

## **Influence of management practices on sustainability of youth income generating projects in Kangema District, Murang'a County, Kenya**

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### **Abstract**

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

**Key words:** Sustainability, Youth Income generating projects, Management practices, Youth Enterprise Fund

### **1.1 INTRODUCTION**

The concept of sustainability of projects has been of great concern (United Nations document, 1987). According to IFAD Strategic Framework (2007-2010), sustainability of a project can be defined as the ability to ensure that the institutions supported through projects and the benefits realized are maintained and continue after the end of the project external funding. The Brundtland Report, is probably the most widely quoted definition as it marks an important shift away from the idea of sustainability as primarily an ecological concern to one that emphasizes the economic and social processes of development (IISD, 2003). In recent years there has been an increasing focus on, and understanding of, the design and implementation phases of projects as part of efforts to make projects more successful and work more efficiently (IFAD, 2007). Recent studies (TANGO International 2008c, 2008d, 2008e) noted that, while the trend with implementation is showing significant improvement, the trend with sustainability is rather disappointing, as fewer projects are being sustained. This means that the expenditure incurred during implementation is not commensurate with the benefits accrued. One of the most common constraint on sustainability encountered in field operations in Philippines and Vietnam reveal that they did not conduct risk analyses prior to project design, and lack of concrete risk management strategies. Also inadequate consideration of contextual issues, such as a lack of infrastructure or financial services has led to the development of market-driven project designs which might not be sustainable.

In Africa and developing countries, significant proportion of projects may be inoperable or abandoned completely. Similarly, according to Foxand (2004) in a study of sustainability of projects in rural areas of Limpopo Province in South Africa, projects can't be implemented and sustained without active community participation; such projects will collapse leaving the communities trapped in abject poverty. Also, a study by McKay & Sarakinsky (1995), noted that, lack of education and skills to run the projects is likely to affect the participants in projects negatively as they will make mistakes and blunders which may hamper the sustainability of the projects. According to Youth Challenge International Kenya an international NGO concerned with youth, majority of the Kenya's population is the youth aged 15 to 35 years and currently number about 60% of the population (YCIFK, 2005). This means that the youth is a significant group which cannot be ignored in community development agenda. Empowering youth through initiating and supporting income generating projects to successful completion and sustainability globally is still a neglected concern in general, or an unfulfilled aspiration at best (World Bank, 2005).

The Government of Kenya in its effort to support the youth established the Youth Enterprise Development Fund (YEDF) in 2006 which is channeled through financial intermediaries like banks and Saccos. This was a strategic move towards arresting unemployment which is virtually a youth problem ([www.yedf.go.ke](http://www.yedf.go.ke)).

In response to this, many youth projects have been implemented in Kangema District but some are not able to sustain themselves during and after implementation (YEDF guide, 2009). According to a report from the District Youth office (2011), 80 youth groups were registered and applied for the youth fund to start their income generating Projects in Kangema District in 2007 ranging from Kshs 50,000-250,000. Currently, 42 youth groups are active but with a lot of challenges to sustain themselves (DYO report 2011). The government of Kenya target which is in line with Vision 2030 aims to make sure that youth unemployment problem is solved. The above ambition by the government has triggered the need to explore the youth projects income generating projects and consequently their sustainability.

### **1.2 Statement of the Problem**

From the background, it is evident that project sustainability is still a major challenge in many developing countries as many of projects implemented at huge costs often tend to experience difficulties with sustainability. Findings from a study by Alexia (2006) on factors affecting sustainability of rural water supplies in Tanzania concluded that, sustainability of rural water supplies projects is clearly undermined by poor financial management the constituent element which must be addressed by all implementing agencies, donors and government. Recent study findings by (TANGO International 2008c, 2008d, 2008e), have shown that, while the trend with implementation of projects is showing significant improvement, but the trend with post- implementation is rather disappointing as fewer projects are being sustained. With the establishment of Youth Enterprise Development Fund (2006) in Kenya, Several Youth income generating projects have been implemented in Kangema District, Murang'a County but with low success rate (MOYA, Kangema District Report 2010). Initially, 80 youth groups were registered and funded by the YEDF in Kangema District but according to the District Youth Officer some projects were unable to sustain themselves as indicated by the repayment schedule of the loan given to the youth groups or individual projects (District Report 2011). The overall research problem addressed in this study is that, although there has been a lot of funding from the Kenya government through the Youth Enterprise Development Fund and other sources, there is a substantive dispersion between the implemented youth projects and the sustainable or active ones. This study will set out to examine the influence of management practices on sustainability of these youth income generating projects that are funded by the Youth Enterprise Development Fund in Kangema District, Murang'a County.

