INFLUENCE OF GLOBALIZATON ON PROJECT MANAGEMENT: A CASE OF AFRICA YOUTH COMMISSION ORGANIZATION

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DECLARATION

This research project my original work and has never been submitted for an award of a degree in any other university.

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This research project has been submitted for examination with my approval as the university supervisor.

Signed………………………..………………   **Date** …………………………

Dr. Dorothy Kyalo
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DEDICATION

I dedicate this work to my beloved husband MeshackKinyua, my parents Mr. and Mrs Samuel Kahuho, my brother Victor Mwangi Kahuho.

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ABBREVIATIONS AND ACRONYMS

AYC:	Africa Youth Commission
AU:	Africa Union
EC:	Executive Council
PMI:	Project Management Institute's
NGO's:	Non-Governmental Organizations
SPSS:	Statistical Package for Social Science

ABSTRACT

The study sought to examine influence of globalization in project management of Africa Youth Commission Organization. The following specific objectives guided the study; To establish how multi-cultural conflict among team members influence project management at Africa Youth Commission Organization; To assess the influence of technology on globalization on project management at Africa Youth Commission Organization; To determine how political interventions on globalization influence project management at Africa Youth Commission Organization; and to examine the influence of legal interventions on globalization on project management at Africa Youth Commission Organization. This study was conducted using a descriptive survey research design. Quantitative and qualitative data was collected using self-administered open and closed ended questionnaires from a homogeneous proportionate random sample of 104 respondents representing a population of 140. The content and criteria validity of the data collection tools was established through a pilot study over a population that did not participate in the main study. Reliability of the tools was established to be 0.765 indicating that the tool was reliable for the study. The collected data was sorted, cleaned and analyzed to draft this report. Africa Youth Commission stakeholders agree that intercultural communication, time and sociability as well as integration management influence the success of the project. In addition, they acknowledge that horizontal management is better than strong hierarchy management if the work place. The researcher found out that Africa Youth Commission stakeholders agree that having some technical and interpersonal skills is essential for them to implement the project and thus they do not feel there is need to employ virtual teams to project management. They however acknowledge that by providing them with training and information on technology they will be able to successfully implement the project. They also believe that project managers should have the requisite technological knowledge and skills for successful projects. Africa Youth Commissions stakeholders also unanimously believe that projects require frequent consultations and outsourcing for quality project implementation. In addition, they felt that political ethnic diversity as well as the policy on passport issuance and visa validation affect implementation of the project and its management. The stakeholders also agree that donors are more committed when there is flexible and adaptable political environment. They also believe that global projects are more interested in the host community and interstate related risks rather than government administration related dangers. However, they registered undecided feelings when asked if global political alignments and ancient animosities between countries could often dampen execution of global projects. On the other hand, the stakeholders think that it is important for the project manager to understand the relevant employment, health and safety laws as well as the standards, deliverables, required technical regulations and orders administering the project agreement. The stakeholders however were neutral on whether legal processes to be carried out in the project and legal risks associated with the projects should be outlined and understood. The recommendations from the research are that project managers should develop both hard and soft skills in management to enhance good implementation and success of the projects. The project managers should consider intangible factors such as muti- culture conflict, technology, political intervention and legal intervention as factors influencing the success of a project.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

According to Project Management institute (PMI), a project is temporary in that it has a defined beginning and end in time, and therefore defined scope and resources. And a project is unique in that it is not a routine operation, but a specific set of operations designed to accomplish a singular goal. So a project team often includes people who don't usually work together – sometimes from different organizations and across multiple geographies. Project management, then, is the application of knowledge, skills, tools, and techniques to project activities to meet the project requirements (Project Management Institute 2008).

With the progress of globalization, project management is not any more a local matter, but an international issue that is perilous in nature (White & Fortune, 2002). Diversities in the global environment have presented firms with opportunities and challenges (Young &Javalgi, 2007). Consequently, a finding of the outcomes of project monitoring and evaluation based on World Bank projects showed that several of the main challenges of execution are within the general surrounding of the project, and rarely are they under the direct management of the project manager. Further, the project management situation for international Development projects is extremely complex than local projects (Abyad, 2017). It is the mandate of the project managers to comprehend the social, economic, political and cultural factors affecting the project environment.

In addition, global projects are extremely complex and face more challenges than local based projects. In most cases, some difficulty experiences in international projects are incomparable with those in local based projects (Abyad, 2017). The cultural diversities situation is recognized as a key factor in global projects management (Ochieng& Price, 2010). In spite of the fact that, existence of cultural challenges in local projects team as a result of team members originating from different places, international projects teams are often seen as easily affected by cultural diversities.

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In 2008, the occurrences of global financial problems in certain parts of the world, with numerous and long term implication in the United States as well as Africa, which had impact on the project management profession (Helleiner, 2011). The governments are dealing with this impact leading to international economic downturn (Abyad, 2017). The globalization of project management practitioners has been given more weight by influencing scholars and researchers of numerous project management associations across borders.

The vast culture difference between the East and West result to various approaches in project management, is both at a high mode of thinking and general way of seeing things, as well as at the mode of particular techniques and tools (Amin, 2014). In today world, project management that is facing challenges due to globalization is searching for solutions in more efficient and effective approaches of project management and managing project-based organizations.Since managing projects, is a filed, with its origin in the Western culture, discrepant between managing projects the values and beliefs and those of ancient African cultures are to be found.

