sample of 91 youth. Results of the findings indicated that the youth enterprise development fund is yet to make a significant impact. The attitude of the youth towards loans is poor and their knowledge level on the youth fund is low.

Other major challenges identified were delay in loan processing, culture of handouts and lack of initiative on the part of the youth. Group loans were also found not to be viable owing to the fact that it is very difficult to raise a group of 12 youth who can work harmoniously in a joint business. The study recommended that there is need to review the lending policy and to sensitize the youth so they can fully appreciate the ability of the youth fund in uplifting their standard of living.

Leadership Challenges on Successful Implementation of Youth Development Projects

Kaliisa (2014) sought to find out the leadership role in promoting youth participation in educational policy making in Wakiso district. The sample size was 162 respondents in the categories of Youth, district leaders, District inspector of schools, District Educational Officers and head teachers of various secondary schools. The research methodology was both quantitative and qualitative and the methods of data collection included focus group discussion, in depth interviews, documentary analysis and structured questionnaires. The findings revealed that participatory method is the best way to encourage youth to participate in the formulation of educational policies while commanding way was found out to be un suitable. The youth face a number of challenges in trying to participate in the formulation of policies like inadequate empowerment, insufficient channels, and low educational levels. Research findings of the study answered the research objectives, by identifying the suitable leadership styles, various leadership roles, and challenges faced by the youth. The research therefore recommended that more Non Governmental Organizations and international Agencies should partner with the government to help out on educational related issue. The youths should be given a voice in the national and community programmer, with political empowerment and streamlining communication at all levels as some of the avenues to enhance youth participation.

Ongeri (2012) sought to establish factors influencing Sustainability of Youth Groups in Marani District, Kisii County, Kenya. The research was guided by the following objectives: to establish the extent to which management of youth group funds influences sustainability of Youth Groups in Marani District; to assess the extent to which leadership of youth groups influences sustainability of Youth Groups in Marani District; to establish the extent to which participation of youth group members influences sustainability of Youth Groups in Marani District, and to determine the extent to which implementation of project activities influences sustainability of youth groups in Marani District. Survey research design was used to collect the data from a target population of 814 respondents. 63 chairpersons of the youth groups, 63 secretaries of the youth groups, 63 treasurers of the youth groups and 233 non-office bearers were selected to make a sample size of 422. Validity and reliability of the instruments was ensured by test-retest techniques. Permission to collect data was given by the Ministry of Higher Education Science and Technology. The collected data was analysed by use of percentages and frequencies. The findings of this study indicated that sustainability of youth groups depends a lot on the type of leadership the youth group has. The findings of this study indicated that leadership remains a big challenge for sustainability of the youth groups. The findings show that the youth groups lack financial statements like budgets and cash books. The findings of this study show that management of youth group funds is not transparent. This therefore means that financial management of youth group funds influences sustainability of the youth groups. The findings show that participation by members in youth group meetings to select, plan and implement project activities is minimal. This means that participation of youth group members in project activities is a factor that has influenced sustainability of these groups. The findings showed that project activities are never implemented on time and according to plan, group members do not play their roles and projects are never completed on time. The findings in this study therefore show that implementation of projects has influenced sustainability of the youth groups. The study recommended that the government takes a close look at the leadership of youth groups and assist in developing the leadership by training them through various leadership courses that can improve their leadership abilities.

Karanja (2014) sought to assess the influence of management practices on sustainability of the youth income generating projects in Kangema District, Murang’a County, Kenya. The study focused on Training, Monitoring & Evaluation, Leadership and financial management aspects in relation to project sustainability. Descriptive survey design was adopted with 13 youth groups selected through stratified sampling where the chairperson and member of each group included in the sample. Two groups were involved in focused group discussion. District youth officer was also interviewed. Data was analyzed using descriptive statistics. The results were presented in form of tables and percentages. The study revealed that, sound financial management, appropriate training, leadership and effective monitoring and evaluation influence the sustainability of the youth projects. The study recommended that, the youths should be provided with comprehensive, quality and convenient training on project planning, implementation and post- implementation of income generating projects.

Gachathi (2010) investigated the factors which affect implementation of projects funded by the Youth Enterprise Fund (YEDF). The study was both a qualitative and quantitative study. Both primary and secondary data were used for the study. Primary data was gathered by a questionnaire while the secondary data was gathered by a review of existing literature on factors affecting implementation of projects. The population of this study was 79 youth groups funded by YEDF in Westland's constituency. The study targeted the members of these groups. The total number of group members was seven hundred and ninety (790). The study took 10 percent of the groups using systematic sampling which yielded eight groups. This gave a sample size of eighty (80) respondents. The study also interviewed key informants who included youth officers in the constituency and also YEDF officials on the ground to complement the views of the respondents. Data was analyzed using descriptive statistical analysis. The data was then presented in tables. The study found that personal factors affect project implementation both negatively and positively. Positively (when the desired factors were present) they created an enabling and facilitative foundation for the projects. Negatively (when the desired factors were missing) they created a hostile environment for the projects. The findings indicated that the respondents felt that institutional factors and institutional factors affected projects implementation negatively, to a high extent. The study recommended that the youths need to change their attitude towards businesses and YEDF administration, the institutions involved in the YEDF funds and projects need to consult widely especially with the successful youth groups to be able to integrate these best practices in the administration of YEDF, the donors should inject funding directly to successful youth groups instead of using YEDF as an intermediary and ICT (Information and Communication Technology) facilitation and integration among the various stakeholders involved in the support and implementation of youth projects.