### **1.3 Purpose of the Study**

The purpose of the study was to assess the influence of management practices on sustainability of youth income generating projects funded by the Youth Enterprise Development Fund in Kangema District, Murang'a County, Kenya.

### **1.4 Objectives of the Study**

The study was anchored on the following four objectives;

1. To establish influence of Leadership on sustainability of youth income generating projects in Kangema District.
2. To establish influence of Training on sustainability of youth income generating projects in Kangema District.
3. To establish the influence of financial management on sustainability of youth income generating projects in Kangema District.
4. To assess the influence of Monitoring and evaluation on sustainability of youth income generating projects in Kangema District.

### **1.5 Research Questions**

The study was guided by the following research questions;

1. How does leadership influence sustainability of youth income generating projects in Kangema District?
2. What is the influence of Training on sustainability of youth income generating project in Kangema District?
3. To what extent does financial management influence sustainability of youth income generating projects in Kangema District?
4. To what extent does Project Monitoring and evaluation influence sustainability of youth income generating projects in Kangema District?

### **1.6 Significance of the Study**

This study would be of substantive value to the Youth groups especially on how to improve on the management of their projects and consequently get substantial returns. It would also help the Ministry of Youth Affairs and Youth Enterprise Development Fund in making policies regarding proper management and the sustainability of these youth projects and offer timely advice on how to run these projects.

## **2.0 LITERATURE REVIEW**

### **2.1 Theoretical orientation**

The nature of project management has taken a paradigm shift from the earlier one in the sense that it has ceased to be dominated by the construction industry but now it is applicable in all organizations. (Tembo, 2003) It has also advanced and become more specialized branch of management in its own right. As a result, the nature of projects has to change taking into focus on the project cycle that include: proper design, planning, effective implementation, monitoring and evaluation and the sustainability as well. (Norton & Bryan, 2005). The concept has however evolved as it has become of interest to non grant-making institutions. Sustainability in development refers to processes and relative increases in local capacity and performance while foreign assistance decreases or shifts (not necessarily disappears).

### **2.1 Leadership and sustainability**

Choudbury (1988) argues that, leadership involves motivating the employees, being innovative, creating a healthy organization, policy maker and so on. In relation sustainability of projects, the above can play a key role in influencing successful sustainability of youth income generating projects.

Managers of youth income generating projects, due to their incompetence have failed to effectively lead people working in the project. This lead to low success rate of such projects during implementation and subsequent post- implementation (Westland, 2007).

The project managers of medium and large scale organizations, when executing their leading function give assignments, explain routines, clarify policies and provide feedback of the performance to the project staff (Wickham & Wickham, 2008). Managers of the youth economic projects in their attempt to lead, usually confuse people working in the project because due to inadequate of the necessary competencies for leading the project team (Ncebere, 2000). According to Hakala (2009), many project leaders have difficulty striking the right amount of assertiveness. In his study in the February 2007 issue of the Journal of Personality and Social Psychology being under assertive or overassertive may be the most common weakness among vision aspiring leaders.

## **2.2 Training and sustainability**

Training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently (Landale, 2006). Training also enables the target groups to acquire new set of values and attitudes towards the appreciation of their inherent but untapped potential and reinforce their self-confidence and sense of autonomy as opposed to dependency. For the project to be successfully implemented and sustained, the manager and the people working in the project must be trained on all necessary tasks identified during planning phase and post implementation phase of the project (Westland, 2007). Training offered should be of quality and must match with the project requirements to ensure effective and efficient post- implementation of the project. In order to increase chances of successfully sustainability of the project, the manager and the team members need to be trained on the project risk assessment and management, fundraising and project evaluation and monitoring (Hubbard & Bolles, 2007). By knowing what lead to project failure, we stand a better chance to forestall the pitfalls by being more proactive in our planning. To counteract the foregoing and ensure success, the following factors should be put into consideration; risk management, project control and sponsorship (Mulwa, 2007). Youth income generating projects are micro-businesses; hence they lack financial capacity for training their managers and members on essential skills needed for effective implementation and sustainability of the projects (Wickham & Wickham, 2008). Small firms unlike macro-firms have a much lower incidence of formal training, relying mainly on training on the job (Blackburn, 1990).

