

**EFFECTIVENESS OF YOUTH ENTERPRISE DEVELOPMENT FUND
IMPLIMENTATION ON YOUTH PROGRAMMES IN NAIROBI COUNTY**

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MBA/57613

**A research dissertation submitted to the faculty of Strathmore Business School in
partial fulfillment of the requirements for the degree of Masters of Business
Administration**

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Nairobi, Kenya

May, 2019

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Abstract

The Kenyan government's has put efforts to fund the youth through Youth Enterprise Development Fund (YEDF) to help growth in the youth enterprises. However, out of five youth funded by YEDF only two are able to be long term projects. Different challenges are faced by the youths as they go on with their businesses. The challenges are; poor management of loans, mismanagement of YEDF projects and poor services offered to members which lead to high withdrawer of membership. This study aimed to evaluate the effectiveness of youth enterprise development fund management on the performance of the programmes in Nairobi County. Specifically the study aimed to establish the influence of management of loans, training on venture management and offering services to the members on the performance of the youth enterprise development fund programmes in Nairobi County. Descriptive survey was adopted for this study. The study targeted YEDF program officers in the 17 sub-counties within Nairobi County who total to 663. The researcher used stratified sampling design to sample out the 250 officers. A questionnaire was used to collect primary data. Employment of Descriptive statistics was used in the study. The study found that management of loans, venture management and offering services to the members influenced the performance of the youth enterprise development fund programmes in Nairobi County to a great extent. The study concludes that aspects of centralized decision making and risk management need to be addressed to enhanced the performance of the program. Both the youth technical and business management skills needed to be enhanced through regular training. Services offered need to be reviewed regularly in order to enhance performance of youth enterprise development projects in Nairobi County. It should be a good idea if managers employed in the centers where the funds are provided to the youths to have effective skills, knowledge and competences so that operations can be smooth and efficient. The County government of Nairobi should also ensure that training incorporates technical skills, business management as well as entrepreneurial skills. There should be establishment of forums to link the youths to successful entrepreneurs in the sub county or outside the sub county.

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List Of Abbreviations / Acronyms

BSED:	Business Skills and Entrepreneurship Development
EEP:	Economic Empowerment Programme
KNBS:	Kenya National Bureau of Statistics
NACOSTI:	National Commission for Science, Technology and Innovation
NEET:	Not In Education, Employment or Training
SOPs:	Standard Operating Procedures
SPSS:	Statistical Package for Social Sciences
UNDP:	United Nations Development Programme
YEDF:	Youth Enterprise Development Fund
YESA:	Youth Employment Scheme Abroad

DEFINITION OF KEY TERMS

Management	The use of human resource, materials and time by directing them on how to undertake specific duties and activities so that work can get done (Mutuku, 2014).
Training:	It is the process of instilling knowledge and skills into an individual willingly so that they can be able to perform a specific task successfully (Woods and Joyce, 2014).
Youth Enterprise Development Fund:	The main objective of the fund is to provide youths with loans that they can use to establish enterprises, so that they can fully depend on themselves and to develop linkages with large enterprises and to provide market both in the domestic and international (YEDF, 2011).
Youth:	The United Nation world program of Action, it defines youth as people aged 15-24 while The Kenyan Constitution and The Kenya National Youth Policy (KNYP) defines the youth as persons in Kenya in the age bracket 15 to 35 years (Wanjohi, 2013).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Globally, youth empowerment has been one of the major advanced challenges in the Third World today which is manifested in size and share of the population that youth represent in the developing countries (Youker, 2011). Worldwide, the youth constitute 40 per cent of the total population and the peak of youth population is likely to occur after 2030 (World Bank, 2015). It is therefore important to involve them in meaningful economic activities if development is to be realized by maximizing on utilization of young people's potential contribution toward achieving social and economic goals should be tapped. Most of the developed countries have a great concern neither about the youths who are neither employed nor in school undertaking any kind of courses (UNOPS, 2012).

A World Bank Report (2015) shows that close to 90 million youth are unemployed around the globe, this has been an upward increase of more than 7 million since 2010. In most countries, the non-educated youths and those that have low education, make about 15% of the youths that are in the not educated, employed nor trained youth group (NEET). Most of the youths who are un-employed, have just formal schooling and most are not trained in any kind of jobs. Poverty has played a significant role in unemployment since it has not only led to lack of jobs only but lack of skills due to lack of adequate training on how to acquire the skills required. This issue of unemployment thus brought forward the idea of youth funding in Kenya as it was found to mostly affect the young generation (Chulkov and Desai, 2014).

The Kenyan government saw its growing youth population as an opportunity instead of a liability, hence coming up with funds to help in youth development (UNDP, 2014). Given the constrained absorptive limits of the current formal labor market in the nation, advancement of youth business enterprise and self-employment create employment in the

formal and furthermore casual labor. This led the government to launch the Youth Enterprise Development Fund (YEDF) in 2007, in all the 210 constituencies in the country (YAAF, 2016). This funding was mostly directed to address the unemployment issue among youths in Kenya to assist them in job creation. The concept came about with two main foundation factors. In 2007, the Fund was made into a State Corporation where the government's main aim was to ensure sustainability and professional management (Hussain, 2015).

In Africa youth empowerment has been promoted through International Youth Foundation (IYFNET) alongside other local organization. The program ran between 2007 and 2010 in Nigeria, Kenya, Senegal and Tanzania (Ober, 2012). The services and skills offered by the program included entrepreneurship skills, life skills training, employability, and provision of hands-on experiences through internship. The Kenyan government saw its growing youth population as an opportunity instead of a liability, hence coming up with funds to help in youth development (UNDP, 2014). Given the constrained absorptive limits of the current formal labor market in the nation, advancement of youth business enterprise and self-employment create employment in the formal and furthermore casual labor. This led the government to launch the Youth Enterprise Development Fund (YEDF) in 2007, in all the 210 constituencies in the country (YAAF, 2016).

Youth Enterprise Development Fund registered youth's groups or individuals of the age bracket between 18 years to 34 years. The government also partnered with different commercial banks and micro-finance institutions to help in lending loans to the youths (Otuki, 2014). Some companies like Amiran have also partnered with the government to provide greenhouses to youths practicing agriculture. Loans are provided to youths either in groups or individuals at the constituency level by the YEDF. The youth enterprise development fund program concentrates efforts in offering services like management of loans to its members. Despite providing funds, the YEDF also ensures that the youths are provided with adequate training on entrepreneurship before engaging in the businesses to equip them with skills in the business world especially in embracing modern business techniques (Goh, Chan and Kuziemy, 2013).

The YEDF program ensures that the youths have adequate training on finances to ensure that enterprise sustainability is enhanced. In the past 10 years, about 350,000 youths across the country have received entrepreneurship training from the Fund (Hennessy, 2015). Adequate preparations have also been done in at least 5,000 youths on how to embrace procurement opportunities in the public sectors. Youths countrywide have also been trained in Business Skills and Entrepreneurship Development (BSED) which is supported by the United Nations Development Programme (UNDP) which is under the Economic Empowerment Programme (EEP) that the Ministry of Public Service, Gender and Youth Affairs are in the process of implementing. There has also been organized by the Fund which saw over 10,000 youths trained, compete against each other, and the winners awarded (Wanjohi, 2013).

Some of these strategies offer loans or grant on youth projects aimed at empowering them the projects are evaluated, appraised and supervised to ensure they benefit the targeted individuals or groups. Despite the financing of youth's project by the government through YEDF, the objectives of the fund have not been accomplished fully (Khalif, 2016). Majority of the youth in Kenya have not succeeded in getting off the ground and the program has not been successful as projected due to mismanagement (Wabwire, 2015). The ongoing shows there was need to evaluate the effectiveness of youth enterprise development fund management on the performance of the programmes in Nairobi County.

1.2 Problem Statement

The world has been faced by the issue of youths lacking employment which has grown to a tricky case at 14.5% in 2016 and projected at 21.2% in 2030 (WBG, 2016). According to the KNBS (2009) Census Report, the youth between 15-35 years account for 42% of total population numbering about 11.5 million. A survey done by the Kenya Integrated Household Budget in 2016, about 12.7 million people were found to be employed while 1.9 were openly unemployed out of the 14.6 million people in the labour force (RoK, 2016). 67% of the 1.9 unemployed people were the youths. Another report by the World Bank states that out of the 800,000 Kenyans who join the labour market, only about 50,000 succeed in acquiring professional jobs and the increase is problematic to the straining

economy (WBG, 2016). Preliminary survey indicates that most youth related crimes in Nairobi County are due to lack of employment and subsequent frustration perceived or real due to this (RoK, 2016).

Despite the government's efforts to fund the youth through YEDF to help growth in the youth enterprises, the projects have been seen to last for the first few months of operation (KIPRA, 2016). From recent statistics, out of five youth funded by YEDF only two are able to be long term projects (KNBS & SID, 2017). Different challenges are faced by the youths as they go on with their businesses. The challenges are; poor management of loans, mismanagement of YEDF projects and poor services offered to members which lead to high withdrawer of membership. Other challenges include lack of market for the goods and services from the project and corrupt YEDF office bearers. Despite the huge government funding there is no follow up to assess the performance of the youth owned enterprises in Nairobi County.

Studies on youth empowerment by various scholars who include Mutuku (2014); Oduol (2013); Otuki (2014) and Wanjohi (2013) have been conducted there have been studies done by various researches and the best was on youth enterprise development fund in implementing its programmes in Nairobi County. Besides, the major challenge facing the YEDF program is how to overcome the factors hindering its implementation. Nairobi County was thus investigated on how the management had affected the performance of youth enterprise development fund in the background.