Internal Control and Policy Challenges on Successful Implementation of Youth Development Projects

Yadollahi, Mirghasemi, Zin and Singh (2014) sought to identify the most critical challenges faced by an ArPM for construction projects. The data were collected through questionnaires and interviews with architects and professionals in the Malaysian construction industry. Because of the fuzziness and uncertainty of subjective responses, Fuzzy Set Ttheory is applied to identify critical challenges. A total of 65 questionnaires were distributed and 36 questionnaires were returned. The results revealed that the critical challenges faced by an ArPM are “poor planning,” “unfamiliar technology,” “unfamiliarity with green buildings and materials,” “inappropriate scheduling,” and “poor workmanship.” All critical challenges were then categorized into six main groups including technical, managerial, personal skills, contractual, psychological, and financial.

Amenya, Onsongo, Huka and Onwong’a (2011) sought to find out the extent to which young entrepreneurship development fund is a preferred source of finance for youth enterprises, the factors influencing youth entrepreneurs’ utilization of young entrepreneurship development fund (YEDF) and the challenges facing the youth projects. The researchers found that despite the fact that YEDF could be a preferred source of funding among the youths, accessing it remained a great challenge. The researchers also concluded that some of the challenges facing the youth enterprise funds include lack of monitoring and evaluation, insufficient funding, lack of support from stake holders, inadequate staff for administration and disbursement of funds. Results on the factors that influence the use of YEDF are the interest rate which is the most appealing factor to loan applicants.

Kimando, Njogu and Kihoro (2012) investigated the factors affecting success of projects funded by youth enterprises development projects in Kenya using a case study of Kigumo District. The study used a descriptive research design. The study used primary data collected using questionnaires from a sample of 135 members of a youth group in Kiguma district. Results indicated that most of those who succeeded in entrepreneurship were either trained on the kind of businesses they venture into or continued business training as they progressed. Therefore, for the YEDF to succeed, both short and long term measures must be embraced. From the findings, the study concludes that skills in entrepreneurship, business planning and financial management must elaborately be imparted before any funds are disbursed by the board.

Ng'ang'a (2012) sought to analyze the factors influencing the implementation of the YEDF in Westlands Constituency, Nairobi County. The study used a descriptive survey design. Primary data was collected from 76 members of a youth group in Westlands using questionnaires. The data was analyzed using descriptive statistics and presented using tables and charts enhanced by a narrative explanation. The analysis revealed that the most important factors influencing YEDF implementation were 'personnel skills' and 'government support/stakeholder involvement', monitoring and evaluation and government's efforts in addressing the challenges facing the Kenyan youth. The study recommended that for the fund to be a success, it's important that the government puts in more efforts by increasing the budgetary allocation to the fund, put the legal framework in place and seek ways of encouraging youth employment e.g. offer financial incentives to industries. The fund should also involve the youth more and seek for their opinions. Since personnel skills were also considered as very important to the success of the fund, the staff in the regional offices should be equipped with the necessary project management skills. The decision makers should also utilize the valuable monitoring and evaluation findings for the ultimate success of evaluation. The youth felt that they were not involved as stakeholders in the implementation of the fund. The conceptual framework was developed from the literature reviewed and is portrayed as follows:

Conceptual Framework

Independent Variables **Dependent Variable**

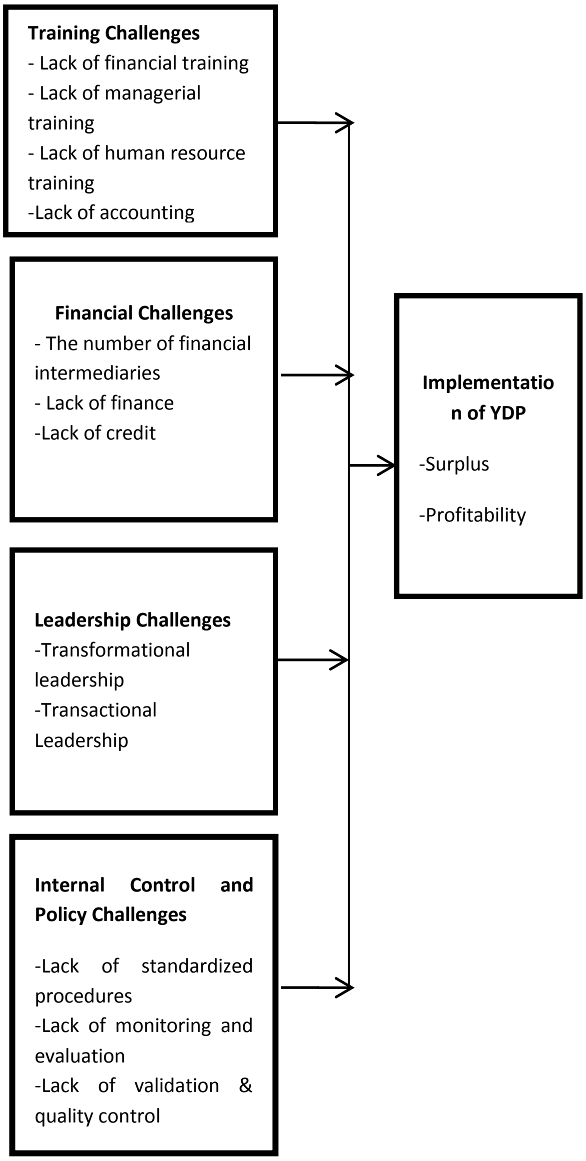


Figure 2.1: Conceptual Framework

Training challenges were measured by lack of financial training, lack of managerial training, lack of human resource training and lack of accounting training. Training challenges are expected to have a negative relationship with the implementation of youth development projects. Financial Challenges were measured by number of financial intermediaries, lack of finance and lack of credit. Financial Challenges are expected to have a negative relationship with the implementation of youth development projects. Leadership Challenges were measured by, transformational leadership and transactional Leadership. Leadership Challenges are expected to have a negative relationship with the implementation of youth development projects. Internal Control and Policy Challenges were measured by lack of standardized procedures, lack of monitoring and evaluation and lack of validation & quality control.

Research Gaps

From the literature review, training, financial, leadership and internal control and policy challenges in business were found to have a significant effect on project implementation and success of most youth group projects. Empirical results that support this study includes those of; Kanyari and Namusonge (2013) who sought to determine the various interventions that influence the youth entrepreneurs towards the Youth Enterprise Development Fund and their role in attracting the youth towards the Youth Enterprise Development Fund. Muthoni (2012) who sought to investigate the factors influencing the implementation of the youth projects for sustainable income generation in 01-Kalou Constituency. Nkonoki (2010) who sought to determine the factors that limit the growth/and or success of small businesses in Tanzania and to try and suggest solutions to these factors. Makhoha (2010) who sought to bring out issues of local level capacities, deep-seated management and YEDF uptake challenges and examine efficiency in the utilization of these funds with a view of improvement. Oduol, Okelo, Aila, Awiti, Onyango, Ogutu and Odera (2013) who sought to determine the effect of the Youth Enterprise Development Fund (YEDF) on youth enterprises. Gachuru and Mwirigi (2014) who analyzed the challenges in the disbursement of the youth enterprise development fund, Kenya. Karanja (2014) who sought to assess the influence of management practices on sustainability of the youth income generating projects in Kangema District, Murang'a County, Kenya. Gachathi (2010) who investigated the factors which affect implementation of projects funded by the Youth Enterprise Fund (YEDF). Amenya, Onsongo, Huka and Onwong'a (2011) who sought to find out the extent to which young entrepreneurship development fund is a preferred source of finance for youth enterprises, the factors influencing youth entrepreneurs'. Kimando, Njogu and Kihoro (2012) who investigated the factors affecting success of projects funded by youth enterprises development projects in Kenya using a case study of Kigumo District. Ng'ang'a (2012) who sought to analyze the factors influencing the implementation of the YEDF in Westlands Constituency, Nairobi County.

Research Methodology

Research Design

According to Kothari (2004) a research design can be defined as the plan for obtaining answers to the questions being studied and for handling some of the difficulties encountered during the research process. It is therefore the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.

This study adopted a descriptive survey design. According to Upagade and Shende (2013) a descriptive survey is mainly concerned with description of facts only. It is a self-report that requires the collection of equitable information from sample (Orodho, 2005). Descriptive survey is appropriate for this study whose intention is to present a situation, what people currently believe in, what people are doing at the moment and so forth (Baumgartner, Strong and Hensley, 2002) with no control of the variables under investigation which is a limitation. The design is considered suitable as it allows an in-depth study of the challenges affecting the management in implementation of youth projects and this data can be collected largely with ease from a variety of people.

Target Population

Burns and Grove (2003) describe a target population as the entire aggregation of respondents that meet the designated set of criteria. The target population for this study included all the Youth Development Projects funded by the YEDF in Nairobi County. According to the Youth Initiatives Kenya (YIKE), there are 86,400 Youth Development projects within Nairobi County. Management employees of the YEDF acted as the respondents in this study. Specifically, the chairperson or the secretary or the treasurer of the group represented the group.

