

Financial Management, Project Monitoring and Evaluation and Sustainability of Youth Income Generating Projects in Kiambu County, Kenya

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Abstract: For Kenya to change from middle to a developed economy, sustainable income generating projects have to be embraced. Sustainability of income generating projects has attracted support from various players in terms of educating community on techniques for financial management and tools for project monitoring and evaluation. However, majority of the income generating projects have been collapsing two years after implementation and others to not produce the expected impact to the youth, hence a need to carry out a study to determine the influence of financial management and monitoring and evaluation on project sustainability. The study was based on contingency theory to inform the relationship which exist in proper management of the projects in terms of financial and monitoring and evaluation to ensure sustainable operations. Since the population was small, all the forty-three active youth income generating projects operating in Kiambu County were targeted. For validity and reliability five youth income generating projects in Murang'a County were used for pilot testing. The questionnaire which was sent via emails to the respondents and which contained semi-structured questions were used to collect primary data. Data were normally distributed with Shapiro-Wilk test which gave significant values greater than 0.5 and VIF of less than 10 indicated lack of multicollinearity. Data were analyzed using descriptive statistics mainly mean and standard deviation and the relationship was determined using multiple regression model. The study will be of beneficial to youth income generating groups' leaders, County government funding departments and donors by enhancing knowledge on how to bridge the gaps related to financial management and monitoring and evaluation. The study found that financial management and Monitoring and evaluation have a positive effect on the sustainability of youth income generating projects in Kiambu County. The study recommended that the National and County Government agencies involved in youth empowerment should provide the youth groups with comprehensive, quality and convenient training on financial management and on project monitoring and evaluation of projects to ensure sustainable income generating projects. Frequency of monitoring and evaluation should be enhanced so as to seek feedback and arrest any problem which may lead to project failure.

Key Words: Financial management, monitoring and evaluation, income generating project, sustainability

I. INTRODUCTION

Youth ventures have been recognized through creating nations as a motor to advancement as well as a vehicle

towards satisfying the economic advancement objectives. Engaging youth through starting and supporting income generating ventures to effective completion and maintainability is hence a major strategy towards upgrading accomplishment of Sustainable Development goals (IFAD, 2012). However, studies have shown that majority of youth income generating projects from the developing economies in Sub-Saharan Africa is not sustainable leading to resource wastage (Kiogora, 2009; IFAD, 2012). Project sustainability is still a major challenge in many developing countries as many of youth owned projects implemented at huge costs do not factor in project sustainability (Alexia, 2006; Tango, 2008).

According to IFAD strategic Framework (2019-2022), sustainability of a project is the capacity to guarantee that the institutions supported through projects and the benefits realized are kept up to and proceed after the conclusion of the extend outside financing. Sustainability can be viewed from a broad perspective which includes economic, social and environmental aspects (IFAD, 2017; Gitonga, 2013). Norton (2010) indicated that sustainability in development refers to processes and relative increases in local capacity and performance while foreign assistance decreases and continuous benefits to the stakeholders.

Economic sustainability refers to the long-term ability of projects to generate enough income to meet their operational and maintenance costs, in addition to a reasonable surplus for renewing broken and obsolete equipment (Kiogora, 2009; World Bank, 2013). Economic sustainability is the greatest challenge for many of the projects which are to be funded for a finite period. Generating sufficient income, while at the same time, ensuring equal access for those who cannot afford to pay for services is cumbersome due to the fact that most of them, especially in development projects that target poor communities with expectations of raising their living standards (Kiogora, 2009). Financial management as well as close monitoring and evaluation of the project provide an essential basis for program continuity, particularly for those programs that are not associated with a larger organization. Nthenge, (2014) indicated that one way of enhancing financial management is by having a sound structure for range of financing options.

Various studies have indicated that most development projects in less developed countries are poorly implemented, report low success upon impact assessment and their impact are not felt after withdraw of the donors (Madison, 2009; World Bank, 2013). To address the confusion, lack of confidence and non-sustainable project issues, efficient and effective monitoring and evaluation of the projects plays a major role (Landale, 2016). Additionally, there should be intentional planning for continued funding through analysis of short-term and long-term management requirements, developing a range of financing options, and recognizing that sustainability is enhanced when there is diversity in structured sound management (Nthenge, 2014) and the diverse sources of funding to increase the odds of having sufficient funding for short-term and long-term program development and implementation (Clarke and Oswald, 2017). A well conducted project monitoring and evaluation empower the stakeholders to be more analytical about their situations, resources and develop appropriate interventions, to address their challenges (Mutimba, 2013).