1.3 Research Objectives

- i. To establish the influence of management of loans on the performance of the youth enterprise development fund programmes in Nairobi County.
- ii. To evaluate the influence of training on venture management on the performance of the youth enterprise development fund programmes in Nairobi County.
- iii. To establish the effect of offering services to the members on the performance of the youth enterprise development fund programmes in Nairobi County.

1.4 Research Questions

- i. What is the influence of management of loans on the performance of the youth enterprise development fund programmes in Nairobi County?
- ii. To what extent does training on venture management influence the performance of the youth enterprise development fund programmes in Nairobi County?
- iii. What is the effect of offering services to the members on the performance of the youth enterprise development fund programmes in Nairobi County?

1.5 Scope of the Study

The study focus was to evaluate the effectiveness of youth enterprise development fund management on the performance of the programmes in Nairobi County. Aspects that were analyzed were management of loans, venture management and offering services to the members of the YEDF program. Focus was on YEDF program members so as to assess how the program is managed, in order to establish the program effectiveness. The projected time frame was three months in order to collect the needed data.

1.6 Significance of the Study

The findings of this study will be useful to youth empowerment policy makers who include; the government, youth ministry, youth development officers, the private sector, youth group leaders and all other agencies as they implement the other funds to ensure that the various interventions are implemented to achieve the 2030 Blueprint of empowering the Kenyan youth.

The current study will benefit the YEDF members to establish the management skills of beneficiaries of the fund, in terms of management of the received resources as well as improve their businesses. Besides the study will establish how the services they offer improve the performance of the program.

Finally the study will benefit future scholars intending to engage in research in a similar field as the study will lay a foundation for further study by identifying current gaps and suggesting areas that need to be evaluated.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Background information that is concrete has been established in this chapter by using previous studies done. The critical review provides the gaps that the studies have not filled as outlined in this chapter. Conclusions have also been made through the gaps identified so that more research work can be done under the subtitles: management of loans, venture management and offering services to the members on the performance of the programmes.

2.2 Anchoring Theories

The study was anchored on Empowerment Theory as presented in section 2.2.1 below;

2.2.1 Empowerment Theory

Marc Zimmerman was the founder of the Empowerment Theory which is the key guide of this study (Zimmerman, 2013). The society is greatly empowered by how this theory is demonstrated. The occurrence of financial empowerment on an individual level is what Zimmerman & Warschausky (2013) focuses upon. The mechanism of how people behave and their interpersonal relations are psychological which this theory transforms from the theoretical extension. How people behave and the emotions that drive them are mostly involved in the evaluation of this theory. A certain goals set requires one to understand it critically and have awareness, the way that they are going to acquire the skills and resources required to attain the goal and decision making that is effective, solving of problems and skills on leadership.

The labour market offers employment to the youths that are well equipped with knowledge and skills which re acquired through training by the youth empowerment programs. Human rights, social justice and self-awareness are the services offered when it comes to empowerment. The efforts that an individual has been offered requires them to employ

their personal skills and knowledge to ensure that it is attained effectively (Zimmerman 2013). In the labour market, when an individual has effective skills and knowledge, they are able to acquire financial independence. The processes, values and outcomes are the three levels of empowerment according to Friedman (2015) which is included in this study. The main role of empowerment is to ensure that people become independent. Training on skills, being provided for education and funds by the government can ensure that youths are well empowered thus, independent.

Training according to Chulkov and Desai (2014) ensures that an individual acquire skills that help them in undertaking the specific duties assigned to them. These skills that they acquire help them to act to the specific assignment with more knowledge and determination as they are aware of what is required which helps them produce positive results and the project thus succeeds. The people are thus able to realize their behaviour and the consequences that arise from it which then ensures that they are careful on how they act and behave in future in all situations at hand (Margolis & Bell, 2009).

So that youths are able to self-employ themselves, they require funds which will enable them to establish enterprises. The management of businesses will therefore require entrepreneurial skills acquired through training. Jobs in the formal sector would them enable youths to acquire jobs through the education they have acquired. There is financial independence when youths are given a chance to engage in productive economic activities in the society. When people undertake processes like; being able to control issues that involve them through the skills they have, having knowledge on their environment and participation in issues that involve decision making in the society, then they acquire empowerment (Hussain, 2015). These thus involves; opportunities to learn and acquire skills, mobilization of resources so that the social and political environment can be influenced through individual competencies and proactive behaviors, systems that help the environment naturally and effectiveness of the organization (Kusters, Vugt, Wigboldus & Woodhill, 2016).

This theory is thus of relevance to the study as it ensures that individuals are able to acquire skills that help them to become self-reliant and are able to control themselves (Woods &

Joyce, 2014). When youths have self-control, they then cannot be used by political elites to engage in activities that may disturb the peace of other people or destroy property as they have financial independence from their enterprises. The sense of control, awareness and participation are the three empowering processes that result from empowerment (Zimmerman, 2013). The goals that individuals are given to achieve require them to; have an individual sense of control; have a critical awareness and have the will to work. Empowered youths; have an understanding of who they are in the society, have a sense of controlling themselves, are able to engage in the processes of developing their country, they undertake activities that are productive economically and are part of the decision making process on issues that affect them. Training is also part of the process which will help them in empowering themselves to manage the services offered.

2.3 Management of Loans and Programme Performance

The mechanism of the business management is inter-linked and all crucial to dynamics of youth who are ready to venture into business (Pearce & Robinson, 2014). Individuals who own big businesses usually employ the knowledge of specialists which small businesses are not able to afford. This therefore makes the small businesses to rely upon their management to perform the business functions of the specialists. This leads to the management having to run more activities than they are supposed to which affects the growth and development of the businesses as they are not competent enough to carry out all the activities. This situation is worsening day in day out as most of the youths have to carry out all the activities in their businesses and thus are not able to put up with the competition rate (Jassawalla and Sashittal, 2015).

In an ideal world, this knowledge about youth fund and loan management would also serve to inform management practice (Gebremedhin, Getachew & Amha, 2015). According to Delaney and Huselid (2016) there are four management skills that need to be transferred to youth venturing in any project which include: innovation, motivation, training and marketing. Other factors include centralized decision making, improved communication skills, grievance/ risk handling and management (Kourilsky, 2013).

Youth Enterprise Development Fund registered youth's groups or individuals of the age bracket between 18 years to 34 years. The government also partnered with different commercial banks and micro-finance institutions to help in lending loans to the youths (Otuki, 2014). Some companies like Amiran have also partnered with the government to provide greenhouses to youths practicing agriculture. Loans are provided to youths either in groups or individuals at the constituency level by the YEDF. The youth enterprise development fund program concentrates efforts in offering services like management of loans to its members. Despite providing funds, the YEDF also ensures that the youths are provided with adequate training on entrepreneurship before engaging in the businesses to equip them with skills in the business world especially in embracing modern business techniques (Goh, Chan and Kuziemy, 2013).

The sustainability of youth programs is ensured by the great role played by managers. Management is expected to meet certain goals but they attain them through other people's efforts. Operations in a business are expected to run smoothly and efficiently through managers' skills, knowledge and competences (Hoque and James, 2011). Managers are also expected to manage the people and tasks for the success and survival of the organization to ensure it embraces technology, socio-economic, cultural and economic development (Khalif, 2016).

Nokes (2014) points out five main goals that help in the planning and management that ensure successful sustainability of programs on youth empowerment; first, due to the involvement of the beneficiaries, it helps stimulate the performance criteria; secondly, it combines the interests of both the youths and the developed project goals, third, it ensures that information in the projects is accurate, fourth, it helps the youths to deal with the challenges they face and also helps in acquiring of out puts. And lastly, conflicts are reduced and the number of empowerment program that fit a specific youth group are increased (Wabwire, 2015).

Project management is the general planning and coordination of all the complex multifunctional efforts (Charles, 2012). It is the use of resources provided effectively to ensure that the projected goals are attained. Planning, directing, organizing, staffing,

controlling, and coordinating are the main functions that are involved in the management of a youth empowerment program (Adeoye and Elegunde, 2012). A project manager is one who is creative, can lead a stimulated and aggressive team and is concerned with how its members behave and react. The manager must therefore have full knowledge on the program goals and must also possess skills on management Rodríguez (2011).

According to Bapuji and Crossan (2014) advantages of participating in youth empowerment program management that is each member of the project understands well on his or her roles. There is generation of more ideas, making of decisions is better, ownership is created in participation, commitment and accountability are strengthened, morale increases, less repetition is experienced and performance is excellent. According to Johnson and Pratten and Ryan (2014) participatory approach provides better youth empowerment program results. Capusneanu and Lodhi (2012) stated that planning is a factor that is very crucial to all team members participating in the youth empowerment program as it helps all the team members to be equipped on the goals and ensure that they possess a sense of responsibility in ensuring that the goals are met. Another important aspect is that each team must ensure that they have a constitution that helps in ensuring that control measures are followed effectively. Leadership role is also another factor that contributes to the smooth running of the youth empowerment program as the chairperson is supposed to be the team leader and thus is expected to ensure that commitment is emphasized among members. According to Munusamy, Chelliah and Mun (2015) the management's efforts and that of the team members ensures that the program goals are met successfully and this leads to elimination of poverty and thus creation of jobs among the youths.