## **2.3 Financial management and sustainability**

Finance is a major resource in project, without which it cannot operate and so the resource should be given the attention it deserves if the youth projects have to survive. Financial activities in youth groups should be planned for, recorded, monitored and controlled if the projects have to be sustainable. Massie (2006) noted that the demand for careful project planning has made financial management a key activity in organizations and projects in general. Financial Management is the process of managing the financial resources, including accounting and financial reporting, budgeting, collecting accounts receivable, risk management, and insurance for a business. Finance manager has not only to plan, procure and utilize the funds but he also has to exercise control over finances. This can be done through many techniques like ratio analysis, financial forecasting, cost and profit control, etc. In many cases, a financial project manager plays a key role in developing the long-term financial goals of a company or organization to ensure a profitable future for the firm. According to Madison (2009), financial planning involves setting objectives, assessing assets and resources, estimating future financial needs and making plan to achieve monetary goals. He continued to suggest that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is important to lay and plan our budget for the amount of money received (Kiogora, 2009). However it is doubtful whether the youth income generating projects in Kangema District prepare and use budgets appropriately. This makes it necessary to investigate the financial management in these groups. Massie (2006), points out that financial statements contain valuable information that managers can use to analyze past performance of a project. Stoner et al (2007) noted that financial statements are used to track the monetary value of goods and services into and out of the organization. This then calls for the youth project managers to have a careful financial management strategy to guarantee the sustainability of these projects.

## **2.4 Monitoring and evaluation and sustainability**

In According to UNDP (1997a) “Monitoring enables management to identify and assess potential problems and success of a program or project. It provides the basis of corrective actions, both substantive and operation to improve the program or project design, manner of implementation and quality of results. In addition it enables the reinforcement of initial positive results.” In fact it is a major aspect that cannot be overlooked because it determines the sustainability of any venture or project. According to Standish Group Project Chaos Report (2005), one of the reasons for project failure is lack of project monitoring and control. Monitoring and evaluation of development activities provides programme and project managers, including Government officials and civil society with better means for learning from past experience, improving

service delivery, planning and allocating resources, and demonstrating results as part of accountability to key stakeholders. Within any programme or project there is a strong focus on results - this helps explain the growing interest in monitoring and evaluation. The success and sustainability of any project or program largely depend on constant feedbacks about project on going activities. (Mark, Henry, & Julnes, 2000). Over the past decade, aid organizations have faced increasing pressure to become more effective and results-oriented. Many have launched agendas of results-orientation and results based management (RBM), more recently referred to as 'managing for development results'. (Hatry & Harry, 1999) It is for this reason that the youth projects need to embrace fully the concept of M&E to ensure their sustainability.

### **3.0 METHODOLOGY**

Descriptive survey design was employed as proposed by (Kombo and Tromp, 2006). Similarly Orodho (2003) explains descriptive survey as a method of collecting information by administering a questionnaire to a sample of individuals. Survey method was chosen because information provided would answer the questions posed. The study targeted 630 members of 42 Youth groups dealing with income generating projects in Kangema District and funded by the Youth Enterprise Development Fund with each group having 15 members. The projects were placed into six categories namely; Poultry keeping projects, Horticultural farming projects, Dairy goat keeping projects, Bee keeping projects, Milk vending projects and Vegetable growing. The study targeted youth groups because they were the direct beneficiaries of the Youth Enterprise Development Fund. According to Kombo and Tromp (2006), an effective population should have ideas on the topic investigated.