In most developing countries, significant proportion of projects may be impracticable or abandoned completely due to poor financial management, inactive community participation, lack of monitoring and evaluation and lack of education and skills to run the projects (Mutimba, 2013). Such projects collapses leaving community trapped in miserable shortage. According to World Bank, (2015) 60% of the Kenyan population are Youth aged between 15 to 35 years, age group which cannot be ignored in community development agenda. However, empowering youth through initiating and supporting income generating projects to successful completion and sustainability globally is still a neglected concern in general, or an unfulfilled aspiration at best (World Bank, 2015).

Most Youth income generating projects in Kenya are funded by the Government through Youth Enterprise Development Fund (YEDF), Uwezo fund, Adventist development and relief agencies or channeled through other financial intermediaries such as banks or SACCOs (Sagwe, Gicharu and Mahea, 2015). In Kiambu County there are various implemented youth projects, however, according to YEDF (2011) most are not sustainable after withdraw of the support. A report from the District Youth Office (2019), indicated that in the year 2014 over one hundred youth groups were registered and applied for the youth fund to start their income generating projects in Kiambu County. However, only forty-three of them are presently in operation though with lot of challenges. The current situation is that the remittance rate of loans advanced to youth projects has declined to as low as 56% (GOK, 2020) owing to high default rate by the youth groups operating income generating projects. It would therefore be important to establish the extent to which the youth income generating projects in Kiambu County have adopted financial management and monitoring and evaluating of projects towards enhancing project sustainability.

1.2 Objectives of the Study

- a) To establish the effect of financial management on sustainability of youth income generating projects in Kiambu County, Kenya
- b) To determine the effects of monitoring and evaluation on sustainability of youth income generating projects in Kiambu County, Kenya

II. LITERATURE REVIEW

2.1 Theoretical Review

2.1.1 Contingency Theory

Fielder (1960) observes that the contingency theory is a class of behavioral theory which claims that there is no best way to organize a corporation, to lead a company, or to make decisions. Instead, the optimal course of action is contingent (dependent) upon the internal and external situation. Several contingency approaches were developed concurrently in the late 1960s. The authors of these theories argued that Marx Weber's bureaucracy and Fredrick Taylor's scientific management theories had failed as they neglected environmental influences and that there is not one best way to manage an enterprise. These influences shape the individual behavior in a certain situation while managing youth groups. Contingency theory is about the need to achieve fit between what the enterprise is and wants to become (its strategy, culture, goals, technology, members and external environment) and what it does; how it is structured and the processes, procedures and practices it puts into effect (Fielder, 1960)

Rue & Byars (2004) argue that the contingency theory is an extension of humanistic theories where classical theories assumed universal view in managing enterprises; that is, whatever worked for one enterprise could work for another. The contingency theory states that there is no universal principle to be found in the management of enterprises but one learns about management by experiencing a large number of case problem situations and determines what will work for every situation (Fielder, 1960).

Youth groups or small and medium enterprises can use the contingency theory to effectively plan for success and sustainability of their enterprises. They can align their strategies with the environment to achieve strategic fits for the enterprises (Peters, 2002). Mentoring and inducting the leaders of youth income groups to acquire the skills necessary to handle operational situations as they arise is very crucial in ensuring smooth operation and sustainability of the project.

2.2 Financial Management and Project Sustainability

Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. According to Sagwe, Gicharu and Mahea (2015) in his study on influence

of management practice on sustainability of youth income generation projects in Uasin Gishu county concluded that members of youth income generation projects need to have a back ground in project's finance management like financial reporting, record keeping and experience of the project leader in financial management and the youth group should take advantage of emerging business opportunities which are market driven to avoid failure due to competition like ICT. Demand for careful project planning has made financial management a key activity in organizations and projects in general Massie (2010). Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control.

In a study on influence of financial management and monitoring & evaluation on Sustainability of Youth Income Generating Projects in Kangema District, Murang'a County, Kenya by Kinyua (2013) established that financial management in community project involves understanding, identification and estimation of project operation and maintenance costs. Hence financial activities in youth groups should be planned for, recorded, monitored and controlled if the projects have to be sustainable. In many cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm. A systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase.