According to O'Sullivan and Abela (2016) the team leader or the manager is expected to possess some qualities in order to ensure that the youth empowerment program is run smoothly and that its main objectives are met: the manager is expected to ensure that the program produces successful end results that were targeted using the available resources. This can be achieved by ensuring that planning is taken as the main factor in running of the program, the efforts of the team members should also be rewarded and recognized,

decision making should involve not only the manager but also the team members and resolution of conflicts should be an important factor in ensuring that the youth empowerment program is a success (Robbin and DeCenzo, 2015).

2.4 Training on Venture Management and Programme Performance

Training generally involves all the activities of the program that include workshops, coaching, or other learning chances to representatives to rouse and how to face challenges (Muya and Wesonga, 2012). Training helps the team members to embrace and ensure that they follow what is required by the neighborhood, state, federal and authorizing business empowerment rules. Chances are provided to youths through the training process so that they can acquire skills and knowledge so as to the youth to secure occupation related aptitudes, states of mind and learning.

According to Suleiman (2012) lack of experience in the work environment results to lack of business skills. Training incorporates skills in management of businesses, technical skills, personal rules and skills in entrepreneurship. When a youth decides to venture into entrepreneurship, he/she is expected to possess skills that will help identify the best business lines, effective product development and skills in marketing. Lack of these skills lead to failure in many businesses especially the new businesses being started up within the first months of operation. Leonard, Scholl and Kowalski (2015) indicated that entrepreneurs that have adequate training and education have more chances of being successful in their businesses compared to those without. The main factors the lead to failure of business are challenges that involve lack of adequate skills, unplanned youth policies and programs and corruption among NGO's and the government personnel. These factors contribute to most youths lacking confidence to venture in the businesses which results to them not being able to participate in decision making processes, planning and implementation of the policies which eventually leads to failure in the programs as a whole.

Capital is one factor that is very crucial in the starting up of any business. An entrepreneur must be able to first estimate the amount of capital he/she will need to start up and to use in the business before getting started. Lack of knowledge makes them convinced that

passion and enthusiasm are the main factors to consider. According to different studies done by Kerr and Slocum (2015), Hodgetts and Luthans (2013) and Greenwood and Suddaby (2016), knowledge was found to be an important factor that contributed to the success of most businesses as those that had attended school had acquired knowledge and skills that made them more conscious of the advantages and challenges they would face in the business world.

Fletcher (2011) argues that the traditional system of education does not provide much knowledge on running and management of businesses. It does not provide the challenges the entrepreneur will face in the running of the business nor how to deal with the changing business environment. The system was not designed to provide knowledge, skills and attributes necessary in the entrepreneur world. Promotion of entrepreneur is greatly affected by the level of knowledge of the entrepreneur ready to venture (Youker, 2011). Growth of firms has positively been impacted by the level of education (Chulkov and Desai, 2014). Businesses ran and managed by personnel with adequate education, are found to be able to adapt to the changes in technology and the business environment. Entrepreneurs with a good education basis are found to be more successful compared with one with a weak education background (Otuki, 2014).

According to Hennessy (2015) key concepts taught in the youth empowerment program course are; skills in team work, development in the teams, creativity and innovation, algorithm in innovation, identification and development of products in demand, creation of businesses by use of technology, market analysis, marketing and competitive business plans. Most researchers and educators have continued to emphasize on the advantages of education in the adoption of innovation in the youth empowerment program. In the present world, entrepreneurs have not yet been able to adopt the concept of education as an important factor to consider before starting up business. This has then brought about the need to undertake more studies to show the importance of education as a factor to consider before starting up a business and the connection that exists between the two (Robbin and DeCenzo, 2015).

Most of the university students have been made interested in the promotion of entrepreneurship by the training in youth empowerment program (Friedman, 2015). Positive attitudes have been created among the student by the knowledge acquired in the program. Success of most businesses has been greatly contributed by availability of knowledge. This is that individual with a high level of knowledge have a high chance in sustaining and succeeding in entrepreneurship. This has been elaborated further by O'Sullivan and Abela (2016) in the motivation theory where they indicated that individuals with high levels of achievement were those with high education basis and were also great risk takers.

2.5 Offering Services to the Members and Programme Performance

According to Kusters et al., (2016) organizations can't be considered as a solitary substance without reviewing the services they offer. Issues are distinctive as per a few offices in an organization which frames their own particular objectives and goals. These objectives and needs don't coordinate with general targets of the firm. Along these lines organization can be considered as a gathering of approximately connected sub units having particular objectives and needs, effective services and each of them having diverse measures to tackle them. Over the time these sub units are more segregated and their objectives turn out to be more unearthed. These divergences are because of particular recognitions and needs and get reinforced by enrollment and prizes. This outcomes in arrangement of various gatherings and coalitions with particular interests (Woods & Joyce, 2014).

Munusamy et al., (2015) notices three basic measurements that are vital in enhancing services offered by youth empowerment program, which are innate to the group learning inside an organization. The third measurement is the position of the colleagues in face of different groups. Most exercises of the groups on higher positions are completed by different groups. Execution responsibility alludes to exhibiting and representing execution in light of settled upon execution targets. Its emphasis is on the administrations, yields, and aftereffects of open offices and projects. Execution responsibility is connected to money related responsibility in that the budgetary assets to be represented are planned to deliver products, administrations, and advantages for nationals, however it is particular in that

monetary responsibility's accentuation is on procedural consistence while execution responsibility focuses on comes about. Execution responsibility is associated with political/law based responsibility in that among the criteria for execution are responsiveness to subjects and accomplishment of administration conveyance focuses on that address their issues and requests.

Capusneanu and Lodhi (2012) outline administrative mandate that result to effective services offered by youth empowerment program which include; Using guidance and support to ensure that development of youths is advanced by the government across all the society sectors, ensuring that the country's Integrated Youth Development Plan and Strategy is well implemented, coordinated and developed so that the economic development of youths can be enhanced. The capacity of youths has been enabled in full and their personal goals reached through the youth empowerment programs. Most of the youths have advantaged through the program by; being provided for loans to improve their microfinance enterprises, ensuring that the youth development fund was well disbursed and others consultancy and engagement of youths in other businesses (Pearce & Robinson, 2014).

According to Jassawalla and Sashittal (2015) effective services offered by youth empowerment program require settling on choices which involve a gigantic obligation regarding the administrators against the organizations itself, as well as against their workers and different partners, too. Gebremedhin et al., (2015) points that effective services offered of a project should concentrate on the administration on the nature of basic leadership and highlight choices that take longer in implementation and addressing them.

Delaney and Huselid (2016) posit that there are a few basic effective services offered by youth program in designing a sustainable model that have been put crosswise over by scientists that are helpful in controlling the administration in basic leadership. Objective model depends on rationale of decision that would augment the esteem and gainfulness of an organization. This sort of organization will have brought together power, concordance among its individuals, and consistency among objectives of firm, individuals who are effective to pick the best option that would boost the estimation of normal and one of a

kind arrangement of targets of the organization. It tells how the organization settles on its choices by giving cleaned vision of it (Kourilsky, 2013).

2.6 Overview of Performance of the YEDF Programmes

Youth enterprise development fund programmes as they put in place a suitable path and also to develop their potential, polices and other affairs of public life and to contribute in the mainstream economy (Cherry, 2014). National development can be contributed by the development of youths and their participation through well designed policies, recognizing, supporting and encouraging them. Therefore, the implementation of these policies can play a critical role in ensuring that the youth's voices are heard and that they are well supported so that planning can be embraced effectively for the welfare of the youths (Bell, 2012).

National youth policy is the ability of a country to embrace, support and encourage the youths to help them define their roles and responsibilities in the society to ensure that their priorities are met and their needs developed (Hoque and James, 2011). This policy is responsible for the provision of funds to the youths in the youth enterprise development fund so that they are given a chance to contribute in the process of decision making (Khalif, 2016). The political agenda is one aspect that the youths should be given a chance to be part of by ensuring that effective strategies are embodied by youth enterprise development fund implementation policy. A progressive implementation policy forces the decision-makers who are traditional to work and not only for young people, but with them.

The success of the national youth policy requires efforts and contributions of the social actors and the civil society at large (Nokes, 2014). The implementation of the policy should ensure that the youths are basic actors especially in the development of partnerships but should not be taken as spectators or advisers but as the main agents of the changes needed. Regardless of the wide ranges of profit associated with youth enterprise development fund implementation policies, the profits suffer from restrictions (Wabwire, 2015).

Adeoye and Elegunde (2012) provided a rationale that showed how important it is to ensure the protection of young people's lives to the future society. Bapuji and Crossan (2014) state that when a government ensures the protecting of its young people, then it ensures securing

of its future and current success. It is therefore important for the government to ensure that it is at the forefront in ensuring that they provide and support the youth enterprise development fund as this will increase employment opportunities, education and health facilities for the youths and thus securing its future. The policy also gives youths a chance to ensure that they fulfill their obligations effectively. This gives the youths an opportunity to ensure that they are involved in the decision making and this enhances a country's national growth and development (Pratten and Ryan, 2014).

2.7 Gaps in Research

The Kenyan government saw its growing youth population as an opportunity instead of a liability, hence coming up with funds to help in youth development (UNDP, 2014). Given the constrained absorptive limits of the current formal labor market in the nation, advancement of youth business enterprise and self-employment create employment in the formal and furthermore casual labor. This led the government to launch the Youth Enterprise Development Fund (YEDF) in 2007, in all the 210 constituencies in the country (YAAF, 2016). (Pearce & Robinson, 2014; Kourilsky, 2013; Khalif, 2016; Nokes, 2014; Bapuji & Crossan, 2014; Pratten & Ryan, 2014; Capusneanu & Lodhi 2012 and; Munusamy et al., (2015). Those studies concentrate on the youth groups who have already accessed the youth fund. However, this study is on the study of key success factors in enhancing the management of loans by youth enterprise development fund programmes focusing on the member's perspective.