Table 3.1: Target Population

No	Constituency	Population
1	Westlands	3,200
2	Dagoretti North	2,200
3	Dagoretti South	1,800
4	Langata	1,800
5	Kibera	14,355
6	Roysambu	300
7	Kasarani	560
8	Ruaraka	250
9	Embakasi South	12,345
10	Embakasi North	9,500
11	Embakasi Central	12,500
12	Embakasi East	9,732
13	Embakasi West	8,700
14	Makadara	745
15	Kamukunji	585
16	Starehe	428
17	Mathare	7,400
	Total	86,400

Sample Design and Sample Size

According to Upagade and Shende (2012) sampling design is a definite plan for obtaining a sample from a given population upon which data is collected from. Kothari (2004) defines a sample as the selected respondents who represent the entire population. Given that there are 86,400 youth enterprise development projects within the county, conducting a survey on such a population requires time and resources. As a result, coming up with a sample that represented the whole population in the study was essential. According to Mugenda and Mugenda (2003) a large population requires a formula to come up with the sample. Determining a final population for a large population is assumed to be normally distributed at a confidence interval of 95% or significance interval of 10%. Based on the fisher formula below the minimum target sample for a large population is 96 cases.

The fisher formula 1998 was used to calculate the sample size:

$n=Z^2*p*(1-p)/d^2$

Where:

n = Sample size for large population

Z = Normal distribution Z value score, (1.96)

p = Proportion of units in the sample size possessing the variables under study, where for this study it is set at 50% (0.5)

d = Precision level desired or the significance level which is 0.10 for the study

The substituted values in determining the sample size for a large population are as follows.

$$n= \frac{(1.96)^2*(0.5)(0.5)}{(0.10)^2}= 96$$

The study adopted stratified random sampling technique given that Nairobi County is divided into various constituencies. Stratified random sampling technique was more appropriate for the study as it involved classifying the population in strata so as to increase the chances of the objects to be selected. The respondents were classified in various strata with regards to their geographical location. The same is presented in the following Table 3.2.

Table 3.2: Sample Size

No	Constituency	Population	%	Sample
1	Westlands	3,200	3.70%	4
2	Dagoretti North	2,200	2.55%	2
3	Dagoretti South	1,800	2.08%	2
4	Langata	1,800	2.08%	2
5	Kibera	14,355	16.61%	16
6	Roysambu	300	0.35%	0
7	Kasarani	560	0.65%	1
8	Ruaraka	250	0.29%	0
9	Embakasi South	12,345	14.29%	14
10	Embakasi North	9,500	11.00%	11
11	Embakasi Central	12,500	14.47%	14
12	Embakasi East	9,732	11.26%	11
13	Embakasi West	8,700	10.07%	10
14	Makadara	745	0.86%	1
15	Kamukunji	585	0.68%	1
16	Starehe	428	0.50%	0
17	Mathare	7,400	8.56%	8
	Total	86,400	100.00%	96

Data Collection Instruments and Procedure

Burns and Grove (2003) define data collection as the precise, systematic gathering of information relevant to the research problems, using methods such as interviews, participant observations, focus group discussion, narratives and case histories. Primary data was gathered by use of structured questionnaires and captured through a 5-point type. Likert scale with close-ended questions guide to key informants was distributed to respondents, after approval to collect data from the office bearers of the organizations. Likert scale is an interval scale that specifically uses five anchors of strongly disagree, disagree, neutral, agree and strongly agree. The likert measures the level of agreement or disagreement. This type of questionnaires is more appropriate because enabled consistency in questions asked and data yielded was easy to analyse. Likert scales are good in measuring perception, attitude, values and behavior. The likert scale has scales that assist in converting the qualitative responses into quantitative values (Mugenda & Mugenda, 2003, Upagade & Shende, 2012). The researcher used self-introduction letters with the help of research assistants. The research assistants were trained on how and to whom to administer the questionnaires randomly within the Youth Development Projects within the county. The trainings included; listening skills, etiquette and what kind of answers to anticipate following the objectives of the study. The researcher made follow ups to ensure objectivity.

3.5 Pilot Study

Kothari (2004) describes a pilot survey as a replica and a rehearsal of the main survey. The subjects participating in the pilot study were not included in the final study to avoid survey fatigue. A pilot study of 5 youth groups was conducted in order to establish the validity and reliability of data collection instruments.

4.1 Results And Discussions

The number of questionnaires that were administered was 96. A total of 84 questionnaires were properly filled and returned. This represented an overall successful response rate of 87.5% .