Tucson and Tembo (2010) argue that proper record keeping sustains and expands an organization. Without it the business runs a risk of hitting cash flow crunches wasting money and missing out opportunities to expand. Further they assert that for a project to be sustainable, the experience of the project leader in financial management matters is paramount. The demand for careful project planning has made financial management a key activity in organizations and projects in general as stated by OECD (2011) noted that financial statements are used to track the monetary value of resources into and out of the project. This then calls for the project managers to have a careful financial management strategy to monitor project resources to enhance and guarantee their sustainability. Financial planning starts with the evaluation of the current financial position, and suggests that a good project manager should know where the project stands financially, how much it requires and how much it owes to outsiders. Project managers need to set financial goals, which involve identifying projects needs and stakeholders' expectations. Financial planning and management are for everyone in the project and pointed out that all stakeholders are financial planners and everyone has a financial plan at some level. In disregard to the above argument by Clarke and Oswald (2017), some project stakeholders, due to ignorance, do not

consider themselves as financial planners and therefore detach themselves from the project; this actually threatens sustainability of the project.

Madison (2009) in his study on factors affecting sustainability of rural water supplies in Tanzania concluded that, sustainability of rural water supply projects is clearly undermined by poor financial management the constituent element which must be addressed by all implementing agencies, donors and government. The study also recommended improvement to financial management through a commitment led by the District Water officer who must accept management as key to success of the water projects.

2.3 Monitoring and Evaluation and Project Sustainability

A study on influence of management practices on sustainability of youth income generating projects in Kangema district, Muranga county, Kenya by Gitonga (2013), indicated that majority the youth projects in Kangema were only evaluated twice a year and twenty-three percent of them had never been evaluated. According to this study, this has let to most of the project initiated in the areas have challenges in sustained since the problem is not detected early. The study found that the information on the progress of the project was not provided in a timely manner making it difficult to manage the project effectively. Additionally, most projects did not have budget allocated towards activities of the projects monitoring. The study recommended that monitoring and evaluation should be made integral part of any project for sustainability to be ensured.

Global effort towards environmental, social and economic sustainability has necessitated the need for use of monitoring and evaluation tools (Mrosek, Balsillie and schleifenbaum, 2016). The definition, monitoring and reporting of sustainability indicators for international and national related policies call upon the standardized tools for monitoring and evaluation to be developed by expertise (United Nations, 2018). The report added that the tools are paramount in tracking the extent of the progress towards the goals sent and hence influence the practices. While evaluation is seen as tracking the extent of achievement of the main project goals, monitoring enables leaders to identify and assess potential problems hindering the success of the project (UNDP, 2017). In doing so, they provide basis for both operation and substantive corrective actions which may affect the initial plan of a project intended to provide impact to the intended beneficiaries.

A study on factors affecting sustainability of community projects in Nigeria by Mark and Julnes, (2019) in Nigeria among the community projects indicated that lack of monitoring and evaluation of the project led to project failure. The study indicated that most projects failed because the problems were not detected in advance to take corrective actions. It recommended that project monitoring and evaluation should be planned and implemented in all projects

as it provides a better mean for learning from past experiences, improve service delivery and ensure proper accountability of resources to key stakeholders. The sustainability of any undertaking depends on constant feedbacks about the project activities.

2.4 Conceptual framework

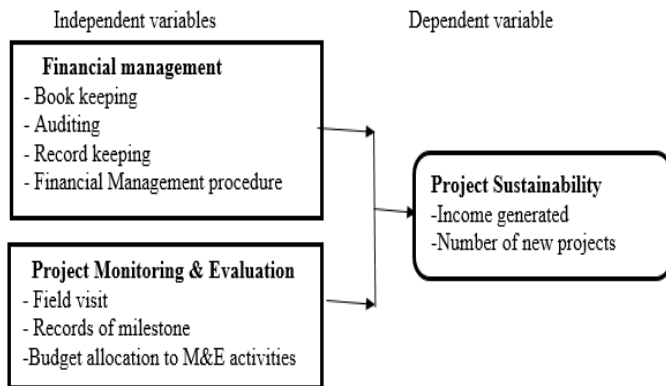


Figure 1: Conceptual framework

III. RESEARCH DESIGN AND METHODOLOGY

This study adopted a cross sectional and descriptive research designs. Cross section was selected since the data was collected at a particular time limit while descriptive research design was selected as it sought to describe the characteristics of certain groups, estimate the proportion of people who have certain characteristics and make predictions (Cooper & Schindler, 2011). Additionally, descriptive research design enabled a researcher to describe the situation as it exists without manipulating the study variables. The target population was forty-three active youth income generating projects in Kiambu County who were registered with county ministry of youth affairs (Kiambu County Agriculture office, 2020). Since the population was small, census was done where all the forty-three active youth income generating projects were involved in the study. Each project had an average of ten members and they had a project leader, secretary who kept records of various activities done in each project as well as the treasurer who controls the funds generated from the projects. The respondents included forty-three leaders for various targeted youth projects who were project managers, forty-three secretaries and forty-three treasuries from each group.