Locally, study by Mutuku (2014) and Wanjohi (2013) found that there is a pronounced lack of information gap about why many Kenyan youth who do not flourish in their ventures as a result of lack of innovation training. Available literature attributes this to lack of proper management by the implementation team which include; skills, education and experience amongst entrepreneurs. Oduol (2013) and Otuki (2014) analysed comparable panel data of youth firms in the services industries and found that broadening the intensity of management and training have a complementary impact on youth empowerment programs. It is therefore vital to conduct a study in order for the Kenyan youths to know how effective the youth funds provided by the government are.

Although the study of programs aimed to empower youth have been a growing concern in recent years, gaps in the canon of literature still remain. This is as a result of a missing link between effective services offered by youth and performance of youth empowerment programs like YEDF is unclear from previous research. Thus, if effective services offered factors are to be adopted can enhance performance of YEDF as a strategy for survival, it is critical that this link be empirically investigated in the context of the performance YEDF in Nairobi. There is also need for a wider perspective in the study with holistic integration of management of loans and training on venture management in enhancing the performance of YEDF program. The study thus investigated how members of YEDF enhance the implementation of this three concepts in enhancing the performance of the development funds to the youth in Nairobi County.

2.8 Conceptual Framework

The determinants that ensure effective performance of YEDF as figure 2.1 shows the independent variables. In other words the youth empowerment programs tend to improve and rise when low percentages are portrayed by the factors. A positive index on the variables escalates effectiveness of YEDF programs. The higher the management of loans, venture management and offering services the more effective YEDF programs is. The effectiveness of YEDF programs was measured in terms of number of jobs created, number of enrolled youth and level of poverty reduction.

2.8.1 Management of Loans

Youth management of loans was reviewed by assessing centralized decision making where by, they chose a team that manages the provision of loans and manages how the funds were used and also the management of the payment process members do not possess enough skills for decisions. By centralizing, those responsible for administration of the program can keep the projects in operation focused on goals and can withhold the confidentiality of strategic plans. Grievance handling was assessed where by it may be any genuine or imaginary feeling of dissatisfaction or injustice which youth within the YEDF program experiences about its nature, procedures and management policies. Risk management was

analyzed by the analysis, identification, avoidance, and control, of unacceptable risks within the program.

A study by Shields and Rangarjan (2013) shows that youth empowerment program training will be reviewed by assessing centralized decision making where by, the YEDF programs will be used. Implementing a centralized decision has advantages for the program. Centralization does not possess enough skills for decisions. By centralizing, those responsible for administration of the program can keep the projects in operation focused on goals and can withhold the confidentiality of strategic plans (Suddaby, 2011).

Grievance handling will also be assessed where by it may be any genuine or imaginary feeling of dissatisfaction or injustice which youth within the YEDF program experiences about its nature, procedures and management policies (Wheelen & Hunger, 2016). Risk management will be analyzed by the analysis, identification, avoidance, and control, of unacceptable risks within the program. Also lack of capacity in these institutions contributes a great deal too poor performance (Raynor & Ahmed, 2013).

2.8.2 Training on Venture Management

On training on venture management was evaluated by the business or projects under the fund. Business management was analysed by the broad understanding of youth in business and check their ability in areas such as finance, customer's relation, communication, operations in business policy and strategy. To ensure that a new business is established from the bottom; using very little resources which include time, funds and personal relationships; where planning is required. Identification of motivations of individuals, attitudes, qualities, competencies and characteristics which are involved when one wants to succeed entrepreneurly.

According to Tay and Diener (2011), youth empowerment program training is conceivably one path in which endeavors can be lined up with the points of implementation of a successful program. Youth and the management can be spurred and their execution oversaw prompting enhanced execution and efficiency through youth empowerment

program training. In the event that a program team needs to stay focused it must choose the option to prepare and build up its employees (Lampel & Ghoshal, 2013).

As per Sollund (2016), both training and youth empowerment program look to change the abilities, learning, or states of mind of youth required to improve their performance. This over the long haul influences employees to feel obliged to the enterprise (Cropanzano & Rupp, 2012). According to Purcell and Kinnie (2016) youth empowerment program training is reciprocal as efforts that an individual has been offered requires them to employ their personal skills and knowledge to ensure that it is attained effectively (Zimmerman 2013). In the labour market, when an individual has effective skills and knowledge, they are able to acquire financial independence.

2.8.3 Offering Services to Members

This was analyzed by the level of accountability posed by the groups under YEDF program. This was by reviewing the co-ordination skills in managing resources and was reviewed on how decision were made on financial matters, the cohesion policy projects financed and transparency in the use of the YEDF funds. Market intelligence was analyzed by reviewing whether youth under YEDF had relevant information to targeted markets, how equipped they were in gathering and analyzing information required.

According to Ober (2012) to offer effective services youth empowerment program of should comprise moving the reasoning, where we don't watch the straight chain of reason and impact any more, however we focus on the shared context that enhances effective service delivery. According to Mnkandla and Marnewick (2014), there are a few orders of that are evaluated in ensuring services offered are taught in hierarchical learning. Framework thinking which includes a move in considering: watch the procedures of progress, not the prompt status. Framework believing is the tombstone of all orders of a learning organization. All controls, indeed, identify with a move in considering. A study by Youker (2011) shows that training on services offered by youth programs should focus

CHAPTER THREE

RESERCH METHODOLOGY

3.1 Introduction

This section presents the research design that was adopted by this study. The population and sampling was also documented. How data was collected and analyzed is also shown and the chapter concludes on the ethics that were considered.

3.2 Research Design

This done adopted the descriptive survey. Due to the nature of the study which is exploratory and descriptive this design is thus very appropriate (Kothari, 2008). The behaviour, attitude, values and characteristics are collected through the help of this design as explained by Hatcher (2013). The performance of youth enterprise development fund programmes information was obtained in-depth through the research design.

3.3 Population and Sampling

The desired group or population that the researcher intends to investigate is called a population (Mugenda & Mugenda, 2003). The study targeted 663 youth groups that are funded by YEDF within the 17 sub-counties in Nairobi County. Nairobi County was selected for the study as it is a metropolitan city for all communities of Kenyan youth. Besides YEDF is considered more effective in Nairobi than any other county and all role out plans of the YEDF plans is piloted in Nairobi. Focus was the chairperson or any members of the group. A member was given the opportunity to represent the group if none of the member was available during data collection exercise. The youth groups were as presented below;

Table 3.1: Target Population

Sub- county	Target
Starehe	55
Westlands	31
Dagoretti North	28
Dagoretti South	43
Embakasi Central	24
Embakasi East	53
Embakasi North	37
Embakasi South	33
Embakasi West	25
Kamukunji	51
Kasarani	35
Kibra	22
Langata	38
Makadara	44
Mathare	31
Roysambu	66
Ruaraka	47
Total	663

Source: YEDF Nairobi Branch Office (2017)

From the initial population that a researcher intends to investigate, a small population selected so that the information can be acquired easily by the researcher is called a sample and the method getting the sample is called sampling according to Kothari (2008). The efficiency, representativeness, reliability and flexibility of the sample's requirements should be fulfilled optimally.

The adoption of Nachmias and Nachmias's (2008) formula was done so that a representative sample could be attained.

A 95% confidence level and $P = 0.05$ was chosen in view of social science nature of the study

$$n = \frac{N}{1 + N(e)^2}$$

Where n = Sample size

N = Population

e = Level of significance

$$\frac{663}{1+663(0.05)^2} = 250$$

The sample distribution was as presented in Table 3.2

Table 3.2: Sample distribution

Sub- county	Sample	Percentage
Starehe	21	8
Westlands	12	5
Dagoretti North	11	4

Dagoretti South	16	6
Embakasi Central	9	4
Embakasi East	20	8
Embakasi North	14	6
Embakasi South	12	5
Embakasi West	9	4
Kamukunji	19	8
Kasarani	13	5
Kibra	8	3
Langata	14	6
Makadara	17	7
Mathare	12	5
Roysambu	25	10
Ruaraka	18	7
Total	250	100

The researcher adopted stratified sampling design to sample out the 250 groups. There was a possibility for the selection of each item in the population due to the use of these sampling techniques, the main reason why the researchers chose them (Saunders, Lewis & Thornhill, 2007).

3.4 Data Collection Methods

The main instrument used in data collection was a questionnaire in the study. Closed ended questions were contained in the questionnaire. The five likert scale questions were allowed in the closed ended questions while the detailed qualitative responses were provided in the open ended questions (Mugenda & Mugenda, 2003). Due to the nature of being in an immediate usable form, the structured questions were able to conserve time and facilitated an easy analysis.

The questionnaire was self-administered using drop and pick letter method. The questionnaires were picked from the respondents who were visited during their tea and lunch break where they could accord the researcher time out of their busy schedules. The researcher exercised care and control to ensure all questionnaires issued were received and to achieve this the researcher maintained a register of questionnaires released and those received.

3.5 Research Quality

Piloting was done on the instrument to ensure that the objective of the study was ensured. In two weeks times, 10 participants were selected randomly to conduct the pilot test. The main research was done without the participants who were used in the pilot test. The researcher and the supervisor had a discussion on the questionnaire before he went to the field to ensure that content validity was upheld. Before the actual study was done, elimination and correction of the questions that had errors was done.