In African, there is an existence of a gap between integration management verses belief of meanness. In managing a problem, it involves and puts stress on integration of ideas and opinions, tackling conflict and challenge risks. Contrarily, to the African tradition this involves practice in which challenges and risk are avoided as much as possible. Consequently, the issues about horizontal management verse deep rooted hierarchy (Abyad, 2017). For instance, this makes referrals to situations where there is existing challenges between project management which works excellently in a flat or horizontal project-oriented ranking, and the strong top down hierarchies existing in African organizations. The top down management approach tends to put stress on top and subordinate relations whereby the questions directed to the boss are discouraged.

There exists a difference between the project management team awareness verses family consciousness. Where by project teams are not permanent, there is a tendency to put stress on collective work across roles and merit-oriented exhibition evaluations (Abyad, 2017).

Contrarily, the African culture emphasizes long term family relations. This kind of arrangement is conflicting cross-functional collective or production based recognition. In African practices, it's based on boss orientation rather than job inclination (Ochieng& Price, 2010). For instance, in managing a project, the essential thing is for the job to be performed, unlike in African culture, where the aim is to pleasing the boss.

Project managers, who are preciselyin charge of cross-cultural organizations, will often be well equipped in the technical approach of their roles, and frequently lack the expected cross-cultural expertise such as foreign language skills. This occurrence is unsurprising, since the project managers are rewarded with this positions as triumphant technical professionals who have often earned with always additional duties and responsibilities in their workplace and career up to the time that those duties and responsibilities goes beyond into international boundaries (Abyad, 2017). Further, after getting their new role, rarely do they have the time required for the particular cross-cultural orientation and training required. All the project team members are not only facing technical conflicts and difficulties but also important complication with factors such as foreign languages, culture, personal indifferences and peoples' circumstantial entanglements (Meredith & Mantel 2011). These additional difficulties have to be resolved in order to handle the technical challenges of more specific interest.

In project management, a team may be consisting of people from different cultural backgrounds and multiple nationalities. This means that these people have different ethics, beliefs, values, morals and other ethnic aspects (Kerzner, 2013). This poses a challenge on the project manger's soft skills. Such skills go around relational complication rather than technical challenges (Abyad, 2017).The relational complication is impacted by the values and standards that exist in different national cultures. The geographical dissipation of the project team, it is rare they have never interacted before hence they know little about each other. Hence, this creates mistrust among the team because they are not sure about the other people's background, support and synergy at work.

1.2 Statement of the Problem

According to Javidan, Stahl, Brodbeck&Wilderom (2005), globalization of market and economic ventures is frequently accelerating and crossing borders often becoming paramount for companies. For example, there is great increase in cross nation's mergers and acquisitions over the last decade. Further, due to the increasing rate in globalization, there is urgency for effective cross-culture information and knowledge shift has regularly increased. The effects of globalization in project management are inevitable. In addition, developing countries are vastly affected by the competitive surrounding which has continually increased in parallel with the day to day emerging trends of globalization (Sengül, Alpkan&Eren, 2015).

Management is defined as the process of implementation of organization's objectives and making arrangements on the utilization of resources in order to achieving the set organizational goals (Itegi, 2015). Traditionally, functional and coherent management was seen as that which led to promotion of order and firmness by use of rules and procedures. In achievement of this, the leadership made provision of an approach in which activities are pinpointed resources allocation, guided routines are put forward, placements and procedures are made into establishment in guiding performance of duties. Nevertheless, in this emerging trend of globalization sustainability quashes firmness as organizations can not anymore disregard the instability in external environment. The accomplishment of projects today is in adamant of their ability into tapping into the most recent technology and accommodating it to driving the project process in meeting the ever revolving demands and request of their stakeholders.

Project management is the process of applying of knowledge, hard and soft skills, tools, approaches in project context in achieving the project set goals and objectives functionally and efficiently and morally (Itegi, 2015). Today, project managers are required to be well informed in managing international cross cultural teams. As the international economy rapidly increases, cross cultural project teams have become day to day. It is essential for project managers to comprehend communication differences, knowledge on emotional

variations across cultures, how team members vary in international set up, and cultural variations in negotiation and challenge (Ochieng& Price, 2010).

1.3 Purpose of the Study

The study sought to examine influence of globalization in project management of Africa Youth Commission Organization.

1.4 Objectives of the Study

The study was guided by the following objectives;

i. To establish how multi-cultural conflict among team members influence project management at Africa Youth Commission Organization.

ii. To assess the influence of technology on globalization on project management at Africa Youth Commission Organization

iii. To determine how political interventions on globalization influence project management at Africa Youth Commission Organization

iv. To examine the influence of legal interventions on globalization on project management at Africa Youth Commission Organization

1.5 Research Questions

The study seeks to answer the following questions;

i. How does multi-cultural conflict of teams members influence project management at Africa Youth Commission Organization?

ii. To what extent does technology on globalization influence project management at Africa Youth Commission Organization?

iii. How does a political intervention on globalization influence project management at Africa Youth Commission Organization?

iv. To what extent does legal intervention on globalization influenceproject management at Africa Youth Commission Organization?

1.6 Significance of the Study

The findings of this study will be important to project managers; this is because they will be able to understand the importance of success factors that influence globalization on project managing. Therefore, they will be in position to incorporate the success factors

when executing the projects to ensure that there is team work among the team and understand of the different personalities.

The results of the study will be important to the multinational corporations, Global teams, NGOs, government and policy makers, since they are key stakeholders to understand the effects of globalization on project managing. Therefore they are to ensure that globalization has a positive effect on the projects.