#### **3.1 Sampling and sample size**

The youth groups were stratified into six stratas according to the type of activity they were engaged in. These were: Poultry keeping projects, Horticultural farming projects, Dairy goat keeping projects, Bee keeping projects, Milk vending projects and Vegetable growing. Stratified sampling method was used to select the youth groups to be included in the sample from the target population of 42 groups. From each stratum, 30% of each group was picked. According to Mugenda & Mugenda (2003), this was adequate sample as generalization can be made from a sample that is 30% of the target population. The sample had 13 groups. From these groups, chairperson was purposively chosen because as the leader, he/she was familiar with the group's activities. Simple random sampling was used to select one member from each group. Also the sample included two groups which were purposively sampled these were; the best performing group and any other where the members were engaged in a focused discussion group guided by the research objectives/questions. Purposive sampling was used to select District Youth Officer. According to Martin (2005), purposive type of sampling relies on the researcher's judgment or common sense regarding the participants from whom information is collected. The sample size had 57 respondents; 13 chairpersons, 13 members, 30 members from the two groups who were involved in Focused Group Discussion and one District Youth Officer.

#### **3.2 Data Collection**

The study utilized a questionnaire for collecting data which was administered by the researcher to the chairperson and one member of each sampled group. There was also an interview schedule for the District youth officer in charge of the youth affairs. Focused Discussion Group for the two selected groups was also be used to get more insight on group daily activities. Before distribution of the questionnaires, pre-testing was done to check the validity and reliability of the questions. The researcher visited the 13 sampled Youth groups.

### **4.0 DATA ANALYSIS,**

The data were analyzed using the Statistical Package for Social Sciences and presented by the use of frequency tables and percentages. Qualitative data was analyzed based on content analysis.

#### **4.1 Level of Education of Respondents**

The level of education and training of the members of a group enable them to be able to plan, design, implement and sustain a project. From the analysis, it was evident that majority of the members only have basic education. This poses a major challenge in sustainability of the youth projects because they don't have the basic knowledge and skills in project management.

#### **4.2: Leadership and Sustainability**

This section presents the Members' view on the influence of leadership on sustainability of the youth income generating projects as captured from the data collected. From the analysis, the study revealed that, the members in the youth groups concurred that leadership in the youth income generating projects was paramount as it influences the sustainability of the projects and the courses attended on leadership should be enhanced.

#### **4.3: Training and Sustainability**

Table 3, show the Chairpersons' view on the influence of training on sustainability of the youth income generating projects as captured from the data collected. The analysis revealed that, the chairpersons of the youth income generating projects in Kangema District had an opinion that, prior training and frequent in-service training in project management had a positive influence on the sustainability of the youth projects.

#### **4.4: Financial Management and Sustainability**

Table 5, show the Members' view on the influence of training financial management on sustainability of the youth income generating projects in Kangema District as captured from the data collected.

From the analysis, it can be concluded that, the members held a view that proper records keeping and experience of the project leader in financial management influences the sustainability of youth income generating projects in Kangema District.

#### **4.5: Monitoring and Evaluation and Sustainability**

Members' view on the influence of Monitoring and evaluation on sustainability of Youth income generating projects in Kangema District as captured from the data collected. From the data analysis, it is clear that most of the youth projects (54%) are only evaluated twice a year. In addition 23% have not been evaluated. Monitoring and evaluation is important for the sustainability of a project. This frequency should be enhanced so as to seek feedback and offer proper advice.

From Table 6, it is evident that Monitoring and evaluation of youth projects is done largely by the project leaders (62%). However, only 23% of the groups reported being evaluated by M&E expert. This implies that if the project complexities are beyond the project leader, the project is bound to fail. This implies that periodic Monitoring and Evaluation by expert from the Ministry of Youth is welcome to assist in the sustainability of the youth income generating projects.

### **5.0 RESULTS AND DISCUSSION OF THE FINDINGS**

The purpose of this study was to assess the influence of management practices on sustainability of the youth income generating projects in Kangema District, Murang'a County, Kenya. It focused on, Leadership, financial management, Training and Monitoring & Evaluation aspects and how they influence sustainability of the youth projects. The results herein are discussed in line with the research objectives;