The YEDF different cadres were given a test the same one that was used in the retest method to test for reliability. The test was done twice so that it could be gauged for retest of reliability at the same point twice. All this time, the constancy of the questionnaire was assessed. The measurement of the study stays consistent as there is no change in quality or constructs per the reliability type. The Cronbach's Alpha Coefficient was used in the pilot test samples so that similar and related responses could be attracted to test for the degree of consistency. A reliability of at least 0.70 at ~~0.05~~ 0.05 significance level of confidence is acceptable (Cronbach, 1951). The study used the 0.70 Cronbach's Alpha Coefficient.

The researcher conducted a pre-test from 2nd to 7th of November 2018 targeting 1 chairperson and 3 members of the group Kiambu youth enterprise development fund was established that they had the same characteristics with that of the sample targeted.

Table below indicates the reliability coefficients result for each dimension.

Table 3.3: Reliability Analysis

Dimension	Cronbach's Alpha Reliability Coefficients	Verdict based on Una (2002)
Management of loans	0.884	Acceptable
Training on venture management	0.854	Acceptable
Offering services to the members	0.801	Acceptable
YEDF performance	0.781	Acceptable
Overall reliability	0.830	Acceptable

The findings above show that the overall reliability was 0.830 which is generally acceptable. The score for each objective is as presented: management of loans had the highest scores of 0.884, training on venture management had score of 0.854 and offering services to the members had score of 0.801 respectively. From the table it was also evident

that the three factors of management of youth enterprise development fund performance of the programmes in the county had a high internal consistency and fit for the study.

3.6 Data Analysis and Interpretation

The Statistical Package for Social Sciences (SPSS version 22) was used in analyzing of the data. Data entry was facilitated through coding of the questionnaire and referencing of all the items in the questionnaires received. Presentation of the data was done through frequency tables and graphs after entry was used to check for errors, descriptive statistics obtaining of the frequencies. The standard deviation, means frequency tables, histogram pie chart, graphs and percentages were used in presenting of the findings through Descriptive statistics. The research objectives were used in aligning of the qualitative data collected through the questions. As per the objectives, the categories were also summarized per the responses.

3.7 Ethical Considerations

This was ensured throughout the study. Participants were supposed to read and understand the transmittal letter which was attached to the printed questionnaires. So that the respondents could be able to express their willingness to participate, the researcher provided them with a consent letter. Before the issuing of the questionnaire, the respondents were asked of their consent orally. The study's purpose and nature was informed to the respondents. The respondents' identity such as names, contacts or any personal details was not indicated in the questionnaire for confidentiality purposes. The Strathmore University approved the study's consent. There was approved permit from the National Commission for Science, Technology and Innovation (NACOSTI).

CHAPTER FOUR

RESEARCH FINDINGS

4.1 Introduction

This chapter covers data analysis, presentation and interpretation of the study findings. The main purpose of this study was to evaluate the effectiveness of youth enterprise development fund management on the performance of the programmes in Nairobi County. Standard deviations, percentages and frequency tables were used by the researcher to present the data.

4.1.1 Response Rate

The study sample size was 250 YEDF members as shown in Table 4.1. Out of the 250, 208 respondents participated in the study. This represents 83% of the respondents. An excellent response rate is 70%, 60% rate is good and 50% is adequate according to Mugenda and Mugenda (2013), for analysis and reporting. Face to face administering of the questionnaires to the respondents by the researcher as well as a detailed discussion on the purpose of the research with the respondents contributed to higher response rate.

Table 4.1 Response Rate

Response	Number	Percentage
Responded	208	83
Not Responded	42	17
Total	250	100

4.2 Demographic Characteristics

The respondents' demographics are represented in this section.

4.2.1 Gender of YEDF Members

Table 4.2 shows that, 58% of the YEDF members who participated in the study who were the majority were male while 42% were female. This shows that most of the YEDF members distributed in the 17 sub-counties within Nairobi County were of the male gender.

Table 4.2 Distribution of YEDF members by Gender

Gender	Frequency	Percent
Male	120	57.7
Female	88	42.3
Total	208	100.0

4.2.2 Age of YEDF Members

Findings in Table 4.3 shows that majority of the YEDF members (36%) were between the age of 21 and 25 years, 31% were between the age of 31 and 35 years, 26% were between the age of 26 and 30 years whereas 7% were below 20 years. This shows that most of the YEDF members were of the youthful age according to the Kenyan Constitution.

Table 4.3 Distribution of YEDF Members by Age

Age	Frequency	Percent
Below 20 years	15	7.3
21- 25 years	74	35.8
26 - 30 years	54	26.0
31 - 35 years	64	30.9
Total	208	100.0

4.2.3 YEDF Members Job Description

According to Table 4.4, majority of the YEDF members (33%) were members, 24% were chairmen, 23% were secretaries and 19% were treasurers while 2% were trustees. This thus shows that majority of the YEDF members who are distributed in the 17 sub-counties within Nairobi County were members.

Table 4.4 Distribution of YEDF members by their Job Description

	Frequency	Percent
Chairman	49	23.6
Treasurer	39	18.7
Secretary	47	22.8
Member	69	33.3
Trustee	3	1.6
Total	208	100.0

4.2.4 Number of Working Years in the Program

Table 4.5 shows that 61% of the YEDF members who were the most had worked in the youth enterprise development fund program for a period between 1 to 5 years, 21% had worked in the youth enterprise development fund program for a period between 6 and 10 years, 12% had worked in the youth enterprise development fund program for a period of below one year while 6% had worked in the youth enterprise development fund program for a period of above 10 years. This shows that the YEDF members who responded to the questionnaire had vast knowledge and experience of the youth enterprise development fund program.

Table 4.5 Number of Working Years in the Program

	Frequency	Percent
Below One year	25	12.2
Between 1-5 years	127	61.0
6 - 10 years	44	21.1
Above 10 years	12	5.7
Total	208	100.0

4.3 Loans Management

Findings on loans management are presented in this section.

4.3.1 Venture Management Skills

Table 4.6 shows that the following factors needed extra management in ensuring they were effectively impacted with the best venture management skills to a great extent as shown by an average score of 4.22.

Table 4.6 Venture Management Skills

	Mean	Std. Deviation
Youth aged 18 to 34 years	4.35	.983
Those running businesses and wish to expand	4.18	.924
Youth looking for markets and other business development services	4.27	.840
Youth looking for jobs abroad	4.08	1.091
Total	16.88	3.838
Average	4.22	0.959

Youth aged 18 to 34 years, youth looking for markets and other business development services, those running businesses and wish to expand and youths looking for jobs abroad needed extra management in ensuring they were effectively impacted with the best venture management skills to a great extent as shown by mean scores of 4.35, 4.27, 4.18 and 4.08 respectively.

4.3.2 Management of Loans

Table 4.7 shows that the members were equipped to a great extent in managing the below category of loans offered to either individuals or groups as shown by an average score of 4.16.

Table 4.6 Management of Loans

	Mean	Std. Deviation
Individual loans Kshs. 25,000 to 200,000	4.48	.944
Group loans Kshs. 50,000 to 400,000	4.31	1.057
Business expansion loans Kshs. 100,000 to 2 million	4.23	1.047
Greenhouse loans Kshs. 357,344 to 430,000	3.97	1.254
Poultry incubator loans Kshs. 198,000	3.98	1.221
LPO financing Kshs. 500,000 to 20 million	4.02	1.254
Total	24.99	6.777
Average	4.16	1.129

The YEDF members were equipped to manage Individual loans Kshs. 25,000 to 200,000; group loans Kshs. 50,000 to 400,000; business expansion loans Kshs. 100,000 to 2 million;

LPO financing Kshs. 500,000 to 20 million; poultry incubator loans Kshs. 198,000 and greenhouse loans Kshs. 357,344 to 430,000 to a great extent as shown by mean scores of 4.48, 4.31, 4.23, 4.02, 3.98 and 3.97 respectively.

4.3.3 Management Aspects on Performance of Youth Enterprise Development Projects

Table 4.8 shows that the following factors required much attention in respect to effective review of loans given to members was to a great extent as shown by an average score of 4.23.

Table 4.8 Effective management of loans

	Mean	Std. Deviation
Group Loans	4.43	.860
Individual Loans for youth in groups	4.40	.807
Direct lending to individuals	4.35	.820
Agri-vijana Loan	4.15	1.106
Angua Chick's Loan	4.02	1.156
LPO Financing	4.03	1.187
Total	25.38	5.936
Average	4.23	0.989

Group loans, individual loans for youth in groups, direct lending to individuals, Agri-vijana loan, LPO financing and ANGUA Chick's Loan required much attention in respect to effective review of services offered to a great extent as shown by mean scores of 4.43, 4.40, 4.35, 4.15, 4.03 and 4.02 respectively.

4.4 Training on Venture Management

Findings on training on venture management are presented in this section.