The data was collected using semi-structured questionnaire and prior to data collection, pilot study was done using five youth income generating projects from Murang’a County. The piloting was done to test validity and reliability of the research instruments for accuracy and consistency. For validity, the researcher after developing a questionnaire approached a colleague who went through the same to make sure the data sought would help achieve the intended goal. Reliability was tested using Cronbach alpha, and the results indicated the Alpha values which are all greater than 0.7 an indicator that

the instrument was reliable. The results are as shown in table 3 below:

Table 1: Reliability Test Results

Variable	Number of items	$\alpha =$ Alpha	Comments
Financial Management	5	0.8721	Acceptable
Project Monitoring and Evaluation	5	0.7988	Acceptable
Project sustainability	5	0.8111	Acceptable

Descriptive statistics including mean and standard deviation was used to determine the importance of the variables in the research as well as determine the respondents’ opinions on the various sentences given in five Likert scale. The nature of the relationships between variables was determined using the Pearson correlation coefficients and the relationship between various study variables was determined using multiple regression model given as;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \varepsilon$$

Where;

Y= is the dependent variable (sustainability of youth income generating projects)

X₁= Financial management, X₂= Project Monitoring & Evaluation, ε = error term,

β =coefficient of independent variable (β_1 =coefficient of financial management, β_2 = coefficient of project M&E), β_0 = constant and ε = error term

Various diagnostic tests were carried out including normality test and multicollinearity test. For normality test, Shapiro-Wilk test was used since the population was small and p-value was less than 0.05 which indicated that the data was normally distributed. For multicollinearity, Variable Inflation Factors (VIF) and tolerance was used as recommended by Kothari (2004). The decision criteria were if values for tolerances are greater than 0.1 and values of VIF are less than 10, then this indicates lack of multicollinearity between the explanatory variables.

Ethical consideration for this study including participation on voluntary basis where respondents were explained the purpose of the study and were given an option to participate or not without being coerced. Additionally, confidentiality of the data given was assured where the names of the participants were not revealed.

IV. FINDINGS AND DISCUSSIONS

4.1 Descriptive Statistics

4.1.1 Financial Management

The participants agreed that financial management application is applied to a great, very great extent 71.1% meaning majority believe the application of financial management contributes to the sustainability of the youth income generating project while 20% believe it’s to a moderate extent

and the rest concur that very little change can be created by the application of financial management. The findings indicated that proper financial records (68.9%), frequent financial reporting on the project progress (66.7%), and frequent auditing of the financial records (44.4%) helped in enhancing sustainability of their income generating projects.

The descriptive statistics including mean and standard deviations on the extent to which financial management affect the sustainability of youth income generating projects was calculated and presented in table 1:

Table 2: Analysis on respondents' opinion on statements related to project financial management

Statement	Mean	Std. Deviation
we strictly follow the Generally Accepted Accounting Principles	3.3556	1.1313
The books of accounts for this project are always audited	3.0000	1.2432
Strict financial monitoring procedures are followed	3.2222	1.2949
Performance of data is routinely used in financial decisions	3.4222	1.1578
The records are kept for reference	3.9333	1.0745
<i>Overall mean score =3.3867; Standard deviation = 1.1803 One sample t-test: there is no significant difference between the means, at a=0. 05.</i>	3.3867	1.1803

According to the study, a majority of the respondents agreed that the records are kept for reference (Mean= 3.9333); performance of data is routinely used in financial decisions (Mean= 3.4222); we strictly follow the Generally Accepted Accounting Principles (Mean= 3.3556); strict financial monitoring procedures are followed (Mean= 3.2222), and the books of accounts for this project are always audited (Mean= 3.0000). The findings indicate that financial management affects sustainability of youth income generating projects in Kiambu county, through; strictly following the Generally Accepted Accounting Principles, ensuring that the books of accounts for the project are always audited, making sure that strict financial monitoring procedures are followed, certifying that performance of data is routinely used in financial decisions, and keeping of records for future reference. The outcome of the study is similar to findings on factors affecting sustainability of rural water supplies in Tanzania which concluded that, sustainability of rural water supply projects is clearly undermined by poor financial management the constituent element which must be addressed by all implementing agencies, donors and government Madison (2009).