The study will be essential to the scholars and academicians since they understand more the effects of globalization on project management. The study will add to the body of knowledge, by provision of more information on challenges of globalizations on projects management. The study will create a platform for future studies.

1.7 Limitation of the Study

The study only concentrated on the challenges facing globalization on project management, thou there are other challenges facing project management. Therefore, the study limited itself to examining challenges of globalization on project management in Africa Youth Commission.

It was anticipated that some respondents would not answer the questionnaires because they may consider their information confidential.The researcher assured the respondents that their information will be used only for academic purpose and that it will be treated with confidentiality. At the end, five respondents did not answer the questionnaires.

1.8 Delimitation of the Study

The study examined challenges of globalization on project management of Africa Youth Commission. It only focused on project managing in Africa Youth Commission and the target population was made up of executive council, the secretariats members, the members and the partner staff. The study was limited to five variables; multi-cultural conflict, technological factors, political interventions, legal factors and economic factors.

1.9 Assumptions of the Study

This study assumed that:-

Correct and reliable information was provided by the respondents as they were willing to answer the questionnaires honestly and factually. The research will ensure that the respondents give honest responses by assuring the respondents with confidentially and that the inform given will not be used against them.

1.10 Definition of Significant Terms

Cultural:	The sum of attitudes, customs, and beliefs that distinguishes one group of people from another.
Conflict:	The existence of tension and disagreement among team members.
Globalization:	It is the process by which a project has an international influence.
Legal Intervention:	It is where certain laws and rules are put in place to regulate people or certain procedures.
Political Intervention:	It is the act of non-defensive activities undertaken by a nation-state, or other political organizations to manipulate a situation.
Project Management:	It is the field of initiating, planning, executing, controlling and closing the work of a team to achieve specific goals and meet specific success criteria at the specified time.
Project:	It is a temporary endeavor in that it has a defined beginning and end in time, and therefore defined scope and resources.
Technology:	The application of scientific knowledge for practical purpose.

1.11Organization of the Study

This study is organized in five chapters. Chapter one deals with the background of the study, the statement of the problem, purpose of the study, objectives of the study, research hypotheses, significance of the study, assumption of the study, limitation of the study, delimitations of the study, definitions of terms and the organization of the study. Chapter two reviews literature along the study objectives. It also presents the theoretical framework of the study. Chapter three outlines the research methodology that will be used by this study. It will discuss the research design, the target population of the study, the sample size and sampling techniques, research instruments, data collection methods and data analysis methods. Chapter four will outline data analysis and presentation, the response rate, reliability of research instrument, descriptive statistics and inferential statistics. Chapter five will outline the summary, conclusions, and recommendations of the data findings and suggests area for further studies.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical review empirical review of the study variables, conceptual framework and summary of research gaps.

2.2 Globalization on Project Management

Coming to terms with projects in such mode of operation which in the past years in the era of globalization of market and increasing growth competition has become extremely important in Kenya, Africa and the rest of the world. The value and the count of projects realized are slowly increasing and include not only the fields traditionally relative to such mode of operation for instance construction and information technology but in practices and all areas of our life. A project is commonly defined as a temporary endeavor undertaken in creation of a unique product or service (Project Management Institute 2008). A project can also be defined as a set of work that must all come into completion in order to achieve the project's objectives (Klastorin, 2004). In day to day operations of a project, numerous tasks are taken parallel with each other. Another important characteristic of projects is the existence of precedence relationship between the works. These relationships portray the challenges that demand one job to be completed before another commences.

In comparison to other business cycles, project management turns out to be certainly challenging, from both theoretical and practical views. In the theoretical point of view, the important planning constraint of resource challenging scheduling is extremely intractable. In a practical point of view, the two set goals in project management are explained to the finishing of the project timely and on budget (Goh & Hall, (2012). Nevertheless, numerous projects do not succeed to achieve these two standards, despite detailed planning prior to executing starts and the use of up to date project management software. This explains that there are other factors that affect the project managing rather than time, cost, planning and resources.

With the progress of globalization, project management is not any more a local matter, but an international issue that is perilous in nature (White & Fortune, 2002). Diversities in the global environment have presented firms with opportunities and challenges (Young &Javalgi, 2007). Consequently, a finding of the outcomes of project monitoring and evaluation based on World Bank projects showed that several of the main challenges of execution are within the general surrounding of the project, and rarely are they under the direct management of the project manager. Further, the project management situation for international Development projects is extremely complex than local projects (Abyad, 2017). It is the mandate of the project managers to comprehend the social, economic, political and cultural factors affecting the project environment.

The recent international market problem has had the following impacts in relation to globalization of project management; practitioners to global territories, countries, firms and organizations (Helleiner, 2011). The project management practitioners from developing countries are quickly joining the globe's developed countries as professionals and those from developed nations pursuing opportunities for expansion and growth in the developing nations. The project practitioners have to adapt, flexible and make it to excellently commit and execute their organization's resources in a worldwide dangerous economic situation by embracing organization approach that is flexible, easy to adapt, commitment, and fast to execute worldwide to meet the difficulties of the recent economies crisis.