4.4.1 Training Programs

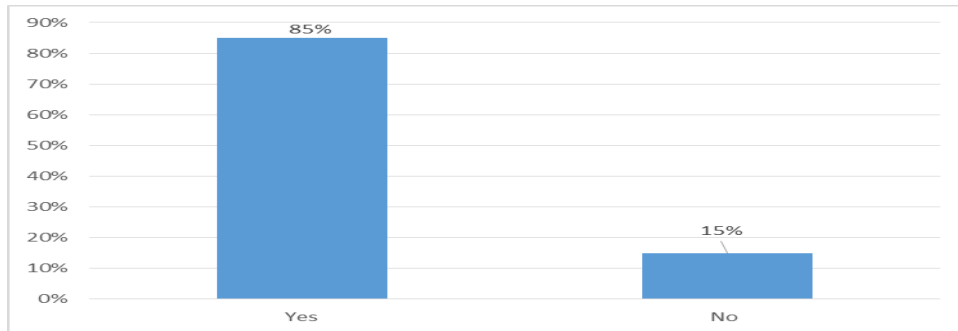


Figure 4.1 Training Programs

Figure 4.1 shows that majority of the YEDF members' (85%) indicated that there were training programs organized to enhance their skills in running effective YEDF programs. They also indicated that the programs were ran monthly.

4.4.2 Training on Offering of Services

Table 4.9 shows that the YEDF members had been trained on offering below services effectively to a great extent as shown by an average score of 3.78.

Table 4.7 Training on Offering of Services

	Mean	Std. Deviation
Provide loans to youth owned enterprises	4.18	1.228
Provide market support to youth enterprises	3.69	1.386
Facilitate youth enterprises to develop linkages with large enterprises	3.62	1.370

Provide trading premises and worksites	3.50	1.473
Provide business development services to youth owned enterprises	3.94	1.301
Total	18.93	6.758
Average	3.78	1.351

They had been trained on providing loans to youth owned enterprises, providing of business development services to youth owned enterprises, providing market support to youth enterprises, facilitating youth enterprises to develop linkages with large enterprises and providing trading premises and worksites to a great extent as shown by mean scores of 4.18, 3.94, 3.69, 3.62 and 3.50 respectively.

4.4.3 Relevance of Training

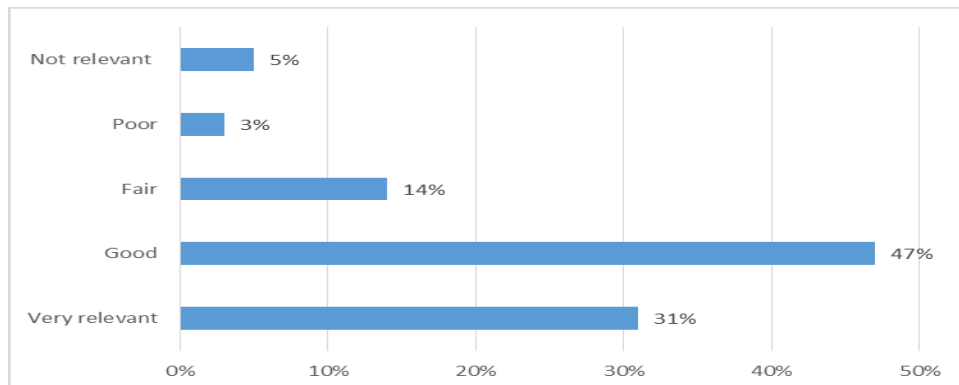


Figure 4.2 Relevance of Training

Figure 4.2 shows that most of the YEDF members (47%) rated the relevance of the training offered to youth enrolled in YEDF in Nairobi County as good.

4.4.4 Training Features on Performance of Youth Enterprise Development Projects

Table 4.10 shows that YEDF members agreed that training aspects influenced effective performance of youth enterprise development projects in Nairobi County to a great extent as shown by an average score of 4.16.

Table 4.8 Training Features on Performance of YEDP

ASPECTS	Mean	Std. Deviation
Availability of pre-training on project management	4.12	1.091
Regular in-service training on project management	4.16	.961
Regular visits to similar successful projects in other areas	4.28	.892
Duration of training in days	4.09	1.101
Total	16.65	4.045
Average	4.16	1.011

Regular visits to similar successful projects in other areas, regular in-service training on project management, and availability of pre-training on project management and duration of training in days influenced effective performance of youth enterprise development projects in Nairobi County to a great extent as shown by mean scores of 4.28, 4.16, 4.12 and 4.09 respectively.

The study finally concludes that monitoring and evaluation had an effect on effective implementation of youth enterprise development fund as

4.5 Offering services to the members

Findings on offering services to the members are presented in this section.

4.5.1 Evolution of Services offered by youth in YEDF

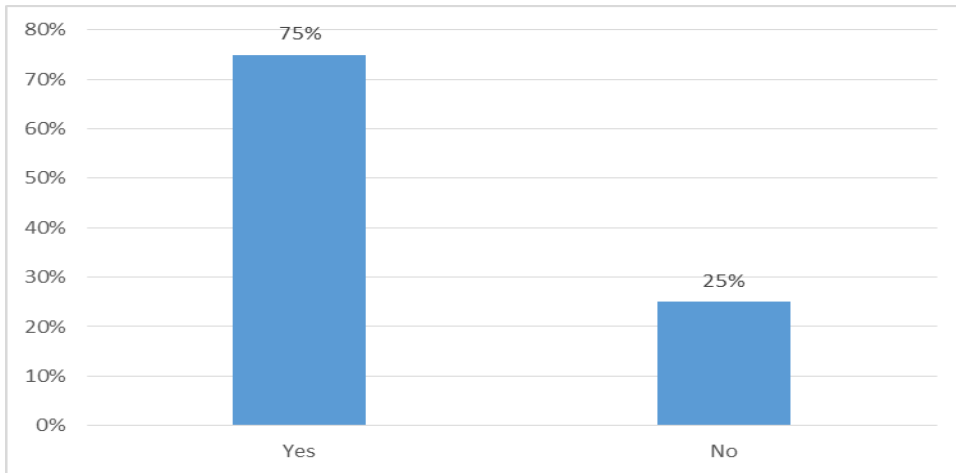


Figure 4.3 Services Offered Evaluation of Projects Funded by YEDF

Figure 4.3 shows that 75% of the YEDF members who were the majority indicated that there was a monthly evaluation of services offered in the projects funded by YEDF.

4.5.2 Carrying Out Effective M&E

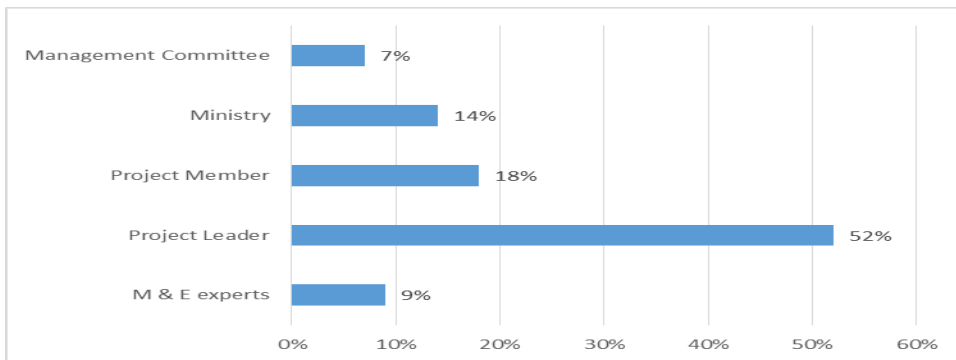


Figure 4.4 Carrying Out Review of Services Offered

Figure 4.4 illustrates that most of the YEDF members (52%) indicated that project leaders were assigned to carry out effective evaluation of services they offered.

4.5.3 Effective Review of Services Offered

YEDF members agreed to a great extent that review of services offered influenced effective performance of youth enterprise development projects in Nairobi County as shown by an average score of 4.11.

Table 4.11 Management Aspects on Performance of YEDP

ASPECT	Mean	Std. Deviation
Academic qualification of the project leader	4.10	1.829
Number of times members engage in team capacity building	3.89	1.286
Ability of the project leader to network with other project leaders handling similar projects	3.94	1.230
Ability of the project leader to carry out SWOT analysis of the project performance	3.95	1.186
Prior experience in management of projects	3.80	1.248
Number of refresher courses attended on leadership	3.51	1.375
Experience of project leader on financial management	3.76	1.281
Frequent financial reporting on the project progress	3.98	1.221
Efficient budgets in the project	3.93	1.427
Total	24.99	6.777
Average	4.16	1.129

Table 4.8 shows that academic qualification of the project leader, frequent financial reporting on the project progress, ability of the project leader to carry out SWOT analysis of the project performance, ability of the project leader to network with other project leaders handling similar projects, efficient budgets in the project, number of times members engage in team capacity building, prior experience in management

of projects, experience of project leader on financial management and number of refresher courses attended on leadership influenced effective performance of youth enterprise development projects in Nairobi County to a great extent as shown by mean scores of 4.10, 3.98, 3.95, 3.94, 3.93, 3.89, 3.80, 3.76 and 3.51 respectively.

4.5.4 Evaluation of Services Offered on Performance of Youth Enterprise Development Projects

Table 4.12 shows that the YEDF members agreed to a great extent that the following effective evaluation of services offered aspects influenced performance of youth enterprise development projects in Nairobi County as shown by an average score of 3.92.

Table 4.9 Evaluation of Services Offered on Performance of YEDP

	Mean	Std. Deviation
Availability of monitoring and evaluation tools in the youth project	4.06	1.263
Regular monitoring and evaluation of project progress	3.86	1.263
Establishment of a working project evaluation team	3.89	1.220
Project feedback	3.88	1.297
Total	15.69	5.043
Average	3.92	1.260

Availability of monitoring and evaluation tools in the youth project, establishment of a working project evaluation team, project feedback and regular monitoring and evaluation of services offered influenced performance of youth enterprise development projects in

Nairobi County to a great extent as shown by mean scores of 4.06, 3.89, 3.88 and 3.86 respectively.