4.1.2 Project Monitoring and Evaluation

The participants indicated that project monitoring and evaluation affect sustainability of income generating project to a large extent indicated at 68% while 22% believe it's to a moderate extent and the rest concur that very little change can be created by monitoring and evaluation of the projects. The descriptive statistics including mean and standard deviations

on the extent to which monitoring and evaluation affect the sustainability of youth income generating projects was calculated and presented in table 2:

Table 3: Analysis on respondents' opinion on statements related to project monitoring and evaluation

Statement	Mean	Std. Deviation
There are field visit which are conducted regularly to monitor status of the projects	3.1221	1.0312
Members for various youth income generating projects jointly agree the targets for their projects	3.4024	1.3451
Records of assessment reports are available for referencing during the project operations	2.9876	1.3049
There is always a budget allocated for monitoring and evaluation activities	3.0292	1.1128
<i>Overall mean score =3.1353; Standard deviation = 1.1985 One sample t-test: there is no significant difference between the means, at a=0. 05.</i>	3.1353	1.1985

According to the study, a majority of the respondents agreed that fields visits are conducted regularly which help to monitor the projects status (Mean= 3.1221; SD = 1.0312); various team agree the targets for their projects (Mean= 3.4024; SD = 1.3451); records of project assessment are available for references (Mean= 2.9876; SD = 1.3049); and there is budget allocation for monitoring and evaluation activities (Mean= 3.0292; SD = 1.1128).

4.1.3 Project Sustainability

To measure the sustainability of this projects various indicators were employed. In relation to the availability sustainability plan majority of the respondents (74%) confirmed that their income generating projects had a sustainability plan. This indicates that most of the income generating projects in the study area have put fundamental measures to ensure they are sustainable through providing guides and measures for corrective actions in case the implementation deviate from the planned.

From the study respondents rated sustainability of youth income generating projects in Kiambu County as moderate, indicated at 48%. To measure sustainability levels various statements were given to the respondents in order to give their opinion. The opinion was provided in a five-point Likert scale where 5= strongly agree, 4=agree, 3=moderately agree, 2=disagree, and 1= strongly disagree. The mean and standard deviations were generated from SPSS.

Table 4: Sustainability Measurement

Statement	Mean	Std deviation
The group will continue to realize returns into to the next 10 years	3.7861	1.1211
The group will continue to expand after funding stops	3.6790	1.0099
The group retains profits after payment of expenses and interests	3.8912	1.2119

There is an existing sustainability plan in place	3.2298	1.2187
The group will continue operation after external funding ends	3.5811	1.4355
There is Knowledge transfer within the group members	3.1011	1.3365
Overall mean score =3.5447; Standard deviation = 1.2222 One sample t-test: there is no significant difference between the means, at $\alpha=0.05$.	3.5447	1.2222

According to the majority of the respondents, the measures of income generating project sustainability included; the group will continue to realize returns into to the next 10 years (Mean=3.7861; SD=1.1211); project expansion after funding stops (Mean=3.6790; SD=1.0099); the group retains profits after payment of expenses and interests (Mean=3.8912; SD=1.2119); there is an existing sustainability plan in place (Mean=3.2298; SD=1.2187); the group will continue operation after external funding ends (Mean=3.5811; SD=1.4355); knowledge transfer within the group members (Mean=3.1011; SD=1.3365) respectively. The findings imply that there have been various indicators which indicate that youth income generating projects can be sustained.

4.2 Multiple Regression Analysis

To test the hypothesis, multiple regression model was used. The tests were done in SPSS at 5% significant level. To ensure assumptions for ordinary least square are not violated, various diagnostic tests were carried out as follows.

Normality Test Results

Shapiro-Wilk test was used to test normality in relation to study variables - financial management, monitoring and evaluation. The results indicated that the variables were normally distributed as their significance value of the Shapiro-Wilk Test were greater than 0.05, as indicated by table 4.5

Table 5: Normality Test

	Shapiro-Wilk		
	Statistic	df	Sig.
Financial Management	.821	45	.700
M & E	.824	45	.600
Project Sustainability	.781	45	.500

Multicollinearity Test

Tolerance and Variance Inflation Factors were used for multicollinearity test among the independent variables. The results are as presented in table 4.6 below:

Table 4.6 Multicollinearity Test

Variables	VIF	Tolerance
Financial Management	1.176	.850
M&E	1.211	.903
Mean VIF	1.194	

Source: Research Data (2021)

The results indicate absence of multicollinearity among independent variables as their variance inflation factor are less than 10 and values for tolerances are greater than 0.1.