Reliability

Variable	No of Items	Respondents	α=Alpha	Comment
Implementation of youth projects	6	5	0.743	Reliable
Training Challenges	5	5	0.932	Reliable
Financial Challenges	5	5	0.894	Reliable
Leadership Challenges	5	5	0.762	Reliable
Internal Control and Policy Challenges	5	5	0.749	Reliable

Gender of the respondents

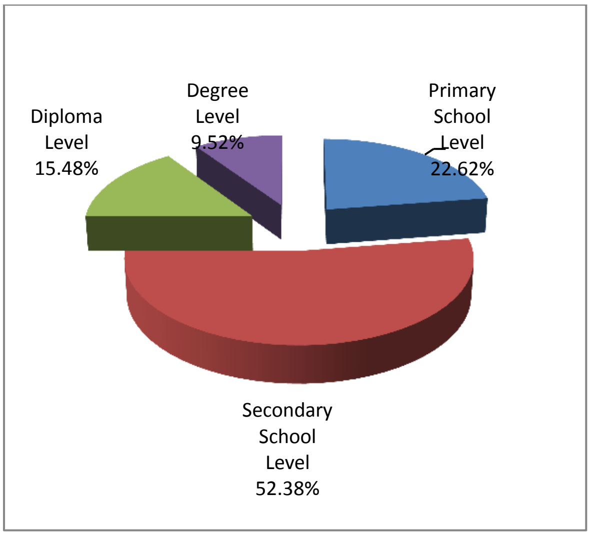
The respondents were asked to indicate their gender. Majority of the respondents were male who represented 71.43% of the sample while 28.57% were female. This implies that the leadership of the YEDP in Nairobi County is male dominated.

Years of operation

On the question of how many years the respondents' youth program has been operating, a majority of the youth program had been in operation for less than 1 year as represented by 39.29%, 35.71% had been in operation between 2 to 5 years while 15.48% of the programs have been operating for 6 to 7 years. Only 9.52% of the youth programs have been operating for more than 7 years. This implies that majority of the YEDP had been in operation for a short duration.

Level of Education

The respondents were asked to state their levels of education. Results in Figure 4.4 show that 52.38% of the respondents and who were the majority had secondary school qualifications, 22.62% had primary school qualification, 15.48% had a diploma qualification while 9.52% of the respondents had a degree qualification. This implies that the leadership of the YEDP had education up to the middle level.



Level of Education

Training challenge

The study sought to establish the effects of training challenges on project implementation in Youth Enterprise Development projects. A majority of 91.6% of the respondents agreed that there are limited entrepreneurial skills and competence among the youth, 93% agreed that youth has a deficient financial training, 88.1% of the respondents agreed that their youth group has deficient accountancy training, 90.5% agreed that youth group has deficient managerial training while 94% of the respondents agreed that youth group has deficient human resource training.

These results imply that outstanding implementation of youth projects requires a great deal investment in entrepreneurial skills, financial training accountancy training, managerial training and human resource trainings among the youth. These findings agree with those of Muthoni (2012) who found out that lack of training, lack of capacity building programmes, lack of market for goods and services and increased cost of living, unavailability of youth fund.

Training challenge

Statement	Strongl	Disagr	Neutral	Agree	Strongl	Mean	Std Dev
There is limited entrepreneurial skills and competence among the youths.	0.00%	0.00%	8.30%	46.40%	45.20%	4.4	0.6
Our youth group has deficient financial training.	0.00%	2.40%	3.60%	48.80%	45.20%	4.4	0.7
Our youth group has deficient accountancy training.	1.20%	4.80%	6.00%	42.90%	45.20%	4.3	0.9
Our youth group has deficient managerial training.	0.00%	0.00%	9.50%	48.80%	41.70%	4.3	0.6
Our youth group has deficient human resource training.	0.00%	1.20%	4.80%	50.00%	44.00%	4.4	0.6
Average						**4.3**	**0.7**

Financial challenge

The second objective of the study was to establish the effect of financial challenge on project implementation in Youth Enterprise Development projects. The results show that 85.7% of the respondents agreed that they experience difficulties in accessing of funds, 90.5% of the respondents agreed that youth group experience challenges when paying back the loan disbursed for the project, 76.2% of the respondents supported that the only source of income for the youth program is through the government, 85.7% agreed that youth group has poor finance management while 95.3% disagreed that youth group ploughs back profits to increase its capital. Using a five point scale likert mean, the overall mean of the responses was 3.6 which indicates that majority of the respondents agreed to the statement of the questionnaire. Additionally, the standard deviation of 0.8 indicates that the responses were varied. The results herein imply that financial challenges influenced the implementation of the youth development projects. These findings are consistent with those of Chinguta (2002) who found out that young entrepreneurs face key constraints and challenges in accessing funding for their business ventures. These include lack of personal savings and resources, lack of securities and credibility (for debt financing), lack of business experience and skills (for debt financing), strict credit-scoring methodologies and regulations, complex documentation procedures, long waiting periods (time needed to decide on an application for funding), lack of knowledge, understanding, awareness of start-up financing possibilities, unfavorable firm characteristics and industry and legal status/form of enterprise.