4.6 YEDF Implementation

Findings on Implementation of YEDF are presented in this section.

4.6.1 Effective Implementation of YEDF Programs

Table 4.13 shows that the YEDF members succeeded in ensuring the factors below in enhancing the effective implementation of YEDF programs to a great extent as shown by an average score of 4.01.

Table 4.10 Effective Implementation of YEDF Programs

	Mean	Std. Deviation
Provide loans to youth owned enterprises	4.11	1.161
Facilitate marketing of products and services of youth enterprises in the domestic and international market	4.07	1.069
Provide business development services and entrepreneurial training to youth enterprises	3.91	1.167
Facilitate employment of youth in the international labour market through the Youth Employment Scheme Abroad	3.96	1.217
Total	16.05	4.614
Average	4.01	1.153

Providing loans to youth owned enterprises, facilitating marketing of products and services of youth enterprises in the domestic and international market, facilitating employment of

youth in the international labour market through the Youth Employment Scheme Abroad and Providing business development services and entrepreneurial training to youth enterprises have enhanced effective implementation of YEDF programs to a great extent as shown by mean scores of 4.11, 4.07, 3.96 and 3.91 respectively.

4.6.2 YEDF Programs

Table 4.14 shows that the YEDF programs ensured effectiveness of the factors below to a great extent as shown by an average score of 3.55.

Table 4.11 YEDF Programs

	Mean	Std. Deviation
Increased job creation	3.66	1.279
Increased number in youth enrolment	3.51	1.204
Default rate level	3.37	1.118
Reduced poverty levels	3.46	1.126
Increased youth enterprises	3.76	1.281
Total	17.76	6.008
Average	3.55	1.201

YEDF programs ensured effectiveness of increased youth enterprises, increased job creation, increased number in youth enrolment, reduced poverty levels and default rate level to a great extent as shown by mean scores of 3.76, 3.66, 3.51, 3.46 and 3.37 respectively.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objectives of the study were to establish the influence of management of loans on the performance of youth enterprise development fund programme in Nairobi County, to evaluate the influence of venture management on the performance of youth enterprise development fund programme in Nairobi County and to establish the effect of offering services to the members on the performance of youth enterprise development fund programme in Nairobi County. This chapter also provides the discussion done on the findings and how the findings have been compared with literature that is provided in Chapter two.

5.2 Findings in Relation to the Objectives

Study findings in relation to study objectives are itemized as follows:

5.2.1 Loans Management

The study found that some factors needed extra management in ensuring they were effectively impacted with the best venture management skills to a great extent; the members were equipped to a great extent in managing of loans offered to either individuals or groups and YEDF members agreed to a great extent that management aspects influenced effective performance of youth enterprise development projects in Nairobi County.

The findings are consistent with Hoque and James (2011) who found that the sustainability of youth programs is ensured by the great role played by managers. Management is expected to meet certain goals but they attain them through other people's efforts. Operations in a business are expected to run smoothly and efficiently through managers' skills, knowledge and competences. Managers are also expected to manage the people and

tasks for the success and survival of the organization to ensure it embraces technology, socio-economic, cultural and economic development (Khalif, 2016).

In addition, Nokes (2014) points out five main goals that help in the planning and management that ensure successful sustainability of programs on youth empowerment; first, due to the involvement of the beneficiaries, it helps stimulate the performance criteria; secondly, it combines the interests of both the youths and the developed project goals, third, it ensures that information in the projects is accurate, fourth, it helps the youths to deal with the challenges they face and also helps in acquiring of out puts. And lastly, conflicts are reduced and the number of empowerment program that fit a specific youth group are increased (Wabwire, 2015).

5.2.2 Training on Venture Management

The study also found that there were training programs organized to enhance the YEDF members' skills in running effective YEDF programs, the YEDF members had been trained on offering of services effectively to a great extent, YEDF members rated the relevance of the training offered to youth enrolled in YEDF in Nairobi County as good and YEDF members agreed that training aspects influenced effective performance of youth enterprise development projects in Nairobi County to a great extent. This concurs with Rangarjan (2013) who argued that youth empowerment program training helps the team members to embrace and ensure that they follow what is required by the neighborhood, state, federal and authorizing business empowerment rules.

Furthermore, Hennessy (2015) indicated that the key concepts taught in the youth empowerment program course are; skills in team work, development in the teams, creativity and innovation, algorithm in innovation, identification and development of products in demand, creation of businesses by use of technology, market analysis, marketing and competitive business plans. Most researchers and educators have continued to emphasize on the advantages of education in the adoption of innovation in the youth empowerment program. In the present world, entrepreneurs have not yet been able to adopt the concept of education as an important factor to consider before starting up business. This

has then brought about the need to undertake more studies to show the importance of education as a factor to consider before starting up a business and the connection that exists between the two (Robbin and DeCenzo, 2015).

5.2.3 Monitoring and Evaluation

The study further found that there was a monthly M&E in the projects funded by YEDF, project leaders were assigned to carry out effective M&E, that some factors required much attention in respect to effective monitoring and evaluation to a great extent and that other factors required much attention in respect to effective monitoring and evaluation to a great extent. This is in line with Capusneanu and Lodhi (2012) who outlined that the mandate of monitoring and evaluation of youth empowerment program which include; Using guidance and support to ensure that development of youths is advanced by the government across all the society sectors, ensuring that the country's Integrated Youth Development Plan and Strategy is well implemented, coordinated and developed so that the economic development of youths can be enhanced. The capacity of youths has been enabled in full and their personal goals reached through the youth empowerment programs. Most of the youths have advantaged through the program by; being provided for loans to improve their microfinance enterprises, ensuring that the youth development fund was well disbursed and others consultancy and engagement of youths in other businesses (Pearce & Robinson, 2014).

5.2.4 Offering Services to the Members

The study also found that the YEDF members succeeded in ensuring factors that enhanced services offered by youth in the YEDF programs to a great extent and that the YEDF programs ensured effectiveness to a great extent. The findings are in support with (Hoque & James, 2011) who found that there are a few basic effective services offered by youth program in designing a sustainable model that have been put crosswise over by scientists that are helpful in controlling the administration in basic leadership. Objective model depends on rationale of decision that would augment the esteem and gainfulness of an organization. Each option has its own particular results simply in the wake of assessing

them right result is picked. This sort of organization will have brought together power, concordance among its individuals, and consistency among objectives of firm, individuals who are effective to pick the best option that would boost the estimation of normal and one of a kind arrangement of targets of the organization. It tells how the organization settles on its choices by giving cleaned vision of it (Kourilsky, 2013).

Moreover, Nokes (2014) argued that the strengths, the capacity and the effectiveness of the government to respond to the needs of the youths) needs an integrated and cross-cutting implementation policy. The success of the national youth policy requires efforts and contributions of the social actors and the civil society at large. The implementation of the policy should ensure that the youths are basic actors especially in the development of partnerships but should not be taken as spectators or advisers but as the main agents of the changes needed. Regardless of the wide ranges of profit associated with youth enterprise development fund implementation policies, the profits suffer from restrictions which impact their usefulness in terms of youth being allowed to significantly engage in decision making process (Wabwire, 2015).

5.3 Conclusions

The study concludes that loan management aspects influenced effective performance of youth enterprise development projects. Aspects of centralized decision making and risk management need to be addressed to enhanced the performance of the program.

The study also concludes that training on venture management needs influenced performance of youth enterprise development fund. The findings show that both the youth technical and business management skills needed to be enhanced through regular training.

The study finally concludes that effective offering of services aspects influenced performance of youth enterprise development projects. The study shows that services offered need to be reviewed regularly in order to enhance performance of youth enterprise development projects in Nairobi County.

5.4 Recommendations

The operations should be made smooth through easy facilitation by employing managers that are skillful, knowledgeable and competent as should be ensured by the Nairobi County government. The tasks done and the individuals undertaking the tasks should be well managed, so that the programs can be successful and survive long by increasing the technological complex by developing it socially, culturally and economically.

The County government of Nairobi should also ensure that training incorporates technical skills, business management as well as entrepreneurial skills. As both training and youth empowerment programs look to change the abilities, learning, or states of mind of youth required to improve their performance.

There should be establishment of forums to link the youths to successful entrepreneurs in the sub county or outside the sub county. The research study found that there was no linking of youths for mentorship programs. The linking helps in providing mentorship to the youths, which can help in addressing some of the challenges encountered by the youths in the day-to-day operations. The mentors guide the youths to succeed in their ventures

5.5 Limitations of the Study

In this study, the main goal was to investigate the effectiveness of youth enterprise development fund in implementing its programmes. Only three factors which include management skills, training needs and monitoring and evaluation were investigated in this study and other factors influencing the effectiveness of youth enterprise development fund were not included. Due to the constraints of time and resources, the research was limited to data of YEDF members who are distributed in the 12 sub-counties within Nairobi County.

5.6 Areas of Further Study

Future researches should quantify the impacts of the YEDF fund both positive and negative impacts. The positive impacts include youth groups that have benefited from the YEDF.

The negative impacts include youth groups that have collapsed or made losses after acquiring the YEDF loan.

Further research should be carried out to establish how the Fund has benefited female youth since more males as compared to females had benefited. There is further need for use of other data collection instruments example focus group discussion where the respondent's in order to capture the various groups arguments in relations to the topic under discussion.