Regression Analysis

The researcher conducted a multiple linear regression analysis to test relationship between independent variables and sustainability of youth income generating projects.

Table 4.7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.665	.442	.411	0.743

a. Predictors: (Constant), financial management, M and E

b. Dependent Variable: sustainability

From the analyses, the independent variables (financial management and monitoring and evaluation) explain only 44.2% of the sustainability of youth income generating projects in Kiambu County as represented by the R^2 . Therefore, other factors not studied in this research contribute 55.8% of the sustainability of youth income generating projects in Kiambu County. Hence, further research should be conducted to investigate the other factors that influence sustainability of youth income generating projects in Kiambu County.

Table 4.8: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.63	4	1.9075	2.2085	0.001
Residual	31.96	37	0.8637		
Total	39.59.20	41			

The ANOVA test indicate that the overall model was statistically significant at 0.001 ($p<0.05$) and a strong F statistic of 2.2085. This shows that the model adopted in the study was significant and that, the variable tested fitted well in the model.

Regression coefficients for individual variables are indicated in table 9 and they explain the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable.

Table 4.9: Regression Coefficients

	Un standardized Coefficient		Standardize d Coefficients	t-statistic	Sig.
	Beta (β)	Std. Error	Beta (β)		
(Constant)	1.212	0.054		2.343	0.001
Financial Management	0.683	0.148	0.681	3.531	0.005
M&E	0.201	0.035	0.239	2.370	0.025

The optimal regression model is: sustainability (Y) = 1.212 + 0.683X₁ + 0.201X₂. At 5% level of significance the results indicate that there is a statistically significant, direct and positive relationship between the independent variables and Sustainability. Financial Management with a (t-value 3.531, p-value 0.005 < 0.05) this variable makes the strongest unique contribution to explaining project sustainability. Followed by Monitoring and evaluation with sustainability has t-value 2.370, p-value 0.025 < 0.05).

In relation to the optimal regression model, the coefficient related to constant indicate that taking all other variables constant, the sustainability will be 1.212; in relation to X₁ (financial management), a unit change in financial management will lead to a 0.683 increase in sustainability and a unit change in monitoring and evaluation (X₂) will lead to a 0.201 increase in sustainability of youth income generating projects in Kiambu County.

V. CONCLUSIONS AND RECOMMENDATIONS

Conclusions

Financial management had the highest contribution rate meaning that the youth groups have to always ensure financial management practices is adhered to by strictly following the Generally Accepted Accounting Principles, ensuring that the books of accounts for the project are always audited, making sure that strict financial monitoring procedures are followed, certifying that performance of data is routinely used in financial decisions, and keeping of records for future reference. The conclusion coincides with study by Alexia (2006) which indicates that sustainability of youth projects is undermined by lack of financial management which must be addressed by all implementing agencies, donors and government agencies.

Project monitoring and evaluation influences the sustainability of youth income generating projects by ensuring that the respondents were observant in ensuring that their IGAs were run under competent leadership and by ensuring that leadership of the project allows for participative decision making, making sure that the leaders are keen on achievement of targets of the project, ensuring that the leaders are fully committed to the project, making sure that the project is fully owned by the target beneficiaries of the project, and certifying that the leaders are competent in making decisions. The findings agree with Gitonga (2013) study which indicated that monitoring and evaluation is important in the sustainability of a project and therefore its frequency should be enhanced at all stages of the project.

Recommendations

The study makes a number of recommendations based on the objectives;

There is a need for the government to come up with proper framework which ensures that youth have been given comprehensive training on financial management before they

are given the financial support. In doing so proper accountability of the resources meant for project sustainability will be ensured. Youth income generating projects should solicit expert assistance in financial management of the projects.

Before the sponsor or support of youth generating income is withdrawn the concerned should ensure that there is framework and tools to ensure the projects are monitored and evaluated. Additionally, there should be budget allocation and proper plan put in place towards project monitoring and evaluation. Leaders of the projects should make sure field visits are conducted to gather information on what is happening in relation to milestones for youth income generating projects. In doing so, proper control of the project will be ensured hence more indicators for sustainability of the projects. The Group leadership should come up with a comprehensive exit strategy since majority are within the exit age bracket (30-35) to ensure continuity and frequency of monitoring and evaluation should be enhanced so as to seek feedback and offer proper advice in managing and sustaining income generating projects.

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