#### **a) Influence of leadership on project sustainability**

From the study findings, Leadership has a positive role to play in the achievement of sustainable youth projects. The study revealed that, majority of the project leaders and the members felt that academic qualification of the project leader was a key aspect that influences youth projects sustainability. The study also revealed that, a big proportion of the youth project leaders and members had basic primary education with minority having post secondary training. The level of education and training of the leaders and members of groups is important as it enable them to be able to plan, design, implement and sustain a project. Projects in Kangema faced the challenge of having semi-illiterate leaders and members implying that even the basic

skills of project management may be missing. This perhaps explains why even after funding through youth fund the project continues to experience problems of sustainability. Similarly, majority of the project leaders and the members felt that team building activities in the project cycle needed to be more frequent as they were important in cultivating teamwork among the project team members hence a sustainable project. This concurred with the ideas of (Dana, 2001) who pointed out that, project managers should lead by establishing project values and ethics, and transforming the way project does business in order to improve its effectiveness, efficiency and sustainability. It was also supported by (Mchugh & etal 2002) who suggested that, good project leaders motivate project workers and create suitable environment for workers to motivate themselves. Managers of youth income generating projects in Kangema due to their incompetence have failed to effectively lead people working in the project. This may explain the low success rate of such projects during implementation and subsequent post- implementation or sustainability.

#### **b) Influence of training on project sustainability**

From the results of the study, majority of the chairpersons and the members felt that pre-training on project management would influence sustainability of the youth projects in Kangema District. Almost all of the chairpersons and members were of the opinion that regular in-service training influences sustainability of the youth projects. This concurs with the ideas of (Hubbard and Bolles, 2007) who suggested that, to facilitate timely achievement of project objectives in youth projects, members of the team must possess characteristics, skills, values, attitudes and commitments gained through training that enable projects to achieve their goals efficiently. Formation of youth income generating projects in Kangema District does not consider the above characteristics and other aspects in most cases. Westland (2007) argued that, this lead to the formation of a project mob instead of project team in which members mistrust each other, lack commitment to the project goals, holds diverse and contradictory attitudes and values, and managers are more concerned with personal growth than group success. This was evident in most of the projects in Kangema District. Fox and van Rooyen (2004) indicated that, the inability of entrepreneurs to maintain the input and dynamic required to sustain projects is a course for concern. According to them the projects collapse due to inadequacy of local participation and lack of local capacity to implement them. Individuals should be empowered to take full responsibility for managing natural resources and contributing to their sustainable livelihood. The study further revealed that, training of project managers and members in the day to day running of the projects should be streamlined to ensure project team focus on purpose, strategy and sustainability of their projects within the constraints of time, cost, resources and quality output. This view was supported by (Landale, 2006) who concurred with the findings that, training is the process of acquiring knowledge and skills by target groups that enables them to operate effectively and efficiently. This is actually limited in the youth projects in Kangema District as most of them relied on their limited skills and had no external expert opinion. This posed a challenge in their survival of these projects since they were not able get external input.

#### **c) Influence of financial management knowledge on project sustainability**

Regarding proper financial records keeping, majority of the chairpersons and the members felt that when proper financial records are kept in youth income projects their sustainability would be promoted. This concurs with the idea of (Sanga, 2009) who argued that proper record keeping sustains and expands an organization and without it the business runs a risk of hitting cash flow crunches wasting money and missing out opportunities to expand. Also majority of the chairpersons and members agreed that for a project to be sustainable experience of the project leader in financial management matters was paramount in youth income projects. Frequent financial reporting on the project progress was supported by a big proportion of the chairpersons and equal number of members to have had influence on the sustainability of the youth projects. Efficient budgeting of the project activities was also strongly supported by majority of the chairpersons and members to have a great influence on sustainability of youth income projects. This is supported by ideas advanced by (Madison 2009) who suggested that, one systematic approach for attaining effective management performance is financial planning, budgeting and that sustainability of any project lies in effective financial management right from the implementation stage to post implementation phase. It is also supported by (Kiogora, 2009), who argued that sustainability of any project lies on a good plan and budget for the amount of money received. However, a sizeable number of youth groups in Kangema District do not

prepare or use budgets appropriately or even had enough financial management skills and this posed a challenge in their sustainability.