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APPENDICES

Appendix I: Introduction Letter



Strathmore Business School

Tuesday, 17 April 2018

Youth Enterprise Development Fund,
P.O. Box 48610 – 00100
4th Floor Renaissance Corporate Park,
Elgon Road Upper Hill,
Nairobi.
Kenya

Dear Sir/Madam,

RE: FACILITATION OF RESEARCH –JOSEPH MARITIM


This is to introduce Joseph Maritim who is a Master of Business Administration student at Strathmore Business School, admission number MBA/57613/16. As part of our MBA Program, Joseph is expected to do applied research and to undertake a project. This is in partial fulfilment of the requirements of the MBA course. To this effect, he would like to request for appropriate data from your organization.

Joseph is undertaking a research paper on-: “**Effectiveness of Youth Enterprise Development Fund in Implementing its Programmes in Nairobi County.**” The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and we shall be willing to provide any further information if required.

Yours sincerely,


Muriithi Njogu.
Director – MBA Programs



Strathmore
UNIVERSITY

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Twitter:@SBSKenya

Strathmore Business School is a proud member of:



AACSB

EFMD

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Appendix II: Ethical Review Approval

RHIInO Ethics - - 1 of 1

Completion of Online Research Ethics Review Submission

You have successfully submitted your application for ethics review "EFFECTIVENESS OF YOUTH ENTERPRISE DEVELOPMENT FUND IN IMPLEMENTING ITS PROGRAMMES IN NAIROBI COUNTY"

Certificate awarded to: Mr Maritim, Joseph

Reference number: SU-IERC0406/19

Date and Time: 2019-04-15 15:52:27

Appendix III: Youth Enterprise Fund Research Approval Letter



Unleashing Potential

YOUTH ENTERPRISE DEVELOPMENT FUND BOARD

Our Ref: YEDFB/CEO/1227/2018

Date: 8th May 2018

**Joseph Maritim,
Strathmore Business School,
P.O Box 59857 - 00200
NAIROBI**

Dear *Joseph Maritim*

RE: AUTHORITY TO CONDUCT RESEARCH

I acknowledge receipt of your request to undertake a research study entitled *“Effectiveness of Youth Enterprise Development Fund in Implementing its Programs in Nairobi County”*.

This is to inform you that your request has been approved. Accordingly, you are requested to liaise with the Fund’s Research Unit and Credit Department at Renaissance Business Park 4th and 5th Floors respectively for your basic orientation and facilitation to access the necessary information for your research study.

You are further advised to share with us your findings by sending us a copy of your final thesis duly signed by your college supervisor.

Wishing you success.

Yours

MORIASI ARABU JOSIAH
CHIEF EXECUTIVE OFFICER

Cc: Head of Credit YEDF HQs; Nairobi
: Regional Coordinator – Nairobi Region

Renaissance Corporate Park, 4th Floor, Elgon Road, Upperhill
Box 48610 - 00100, Nairobi - Kenya, Tel: +254 020 2211672/8, 020 2091720, 020 2646327, 0717 991616, 0735 121844
E-mail: info@youthfund.go.ke, Website: www.youthfund.go.ke

ISO 9001 : 2008 CERTIFIED

Appendix IV: NACOSTI Approval Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone:+254-20-2213471,
2241349,3310571,2219420
Fax:+254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref: No. **NACOSTI/P/19/18987/30260**

Date: **23rd May 2019**

Joseph Duncan Maritim
Strathmore University
P.O. Box 59857 00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “*Effectiveness of Youth Enterprise Development Fund in implementing its programs in Nairobi County.*” I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **23rd May, 2020.**

You are advised to report to **the County Commissioner, and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

THIS IS TO CERTIFY THAT:

MR. JOSEPH DUNCAN MARITIM

of STRATHMORE UNIVERSITY, 0-517

**Nairobi, has been permitted to conduct
research in Nairobi County**

**on the topic: EFFECTIVENESS OF YOUTH
ENTERPRISE DEVELOPMENT FUND IN
IMPLEMENTING ITS PROGRAMMES IN
NAIROBI COUNTY**

**for the period ending:
23rd May, 2020**

Permit No.: NACOSTI/P/19/18987/30260

Date Of Issue: 23rd May, 2019

Fee Recieved :USD 9.66



**Applicant's
Signature**

**Director General
National Commission for Science,
Technology & Innovation**

Appendix V: Questionnaire

Section A: GENERAL BACKGROUND

1. Gender

Male Female

2. Age

Below 30 years 31-40 years 41- 50 years
 Above 51 years

3. Job description

Senior managers
 Middle level managers
 Field officers

4. No of years worked in youth enterprise development fund program

Below One year Between 1-5 years
 6 - 10 years Above 10 years

Section B: LOANS MANAGEMENT SKILLS

5. To what extent in the given category, needs extra management in ensuring they are effectively impacted with the best venture management skills? Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

	1	2	3	4	5
Youth aged 18 to 34 years					

Youth aged 18 to 34 years					
Those running businesses and wish to expand					
Youth looking for markets and other business development services					
Youth looking for jobs abroad					

6. To what extent are you equipped in managing the below category of loans offered to either individuals or groups? Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

	1	2	3	4	5
Individual loans Kshs. 25,000 to 200,000					
Group loans Kshs. 50,000 to 400,000					
Business expansion loans Kshs. 100,000 to 2 million					
Greenhouse loans Kshs. 357,344 to 430,000					
Poultry incubator loans Kshs. 198,000					
LPO financing Kshs. 500,000 to 20 million					

7. To what extent do you agree that the following management aspects influence effective performance of youth enterprise development projects in Nairobi County?
1- Strongly disagree, 2- disagree, 3- moderate, 4- agree and 5- strongly agree

	1	2	3	4	5
Group Loans					
Individual Loans for youth in groups					
Direct lending to individuals					
Agri-vijana Loan					
Angua Chick's Loan					
LPO Financing					

Section C: TRAINING ON VENTURE MANAGEMENT

8. Are there training programs organized to enhance your skills in running effective YEDF program?

Yes [] No []

b) If yes how frequent do the training occur?

Weekly [] Monthly [] Quarterly []

Half yearly [] Annually [] Done on need basis []

Never []

9. To what extent are you trained in offering the below services effectively? Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

	1	2	3	4	5
Provide loans to youth owned enterprises					

Provide market support to youth enterprises					
Facilitate youth enterprises to develop linkages with large enterprises					
Provide trading premises and worksites					
Provide business development services to youth owned enterprises					

10. According to you, how would you rate the relevance of the training offered to youth enrolled in YEDF in Nairobi County?

Very relevant Good fair
 Poor Not relevant

11. To what extent do you agree that the following training aspects influence effective performance of youth enterprise development projects in Nairobi County? (Please tick (√) in the appropriate box) 1- Strongly disagree, 2- disagree, 3- moderate, 4- agree and 5- strongly agree

ASPECTS	1	2	3	4	5
Availability of pre-training on project management					
Regular in-service training on project management					
Regular visits to similar successful projects in other areas					
Duration of training in days					

Section D: OFFERING SERVICES TO THE MEMBERS

12. Is there evaluation of services offered by members in the project funded by YEDF?

Yes [] No []

b) If yes, how many times is evaluation of services offered by members is carried out in the project.....

13. Who is assigned to carry out effective evaluation of services offered by members?

M&E expert [] Project leader [] Project member []

Ministry [] Other specify

14. Which of the given below require much attention in respect to effective services offered by members? Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

ASPECT	1	2	3	4	5
Academic qualification of the project leader					
Number of times members engage in team capacity building					
Ability of the project leader to network with other project leaders handling similar projects					
Ability of the project leader to carry out SWOT analysis of the project performance					
Prior experience in management of projects					
Number of refresher courses attended on leadership					
Experience of project leader on financial management					
Frequent financial reporting on the project progress					
Efficient budgets in the project					

15. To what extent do you agree that the following effective services offered by members aspects influence performance of youth enterprise development projects in Nairobi County? (Please tick (√) in the appropriate box) Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

	1	2	3	4	5
Availability of monitoring and evaluation tools in the youth project					
Regular monitoring and evaluation of project progress					
Establishment of a working project evaluation team					
Project feedback					

Section E: YEDF Implementation

16. To what extent have you succeeded in ensuring the below in enhancing the effective implementation of YEDF programs? Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

	1	2	3	4	5
Provide loans to youth owned enterprises					
Facilitate marketing of products and services of youth enterprises in the domestic and international market					
Provide business development services and entrepreneurial training to youth enterprises					
Facilitate employment of youth in the international labour market through the Youth Employment Scheme Abroad					

17. To what extent has the YEDF programs ensured effectiveness of the below? Use a scale of 1-5 where:- 1 No extent, 2 Low extent, 3 Moderate, 4 Great extent and 5 Very great extent

	1	2	3	4	5
Increased job creation					
Incased number in youth enrolment					
Default rate level					
Reduced poverty levels					
Increased youth enterprises					

THANK YOU FOR YOUR TIME AND PARTICIPATION

Appendix VI: Project Time Plan

TIME	ACTIVITIES
JAN	Evaluating and identifying the field of interest for the project
FEB	Writing the project proposal
MARCH	Correcting and binding the project proposal together
APRIL	Presentation and defending of the proposal
MAY	Data collection
JUNE	Data analysis
JULY	Completion of the project and presentation

Appendix VII: Project Budget Plan

Activity/item	Cost
Research Journals and Literature	50,000
Printing the draft and final proposal	10,000
Questionnaires and transport for data collection	50,800
printing draft and final reports	600
binding the proposal and the report	200
Total	111,800