2.3 Multicultural Conflict and Globalization on Project Management
In day to day world, the project managers are required to have excellent management skills of international multi-cultural teams. As the international market continues to grow and multi-cultural project team have accelerated, it is essentialfor project managers to know communication challenges, how emotions conflict across different cultures, how teams conflict in international setting, and cultural contrast in negotiation and challenges. When thinking about management of a project with global team members, most of the times what comes to one's mind is the location distances and dissimilarity in time zones. Rarely, do we focus on the essential of managing and comprehending diversity and culture. The result of culture on the succeeding of management is recognized in theoretic management literature, at the same time global project managing set rules do not provide a detailed,

methodical structure in the field (Bohm, 2013). In other words, there is lack of awareness on diversity within project management regulations and the importance on the project team.

Project managers liaising with their team members, stakeholders or donors, spend a quality amount of their period (approximately 90%), organizing and going for meetings, planning, calculating risks, having discussions and conflicts resolutions (Obikunle, 2002). In other words, the project managers have little information to cultural diversity. Cultural is commonly referred to as a communal shared set of attitudes, customs, and beliefs ascribed of any society, in which the organization of the society living in communal, its surroundings and its answers to the questions of the group. There are well defined attributes in which cultures conflicts from each other, the national attributes, perceptive, thoughts, language of communication, nonverbal transmission, morals, values, habits and social class. Thus, this creates a hard time for the project managers at workplace. On a daily basis globally, there is existence of misunderstanding developments among various groups of people working for the same organization and this is often attributed by the manner in which individuals treat each other or interpretations to each other' responds. Multi- cultural literacy is an involvement of openness to change and flexibility.

The United States Bureau of Statistics reported that there was to be an increase of women and people of color as new entrant in the market force by the year 2008. Therefore, project managers were demanded to understand the best way in managing these people. Thepresent world is a global village and it is characterized by frequent migration of ideologies, individuals and information across various geographical boundaries (Jha, 2013). Frequently, project managers are met with certain task of handling a lot of individuals from various nations with different colors, cultural beliefs and doctrinal/religious background combined with different accents.Normally, the challenge with verbal and nonverbaltransmission of information within team is not only as a result of unwillingness of project manager to understand about diverse cultures of team members but also is an impact of the cultural arrogance of individuals from various parts of the world who find themselves in these countries and continue with them or assimilate with their own options,

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definition and certain behavior and do not want to accord respect the ethics of their country of adoption (Obikunle, 2002).

An essential part of the World's Gross National products is utilized on projects, including design and construction of infrastructure, manufacturing among others. World Bank (2007) data shows that 21% of the globe's $ 45 trillion gross domestic product is gross capital formation, which is approximately wholly project-based. In China it is 43% and in India it is 33%. In other words, project management portrays an important contribution to creating value worldly (Anbari, Bredillet, and Turner, 2008). There is an increase interest in project management and close success features have been growing gradually in the past years. The project manager in recent world's cross-cultural international business society often face cultural differences, which can led to interference of the successful completion of their projects (AnbariKhilkhanova, Romanova, and Umpleby, 2004). Cultural dimensions portray basic challenges with which any community has to deal with thoughthe solutions differ. These approaches can be classified   into several categories. First, there is existence of relationship between individuals. People neither associate with individualism nor collectivism ideologies (Hofstede, 2000).

Motivational orientation is essential in project management. This is because communities have a way of coping with the existing uncertainties of living. This can be classified as masculinity versus femininity, amount of unsure avoidance and power distance. In other words, this can be seen as achievement versus ascription. In cross cultural issues there is the issue of attitude towards time. Where there is a difference between long term and short term goals orientations (Jeston, 2014). Another cultural diversity is the control perspective, where there is a difference between internal control and external control. In other words, some cultural believes that it has power and control over its surroundings and happenings. Further, socio cultural approach is another dimension to view cross cultural diversity. Where there is existence of paternalism and fatalism. In a paternalistic setting, the function of the leader is provision of guidance, safeguarding, nurturing and caring about the members, the function of a subordinate, in return, is to give loyalty and deferential to the team leader. On other hand, fatalism is the doctrine that it is not possible to have entire

control over the results of one's actions and, therefore, trying too hard to succeed in something and making long existing plans are not worthwhile (Kerzner& Harold, 2017).

Subsequently, context is another dimension of cross cultural differences. Context is the information that surrounds an occurrence. High-context cultures have extensive information networks and demand minimum information on the other hand low-context cultures demand more background information prior to decision making. Converges and diverges is another dimension, where converges are action oriented, enjoying and are excellent at getting things happen, and prefer working on manageable, well defined challenges for which there is a unique 'best' solution (AnbariKhilkhanova, Romanova, and Umpleby, 2009). On the other hand, diverges prefer reflecting and observing, view surroundings, form different point of view, appreciating various topics, and prefer to working on vague and ill-defined challenges for which there are several alternative approaches.

2.4 Technology and Globalization on Project Management

Information Technology (IT) projects have already set forth many perspectives of the international revolution essentially through communication approach. The internet and related technologies have had a vast influence on how project team members manage communication and continuation of their work (Raybould, 2007). Projects have made utilization of talents from various countries or organizations with little regard to their knowhow of anything 'internationally'.The variations in project management resulted by globalization have had a result locally. The challenges of finding meeting rooms, the cost of travel, more in approach of time than of the exact cost of movement, have led to projects moving towards into the virtual approach even within the same locality (Meskendahl, 2010). Virtual project management has found its way in the technology. Different people have different definition on virtual team. The term can be used without much emphasis on connection of teams without an existing formal way such as societies of practice.