#### **d) Influence of monitoring and evaluation on project sustainability**

Monitoring and evaluation is a key element in project sustainability, majority of the chairpersons and the members felt that constant monitoring and evaluation greatly influence sustainability of the youth projects. The study findings revealed that majority of the youth projects in Kangema were only evaluated twice a year and 23% had not been evaluated at all. Monitoring and evaluation is important in the sustainability of a project and therefore the frequency of monitoring and evaluation should be enhanced in all the project stages. This was also supported by views of (Patton, 1997) who argued that, monitoring forms an integral part of all successful projects and without access to accurate and timely information, it is difficult if not impossible to manage an activity, project or program effectively. Similarly, it was evident that, Monitoring and evaluation of youth projects in Kangema was done largely by the project leaders however, only a small proportion of the groups reported being evaluated by M&E expert. This implied that, if the project complexities are beyond the project leader, the project is bound to fail. The study suggests that, periodic Monitoring and Evaluation by expert from the Ministry of Youth or any other area should be incorporate to assist the monitoring and evaluation of these projects so as to make them give quality returns. This concurs with ideas of (Mark, Henry, & Julnes, 2000) who argued that the success and sustainability of any project or program largely depend on constant feedbacks about project on going activities. It is the opinion of the researcher that, if the youth groups in Kangema are trained on monitoring and evaluation skills their projects would be more effective and sustainable.

### **5.1 Conclusion**

From the study findings, the concept of sustainable projects would be a strong pillar in attaining sustainable development and vision 2030. Also it would be able to arrest the constant problem of youth unemployment. The government of Kenya through the Ministry of Youth and Sports has really tried to avail financial resources to the youth so as to engage in income generating projects but not without challenges which are technical and need to be addressed to sustain the policy on Youth empowerment. The government funding is not adequate and there is need to increase this funding. In addition, there is urgent need to address the challenges facing the youth income generating projects which include; inadequate training on basic project management issues, leadership problems, internal wrangles between the members and illiteracy of the members in the rural areas. The government should also rethink of the entire Youth Policy on empowerment and involve the youths at the grassroots more. This will actually help them in making sure that they come up with sustainable income generating projects which will benefit them from the continuous profits. Also they should come up with projects which are in line with the latest technology so as to avoid competition and market problems which eventually make their projects unsustainable.

### **5.3 Recommendations**

Guided by the findings of the study, researcher recommended the following;

Ministry of Youth and Sports should provide the youth groups with comprehensive, quality and convenient training on project planning, implementation and post-implementation of income generating projects.

2. Deliberate efforts should be made by the stakeholders concerned with these youth projects to involve professional or experts in management of youth projects particularly during planning, implementation and monitoring and evaluation phases.

3. Youth income generating projects should solicit adequate resources from other sources apart from the Youth Enterprise Development Fund for effective sustainability of the projects.

4. Youth groups should explore and take advantage of emerging business opportunities which are market driven to avoid failure due to competition for example in Information Technology and I.C.T.



**LIST OF TABLES****Table 1, Level of Education of the Respondents**

Level of education	Chairpersons		Members	
	Frequency	Percentage	Frequency	Percentage
Primary	6	46	6	46
Secondary	5	38	4	31
Diploma	1	8	2	15
University	1	8	1	8
<b>Total</b>	<b>13</b>	<b>100</b>	<b>13</b>	<b>100</b>

n = 26

**Table 2 Members' View on Leadership and Sustainability**

Aspect	Strongly agree	agree	Disagree	Strongly disagree
Academic qualification of the project leader	77%	23%	0	0
Ability of the leader to carry out SWOT analysis	15%	46%	31%	8%
Prior experience in project management	15%	15%	54%	16%

**Table 3 Chairpersons' View on Training**

Aspect	Strongly agree	agree	Disagree	Strongly disagree
Availability of pre-training on project management	84%	8%	0	8%
Regular in-service training on project management	54%	38%	0	8%
Frequency of training in project management	54%	15%	8%	23%

**Table 4: Members' View on Financial Management**

Aspect	Strongly agree	agree	Disagree	Strongly disagree
Proper financial records	46%	46%	0	8%
Experience of project leader in financial management	46%	23%	23%	8%
Frequent financial reporting on the project progress	54%	23%	15%	8%

**Table 5: Frequency of Monitoring and Evaluation**

Numbers of times per year	Frequency	Percentage
Once	2	15
Twice	7	54
Thrice	1	8
None	3	23
<b>Total</b>	<b>13</b>	<b>100</b>

**Table 6: Personnel involved in M and E**

Personnel	Frequency	Percentage
Expert	3	23
Project leader	8	62
Members	2	15
<b>Total</b>	<b>13</b>	<b>100</b>

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