Leadership Challenges

The third objective of the study was to identify the effects of leadership challenges on on project implementation in Youth Enterprise Development projects. 89.3% of the respondents disagreed that their group has an established leadership structure is Further results found that it is not easy to organize workshop and trainings for youths as indicated by 94% of the respondents. Results also showed that 88.1% of the respondents agreed that there is improper project selection in our youth group. Further results show that 95.3% of the respondents disagreed that the leaders of their youth group are visionary and work towards reaching the goals of the group. Further, 95.2% of the respondents agreed that the members of their youth group are not allowed to participate in decision making. These results imply that YEDP in Nairobi county experience leadership challenges. These findings are consistent with those of Ongeri (2012) who found out that sustainability of youth groups depends a lot on the type of leadership the youth group has and that leadership remains a big challenge for sustainability of the youth groups.

Table 4.5: Leadership Challenges

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Our youth group has an established leadership structure.	51.20%	38.10%	7.10%	3.60%	0.00%	1.6	0.8
It is not easy to organize workshop and trainings for youths.	0.00%	2.40%	3.60%	48.80%	45.20%	4.4	0.7
There is improper project selection in our youth group.	1.20%	4.80%	6.00%	42.90%	45.20%	4.3	0.9
The leaders of our youth group are visionary and work towards reaching the goals of the group.	42.90%	52.40%	3.60%	1.20%	0.00%	1.6	0.6
The members of our youth group are not allowed to participate in decision making.	0.00%	0.00%	4.80%	46.40%	48.80%	4.4	0.6
Average						**3.3**	**0.7**

Internal Control and Policy Challenges

The forth objective of the study was to establish the effect of internal control and policy challenges on project implementation in Youth Enterprise Development projects. Results in table 4.6 show that 95.3% of the respondents agreed that there are no controls for guiding the selection of the project, 90.5% of the respondents agreed that there are no benchmarks against which to evaluate project performance, 94% of the respondents agreed that performance management metrics do not exist, 85.7 % of the respondents agreed that documented operational procedures are nonexistent while 94% of the respondents indicated that books of accounts are rarely audited. The results imply that internal control and policy challenge inhibits the implementation of youth development projects in Nairobi County. These findings are in line with those of Yadollahi, Mirghasemi, Zin and Singh (2014) who found out that the critical challenges faced are "poor planning," "unfamiliar technology," "unfamiliarity with green buildings and materials," "inappropriate scheduling," and "poor workmanship."

Internal Control and Policy Challenge

Statement	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
There are no controls for guiding the selection of the projects.	0.00%	1.20%	3.60%	40.50%	54.80%	4.5	0.6
There are no benchmarks against which to evaluate project performance.	0.00%	0.00%	9.50%	48.80%	41.70%	4.3	0.6
Performance management metrics do not exist.	0.00%	1.20%	4.80%	50.00%	44.00%	4.4	0.6
Documented operational procedures are non existent.	1.20%	4.80%	8.30%	44.00%	41.70%	4.2	0.9
Books of accounts are rarely audited.	0.00%	2.40%	3.60%	48.80%	45.20%	4.4	0.7
Average						**4.4**	**0.7**

Implementation in Youth Enterprise Development Projects

The study sought to assess the extent of implementation of Youth Enterprise development projects. Results that 91.6% of the respondents disagreed that their youth group records profits and or surplus from its operations, 90.4% of the respondents disagreed that their youth has experienced consistent increase in profitability, 94% of the respondents disagreed that the competency in their youth group is satisfactory, 89.3 % of the respondents disagreed that their youth group has an outstanding performance compared to other groups, 95.3% of the respondents disagreed that their youth group has records of surplus production compared to the projected/expected levels while 89.3% of the respondents disagreed that their youth group has experienced growth in numbers and other dimensions. The results imply that the extent of implementation of youth development projects in Nairobi County is low. The study findings are consistent with those of Omunu (2008) who sought to assess the challenges of community participation in development projects; a case of community managed projects of Plan International in Luwero district. The findings revealed that the performance of the community development projects was poor. This was supported by the findings which revealed that numerous challenges ranging from community to organizational levels that affected the sustainability, ownership of and accountability in these projects. In addition, the level of involvement of communities, socio-economic background of community managed projects beneficiaries, gender, influence of powerful village elites who capture community benefits all contributed to the poor performance of the projects. Further, obstacles at organizational level like rigid accountability requirements, poorly trained plan community managed projects facilitators and unnecessary demands, featured as major setbacks to the community managed projects initiative.