Technological factors that have impact on an international project can be categorized into applicabletechnical specifics and set standards, training, infrastructure and application tools. In a global project, technical specifics and standards that are required may not be common as the ones used in Kenya. There can be variations in electrical codes, safety regulations, welding regulations, accommodating and dimensioning regulations, regulating agency method, and testing certification standards and procedure (Atesmen, 2008). Before undertaking an international project, all the grey areas in specifications should be addressed and seek clarification. If the project is going to run in French, then all the project specifics should be translated into French by a qualified translator.

Another technological aspect that need care and good planning is training. It is essential to put into consideration that some of the global team members might not be as advanced in matters to do with the technology field that the project is involved in (Meskendahl, 2010). Most people have the theoretical training but lack the practical application of it. Conducting training of virtual project team is a constraint in itself. Training project team members might have to be sent to the global project sites, which increases time constrain and cost on the budget of the project.

Lack of the right infrastructure in the global project is another challenge that causes delay to a project time span (Nicholas &Steyn, 2017). Some countries have good and fast internet, while others the government controls the transfer of information in the internet. Hence working with a virtual team may be difficult to communicate as different countries have different restrictions on the internet which is the fastest means of communication for people working in different geographical areas. Contrarily, some internet and technology are permitted in some countries while in others not.

International projects have now adopted the use of virtual teams. This is where different people in different locations are working on the project. Time variations, lack of detailed communication plan, and lack of close monitoring and evaluation and brainstorming can all accelerate the risk aspect. Cultural and language barrier also accelerate the risk factor in project implementation (Atesmen, 2008). Local or domestic controlling of a global

project is the hardest job for a project manager. Frequent trips by the global team members to a common location, and holding international team members videoconferencing is crucial for the success of the project. This will lead to increase in cost and time of the project.

Managing an international team member's project in a virtual approach begins with a good and committed team at home and at the international locations. Selecting the right team and the right international team leaders is important to the implementation of the project. All team members should work with mutual coordination bearing in mind the objectives and goals of the project, and respecting the team leaders (Kerzner& Harold, 2017). The crucial task of the manager is to ensure there is clarity of the project's objective, uphold harmony to the virtual teams, and acquire everyone's respect at all the phases of the project. In commencing an international project, face to face meetings, and giving clear tasks and responsibilities, task completion period, and straightforward milestones leads to successful international project.

Language barriers and intense of head nods during physical meetings or videoconferences should give the team leader an uneasy feeling (Atesmen, 2008). The only way to clarity is to ensure that all the international team members address their task objectives, action plan, and action completion periods in an email to the manager. For instance, a Japanese team member may nod his head to mean that he is hearing you, but it does not necessarily mean that he is in agreement with you.

2.5 Political Interventions on Globalization and Project Management

Khattab, Anchor &Davie (2007), closely studied the vulnerability of global projects to political risks. Their findings showed that political risks are rated first from the respondents. Actually, political interventions determine the success of foreign invested organizations (Buckley, Clegg &Hui, 2006). Political risks are the essential dangers to successful global construction contracting. This is because; such global projects can illuminate problems that may not be problematic in domestic projects. Further, it is reported

that most of the research carried out by global investors or project managers is the political situation of the countries where the project is being implemented.

Political risk is the most obvious dangerous risk when projects are exposed to the international environment (Al Khattab, Anchor, & Davies, 2007). Global projects normally demand a few years to complete, but a host nation's political administration might vary during that period, thus affecting the abroad project's completion. Political risk can be classified into three classes. Studies shows that global projects are more interested about host –community and interstate- related risks than host-government administration related dangers.

According to Al Khattab(2007), political risk analysis singly does not give any assessment of the result of political instability on a specific project in a country. Political instability in a country may or may not affect a certain implementation of a project (Al Khattab, Anchor, & Davies, 2007). Nevertheless, it may influence the execution of the project, associated program, which in return will affect the project implementation under consideration.

Sequentially, global political alignments and tensions, ancient animosities between countries can often dampen the execution of a global project (Al Khattab, Anchor, & Davies, 2007). During the occurrences of Desert Storm (the first Iraq war), it was actually very scaring feeling while traveling to Malaysia. In addition, all the international flights were vacant and no carry-ons were permitted, including a briefcase. Malaysia was initially a pro-Saddam. One had to make registration of ones whereabouts in the country with the U.S Consulate and keeping of low profile (Zhang & Wei, 2012). One had to avoid discussions of sensitive issues in regard to the war. In certain countries, they do not permit in their systems equipment's manufactured in Taiwan or in Israel. Countries such as Korea and Japan, Greece and Turkey, have an ancient recorded animosities that are sensitive even to date, with an expansive international market.

A key essential of numerous projects, be they either private or public sector, domestic or global, lies in their ability to grow in scale and thus in their effect on vast groups of

individuals. Contrarily, a project that affects numerous individuals also will tend to draw attention of political actors, who in most cases have a critical role in a project's success or failure (Zhang & Wei, 2012). Further, such people or political actors is inclusive of both formal holders of public office or real time politicians as we often think of them, and informal 'private political agents', such as from civil society or activist associations (Krehbiel, 2004). At the same time political actors frequently play an essential role everywhere, they can be certainly crucial in developing countries.

According to Krehbiel (2004), there is existence of mutual practice among the project managers where there is ignorance of the political perspective, viewing politics as a different entity from project implementation and often view politics as a too complicated to determine the outputs. For instances, a lot of times managers may think that their project is too tiny or has less significance in drawing attention, but often find themselves encountering a key activist campaign or vast-scale defense by local or national politicians.

The issue of passport validity is essential in global projects. This is where countries are keen on the validity of the passport for at least six month beyond the duration of the project been implemented (Al Khattab, Anchor, & Davies, 2007). The passport should have enough blank pages for visas. Visa is a key element in global project and acquiring of work permits from the host country and the time of obtaining them is crucial to the project execution (Zhang & Wei, 2012). All these are important political factors that have an impact on an international project's ongoing.

In addition, another political risk is the project location. An essential decision for many project managers is determining the location of their project implementation (Kumar and Foster, 2009). Frequently, these determining facts will be shaped by the geographic locality of the target population for consumers-facing project or standards, and by the cost of inputs and transportation for investments in plant, production or infrastructure (Jha, 2011). For instances, for World Bank projects, the managing individuals have less authority and partner administration may play a more essential role in choosing where to implement the project.

Despite this, politics, specifically in Westminster- approach of democracies such as the United States, India, Kenya and most of the Commonwealth nations, they are exclusively arranged around single member location constituencies, the danger that both private and private political opponents may encountered by a project are frequently strongly determined by the project's geography in light of the domestic electoral location (Kumar & Foster, 2009).

In communities administered by a single individual or a few number of elites, it may be good to put into consideration in details of each of these influential agents as a potential interest group in the project implementation. Similarly, this can also be executed among ethical or society-diverse societies. Despite that people do not mobilize along tribal lines, ethnicity may provide a potential approach which may be utilized in coordination of mobilization in future. For instances, according to Eifert, Miguel and Posner (2010), people are more inclined to ethnic groups close to elections. Heads of state and ministers from certain tribe may favor particular projects which are beneficial to their communities.

Long term projects may face a number of domestic, sector or national political transition over their project lifecycle. This may make the existing difficult task of awaiting political dangers look prohibitively difficult. Notably, a political transition will not vary the identification of the various interest groups. The requirement of various groups for political action for or against a project may vary depending with groups may have new substitute chances, but the issues of whether a community is supporting or opposing a project is likely to remain the same. For instances, in Kenya, the variation in the ethnic identification of the head of state from Kalenjin to Kikuyu might predictably cause a drop in the political resources of the Kalenjin, and a reduction of political support for health intervention projects in Kalenjin-dominated areas in favor of those operating in the Kikuyu highlands (Jha, 2011).

2.6 Legal Interventions on Globalization and Project Management

One of the most challenging perceptive of carrying out business internationally is dealing with the extensive differences in legal and regulation environment. For instances, the

United States has an existing set of rules and regulations with a provision to directing businesses operations within its borders. On the other hand, there is no international legal system, importance fields in business law, for instances, contract provision and copyright protection, can be seen in different ways in different nations. Multinational companies often are faced with numerous inconsistent laws and regulations (Buckley, Clegg &Hui, 2006).

Legal factors can tamper with a project due to patent infringement issues, standard nonconformance factors, nonperformance factors that may led to delay of the project implementation. For instances, if a course ratification is not made in good time, the issue may involve a lawyer, the impact might hurt the project stakeholders and give the project a bad name (Atesmen, 2008). It is crucial for project managers to know all the standards, deliverables and requirements, technical regulations and different orders that administer the project agreement. Every document focusing on the project agreement should be handled with revision levels. In case of a conflict between the host country and the project, a controlled and recent project related document set might help to relieve the bad situation. Nevertheless numerous international project arbitrations are handled in the country of origin for the project, and the language used might not be the common language used in the host country.

The legal environment dealing with projects is accelerating to becoming more complicated and affecting projects directly. It has become a traditionally challenging for projects to take action without facing laws and regulations. The project may need to handle the following; cover of planning and environmental regulations, code of practices, safety standards, licensing, and contract laws, insurances and taxations laws. These standards and regulations are well detailed and defined that it makes it possible in prediction of their results on project execution with reasonable accuracy (Akanni, Oke, &Akpomiemie, 2015). Nevertheless, it is reported that variations to industrial, safety, taxation and environmental laws are not unusual and problem may come up when the law varies during the life of a project.

Here are some legal issues experienced in project management. Risk insurances, every beginning of a project, there are certainly dangers and risks involved. Not only checking the risks is crucial, but creation of approaches to overcome these risks meanwhile adding them in contract is very essential (Das, 2014). The second thing to look out at is the project contract. Whereby, a project is inclusive of many contracts. The drafting of the project contract should add the lawyer's contribution. Consequently, contracting the lawyer has to go through the nature of mandate that would come up from the contract and also, the revolution of agreements whilst carrying out business –related decisions. Further, after he has completed with the contractual phase, the lawyer needs to deal with the post-contractual phases as well. The post contractual phase will include his' and party hidden obligation which he needs to analyze and perform.

Changing control is another key aspect in legal issues pertaining project management. A contract for project when proposed must be inclusive of procedure for change in the contract including the conditions of change and sometimes, listing of the situations only in which the changes can be made (Aaltonen&Kujala, 2010). Nevertheless, any kind of alteration in the contract terms is highly discouraged. After the changes are made, they must be documented concretely and also listed for future needs that may arise.Imposition of restrictions is another legal issue. In a project contract between two parties, it is common that the restrictions would be imposed on party by another. It is the duty of the lawyer to check that the restrictions are in consonance with the country's constitutions and Act of Law.

Interpretation of Contract: – Any law would include the interpretation part as it is the only way to understand it. The very first part of interpreting any contract is its recitals. The introductory part of a contract is usually referred to as 'recitals'. Further, in a contract, there are certain things which are explicitly provided while certain are implied. Certain terms of contract are clear while certain are tacit and it requires legal expertise to understand the tacit terms and work as per those (Das, 2014). Thus, the interpretation of contract is as important as making the contract itself.