Youth Enterprise Development Projects

Statement	Strongly	Disagree	Neutral	Agree	Strongly Agree	Mean	Std Dev
Our youth group records profits and or surplus from its operations.	46.40%	45.20%	6.00%	2.40%	0.00%	1.6	0.7
Our youth has experienced consistent increase in profitability.	44.00%	46.40%	7.10%	2.40%	0.00%	1.7	0.7
The competency in our youth group is satisfactory.	47.60%	46.40%	3.60%	2.40%	0.00%	1.6	0.7
Our youth group has an outstanding performance compared to other groups.	47.60%	41.70%	8.30%	2.40%	0.00%	1.7	0.7
Our youth group has records of surplus production compared to the projected/expected levels.	42.90%	52.40%	3.60%	1.20%	0.00%	1.6	0.6
Our youth group has experienced growth in numbers and other dimensions.	51.20%	38.10%	7.10%	3.60%	0.00%	1.6	0.8
Average						**4.4**	**0.7**

Correlation Analysis

Variable		Implementation of Youth Projects	Training Challenges	Financial Challenges	Leadership Challenges	Internal Control and Policy Challenges
Implementation of Youth Projects	Pearson Correlation	1				
	Sig. (2-tailed)					
Training Challenges	Pearson Correlation	0.323	1			
	Sig. (2-tailed)	0.003				
Financial Challenges	Pearson Correlation	0.256	-0.077	1		
	Sig. (2-tailed)	0.019	0.485			
Leadership Challenges	Pearson Correlation	0.378	0.904	-0.082	1	
	Sig. (2-tailed)	0.000	0.000	0.457		
Internal Control and Policy Challenges	Pearson Correlation	0.243	-0.082	0.904	-0.087	1
	Sig. (2-tailed)	0.026	0.457	0.000	0.43	

Regression Analysis

Training challenge, financial challenge, leadership challenge and internal control and policy challenge were found to be satisfactory variables in explaining implementation of youth development projects. This is supported by coefficient of determination also known as the R square of 28.5%. This means that training challenge; financial challenge, leadership challenge and internal control and policy challenge explain 28.5% of the variations in the dependent variable which is implementation of youth development projects. This results further means that the model applied to link the relationship of the variables was satisfactory.

Model Fitness

Indicator	Coefficient
R	0.534
R Square	0.285
Adjusted R Square	0.249
Std. Error of the Estimate	0.27176

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

The results indicate that the overall model was statistically significant. Further, the results imply that the independent variables are good predictors of implementation of youth development projects. This was supported by an F statistic of 7.874 and the reported p value (0.000) which was less than the conventional probability of 0.05significance level.

Table 4.10: Analysis of Variance

Indicator	Sum of Squares	df	Mean Square	F	Sig.
Regression	2.326	4	0.582	7.874	0.000
Residual	5.834	79	0.074		
Total	8.16	83			

Regression of coefficients results in table 4.11 shows that there is a negative and significant relationship between training challenges, financial challenges, leadership challenges and internal control and policy challenges and implementation of YEDP as supported by beta coefficients of -0.412, -0.051, - 0.778 and-0.101 respectively. These results show that an increase in the unit change of training challenges, financial challenges, leadership challenges and internal control and policy challenges would result to a decrease in implementation of youth development projects. These finding are consistent with those of Nkonoki (2010) sought to determine the factors that limit the growth/and or success of small businesses in Tanzania and to try and suggest solutions to these factors. The results were into two groups; limiting factors that are internal to the firm (Inadequate education and training, lack of a proper business plan, capital constraint etcetera) and those that are external to the firm (comprising things like corruption, government policy, bureaucratic processes etcetera). These findings are also consistent with those of Oduol, Okelo, Aila, Awiti, Onyango, Ogutu and Odera (2013) who sought to determine the effect of the Youth Enterprise Development Fund (YEDF) on youth enterprises. The study concluded that the YEDF has not had a significant effect on youth enterprises.

Further, these findings are consistent with those of Amenya, Onsongo, Huka and Onwong'a (2011) who sought to find out the extent to which young entrepreneurship development fund is a preferred source of finance for youth enterprises, the factors influencing youth entrepreneurs' utilization of young entrepreneurship development fund (YEDF) and the challenges facing the youth projects. The researchers found that despite the fact that YEDF could be a preferred source of funding among the youths, accessing it remained a great challenge. The researchers also concluded that some of the challenges facing the youth enterprise funds include lack of monitoring and evaluation, insufficient funding, lack of support from stake holders, inadequate staff for administration and disbursement of funds.

Regression of Coefficients

Variable	B	Std. Error	t	Sig.
(Constant)	1.426	0.445	3.205	0.002
Training Challenges	-0.412	0.133	-3.101	0.003
Financial Challenges	-0.051	0.026	-1.981	0.012
Leadership Challenges	-0.778	0.144	5.408	0.000
Internal Control and Policy Challenges	-0.101	0.0448	-2.256	0.002

Summary of Findings

One objective of the study was to establish the effect of training challenge on implementation of youth development projects. The results reveal that training challenge has impacted to the overall implementation of youth development projects. The results show that there exists limited entrepreneurial skills and competence among the youth. Further, results indicate that youths have deficient financial and accountancy training. It is also evident from the results that youth groups have deficient managerial and human resource training. These results imply that outstanding implementation of youth projects requires a great deal investment in entrepreneurial skills, financial training accountancy training, managerial training and human resource trainings among the youth.