2.7Theoretical Frameworks

Scientists and philosophers have overtime fought with the problem of how they understand and make sense of our world. There are both descriptive and prescriptive approaches to understanding our worlds. On the descriptive side, theories of cognition, perception and thinking describe how we humans organize stimuli and make sense out of them. On the prescriptive side, there are two approaches to making sense of the world (Chikere&Nwoka, 2015). The first is reductionism and the other is systems approach.

Systems theory focuses on the relations between the parts. Rather than reducing an entity such as the human body into its parts or elements for instances organs and cells, system theory focuses on the arrangement of and relations between the parts and how they work together as a whole (Hofmann, Lichtenegger& Collins, 2012).The manner in which the structures are organized and how they interact with each other, determines the properties of that system. The behavior of the system is independent of the properties of the elements. This is often referred to as a holistic approach. With respect to management, system simply refers to a set of different independent parts working together in interrelated manner to accomplish a whole (Chikere&Nwoka, 2015). It is with this essence that synergism appears. For instances, an organization is formed by different departments, sections and units composed of individuals and groups which are independent, but working together to achieve a common goal with the aim of turning organizational vision into reality.

The present day organization is faced with the challenges of adoption of a specific style of management in its day to day operational decision making. These could be seen manifesting in a variation of several management philosophies that has evolved over the years. Theories exist that drawn from the scientific management school, the classical organization theory school, the behavioral school and the relations theories (Rice, 2013). Others are the management science school and some recent developments in management theory; the systems approach and the contingency approach. Over the time transcending down history, organizations either adopted a particularmanagement model or a combination of models. Whichever model that is adopted, the survivability and maximization of profit is often a key objective for operations.

System theory of management has the following sub systems which make it a complete model. Inputs compose those from the external environment and may include people, capital, managerial skills as well as technical knowledge of skills. It includes the various claimants- groups of people making demands on the organization; such as employees, consumers, suppliers, stockholders, federal, state and local government. Secondly, there is the transformation process, where the organizational system inputs are transformed in an effective and efficient manner into outputs (Chikere&Nwoka, 2015). Focus can be on such management functions as finance, production, personnel and marketing.

Thirdly, external variable is another sub system component. This is where the external environment plays a key role in the transformation of inputs into output. While it is true that organizations have little or no power to change the external environment, they have no alternative but to respond to it (Morgeson, Mitchell & Liu, 2015). The output is where the inputs are secured and utilized by transformation through the managerial functions- with the organization. They usually include many of the following; products, services, profits, satisfactions and integration of the goals of various claimants to the organization. Finally, reenergizing the system, it is worth noting that in system model of management process, some of the output becomes inputs again. Apparently, the satisfaction and new knowledge or skills of employees become important human inputs.

2.8 Conceptual Framework

This refers to a hypothesized model identifying the concepts under study and their relationships. According to Mugenda&Mugenda (2003), the purpose of a conceptual framework is to help the reader to quickly see the proposed relationships between the independent variables and the dependent variables. Conceptual framework is the system of concepts, assumptions, expectations, beliefs, and theories that support and inform your research given as a written or visual presentation that explains either graphically, or in narrative form, the key aspects to be researched on – the keyissues, concepts or variables and the presumptuous relationship between them. This is to say, the conceptual framework is the way the researcher perceive the relationship between particular variables in his study

and how they interlink with each other. As such, it points out the required variables to the study. It is the researcher's "map" in pursuing the research.

For this study, the independent variables are the multi-culturalconflict, technology, political intervention, and legal factor. These factors are considered critical and this study aims at investigating their influence on the dependent variable (effects of globalization on international project management).

Independent variables

Multi-cultural conflict

- Language and accent
- High and low context culture
- Intercultural Communication
- Time and sociability

Technology

- Virtual Teams
- Infrastructure
- Training
- Cost

Political Intervention

- Issuance of passport and visa validity
- Political power transition
- Political ethnicity diversity

Legal Intervention

- Regulatory Framework
- Health and Safety laws
- Employment laws
- Taxation laws

Moderating Variables

Economic Factors

- Developments
- Exchange Rates
- Import and Export tax
- Inflation rate

Influence of globalization on project management

- Completion of the project at right time
- Implementation of the project
- Planning of the project

Dependent variable

Figure 1: Conceptual Framework of effects of globalization on international projects management

2.9 Knowledge Gaps

Table 2.1: Knowledge gaps

Variable	Author and Year	Findings	Knowledge Gap
Multi-Cultural Conflict	(Obikunle, 2002)	Project managers spend quality time of their period, organizing, and going for meetings, planning but have little information to cultural diversity.	The project manager have little or no information on cultural diversity.
Technology	(Raybould, 2007)	The technology have had a vast influence on how project team members communicate and continuation of their work.	Lack of utilizing of technology well hinders the implementation of the project
Political Interventions	(Khattab, Anchor & Davie, 2007).	Political interventions determine the success of foreign invested projects. This is because the country is exposed to international environment.	Effects of ignorance to political intervention on project management
Legal Interventions	(Buckley, Clegg &Hui, 2006)	The most challenging perceptive of carrying out project management globally is dealing with the extensive differences in legal and regulation environment.	Less concentration on project managers on legal interventions of the host country.
Influence of globalization on project management	(Young &Javalgi, 2007)	Diversities in the global environment have presented projects with opportunities and challenges	Didn't not mention or address challenges and opportunities brought by globalization

2.10 Summary of the literature review

In the past project completion had been a very critical issue. This is because projects were initiated but very few projects were completed. This may be because of poor management by the global project managers and other issues such as language barriers and diversity in culture. However, researchers are trying to find out these factors. The research will come up with factors such as multi-cultural conflict factors, technology, political intervention and legal intervention.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a detailed description of the research methodology the present study will adopt. Methodology is the detailed procedure used to answer the research questions. It includes a description of research design, sampling techniques, instrumentation and data analysis techniques. It describes in detail what will be done and how it will be done.