The second objective of the study was to identify the effects of financial challenges on Implementation of youth development projects. Results reveal that financial challenges have impacted to implementation of the youth development projects. The results show that youth experience difficulties in accessing of funds and also experience challenges when paying back the loan disbursed for the project. Further, the findings indicate that the only source of income for the youth program is through the government. In addition, the result reveals that youth group has poor finance management. The result also indicated that youth group do not ploughs back profits to increase its capital. The results herein imply that financial challenges have influenced the implementation of the youth development projects in Nairobi County.

The third objective of the study was to establish the effect of leadership challenges on Implementation of Youth Development Projects. Results reveal that youth groups have not established leadership structure. Results also show that it is not easy to organize workshop and trainings for youths. Further, the results indicated that there is improper project selection in the youth groups. Similarly, the results showed that the leaders of youth groups are not visionary and do not work towards reaching the goals of the group. These results imply that a youth development project in Nairobi County have leadership challenges which hinder the implementation of youth development projects.

The study sought to establish the effect of Internal Control and Policy Challenges on Implementation of Youth Development Projects. The result revealed that there are no controls for guiding the selection of the project. The results also found that there are no benchmarks against which to evaluate project performance. Further, the findings revealed that performance management metrics do not exist and that documented operational procedures are nonexistent. In addition, the results indicated that books of accounts are rarely audited. The results imply that internal control and policy challenge inhibits the implementation of youth development projects in Nairobi County.

Implementation of Youth Development Projects

The study sought to assess the extent of implementation of Youth Enterprise development projects. The results revealed the youth group did not records profits and surplus from its operations. The results also revealed that the youth groups had not has experienced consistent increase in profitability. The results also revealed that the competency of the youth group was not satisfactory. Further, the results revealed that the youth groups did not have an outstanding performance compared to other groups. The results also revealed that the youth groups had no records of surplus production compared to the projected/expected levels. Further, the results revealed that the youth groups had not experienced growth in numbers and other dimensions. The results imply that the extent of implementation of Youth Enterprise development projects in Nairobi County is low.

Conclusions

Based on the findings above the study concluded that outstanding implementation of youth projects requires a great deal investment in entrepreneurial skills, financial training, accountancy training, managerial training and human resource trainings among the youth in Nairobi County.

Secondly, the study concluded that financial challenges affect the implementation of youth development projects. These financial challenges include; difficulties in accessing of funds; difficulties in paying back the loan disbursed for the project; have one source of income which is through the government; have poor finance management and profits are not ploughed back to increase the capital base. From these findings the study asserts that there is a significant relationship between financial challenges and the implementation of youth development projects in Nairobi County.

Thirdly, the results concluded that leadership is a challenge in implementation of youth development projects. These was revealed by the findings which indicated that there are no leadership structures, difficulties to organize workshops and trainings for youths, improper project selection in the youth groups, leaders of youth groups are not visionary and do not work towards reaching the goals of the groups. From these findings the study asserted that there exists a relationship between leadership and the implementation of youth development projects in Nairobi County.

Lastly, the study concluded that that there are no controls for guiding the selection of the youth project. These was revealed by the findings which indicated that there are no benchmarks against which to evaluate project performance, performance management metrics are non-existent and documented operational procedures are non-existent and the books of accounts are rarely audited. Therefore, internal control and policy challenges inhibit the implementation of youth development projects in Nairobi County.

Recommendations

The following recommendations based on the study findings are suggested to help boost the implementation of youth development projects. Trainings should be offered to the youth groups which will lead to improved entrepreneurial skills and competence. Further, the youth should be trained on professional courses like financial and accountancy. In addition, they should be trained on managerial and human resource.

More channels of accessing funds by the youth groups need to be opened up and more so interest rates need to be lowered down to ease their burdens when repaying the loan disbursed for the project. Further, the source of income for the youth program should be expanded through the help of both the government and other financial institutions. In addition, youth groups should be encouraged to plough back profits to increase their capital base.

Youth groups should be encouraged to develop leadership structures. This can be done by the government through organizing workshops and trainings for youths. Project experts should come up and train the youth on how to make proper project selection. Further, youth groups need to be enlightened on importance of being visionary and working towards reaching the goals of the group.

Controls for guiding the selection of the project should be established among the youth groups. The government needs to formulate benchmarks against which to evaluate project performance of youth groups. Further, performance management metrics need to be established and also books of accounts should be audited so as to improve on implementation of youth development projects.

Areas for Further Studies

The study sought to find the effects of training challenges, financial challenges, leadership challenges and internal control and policy challenges on the implementation of youth development projects. This called for the analysis of youth development projects only, thus area for further studies could consider a different projects such as women development project. A similar study should be conducted with regard to another county for comparison purposes. In addition, a similar study should be conducted with regard to other youth groups that are not financed by the government for comparison purposes.

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