3.2 Research Design

According to Mugenda, (2003), research design is the scheme, outline or plan that is used to generate answers to research problems. This study was conducted using a descriptive survey research design. Adescriptive design entails precise measurements and the reporting of the distinctiveness of elements of a certain phenomenon that is being investigated under research, and offers descriptions of phenomena, events and situations (Best & Kahn 2007). The method was ideal for this study because it allowed a methodical and well organized description that is valid, accurate and reliable. This research was both explanatory and descriptive. It was explanatory in the sense that the problem was examined with an aim of establishing the causal relationships between variables. On the other hand, it qualified as descriptive since it sought to portray the phenomenon through describing events, situations and processes.

3.3 Target Population

Population refers to an entire group of persons or elements that have at least one thing in common, for instance the people involved in Africa Youth Commission Organization. Target populations involve the larger population to which the researcher ultimately would like to generalize the result of the study (Kothari, 2005). The population under study comprised of one hundred and forty members, five Executive Council,seven Members of secretariat, forty eight partner staff and eighty individual/ organization members of AYCO. The sample would be drawn across all regional members of Africa Youth Commission Organization. This diverse population would be helpful representation in terms of generalization of the study.

Table3.1: Target Population

Category	Members	Percentage
Executive council	10	3.6%
Secretariat	12	5%
Partners/Donors	8	34.3%
Individual/Organization	110	57.1%
Total	**140**	**100**

Source: Africa Youth Commission Organization Website

3.4 Sample Size and Sampling Procedures

This section describes how the sample size of the study was arrived at and the sampling procedure used to select the sample size for the study.

3.4.1 Sample Size

According to Cooper and Schindler (2008), a data sample is a set of data collected and/or selected from a statistical population by a defined procedure. The sample usually represents a subset of manageable size. Samples were collected and statistics were calculated from the samples so that one could make inferences or extrapolations from the sample to the population. To calculate the sample size, we referred to Yamane's formula for finding the sample size (Yamane, 1967) as indicated below.

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

Where:

n- Is the sample size

N- Size of population

e- Acceptable sample error

By applying the Yamane's formula of sample size, with a confidence coefficient of 95% at an error of 5%, the calculation from a target population of 140, the calculation was as given:

$$n = \frac{140}{1+140(0.05^2)} = 104$$

Therefore, the sample size=104 respondents. The study used stratified sampling technique from the identified study sample size of population.

3.4.2 Sampling Procedure

This study employed a   proportionate random sampling to determine the sample size for each group of the stakeholders and to ensure that the sample is representative of the entire commission. The desired sample size was 104. To establish the sample size per group, the population for each group was multiplied by a statistically relevant percentage as indicated in the bale below. A sample from each group was obtained by using simple random and purposive sampling methods to pick respondents from each area. (Krejcie& Morgan, 1970) Indicates that the larger the sample the smaller the magnitude of sampling error and the greater the likelihood that the sample is representative of the population.

Table 3.2: Sample Distribution

Category	Members	Proportion	Sample
Executive Council	5	74.3%	4
Secretariat	7	74.3%	5
Partners/Donors	48	74.3%	36
Individual/Organization	80	74.3%	59
Total	**140**	**74.3%**	**104**

3.5 Data Collection Instruments

The researcher used self-administeredquestionnaires to collect primary data. Questionnaires are commonly used to obtain important information about the population. According to Mugenda (2003), a self-administered questionnaire is the only way to elicit self-reports on people's opinion, attitudes, beliefs and values using google forms.

The questionnaire had items aiming at answering the study questions and it meets the research objectives. Questionnaire was preferred for this study since it was though that theywould provide a high degree of data standardization and adoption of generalized information amongst the population. Structured questionnaire were used to collect data.

The closed ended questions were used for easy coding and analysis while the open ended questions were used to elicit more information from respondents to complete any missing links. The closed ended questions were accompanied by a list of possible alternatives ranging on a five point liker scale ranging from strongly agree(1) to strongly disagree(5), from which respondentswere required to select the answer that best describes their situation.

3.5.1 Pilot Testing of the Instruments

A pilot study was carried out to pretest and validate the questionnaire. Cronbach's alpha methodology, which is based on internal consistency was calculated. Cronbach's alpha measures the average of measurable items and its correlation.

The calculated Cronbach's alpha for 15 respondents was 0.765.

3.5.2 Validity of the Instrument

Cozby(2001),explains that validity determines whether the research truly measures that which it was intended to measure or how truthful the research results are.theresearcher used the pilot to ensure content and construct validity of the research instruments. Content validity which refers to how much an instrument fully assesses the relationships between globalization and project management. Construct validity on the other hand is the amount the instrument actually tapped into the theoretical concept it was supposed to assess.

3.5.3 Reliability of the Instrument

Reliability is the degree to which an assessment tool produces stable and consistent results. Reliability is the extent to which results are consistent over time. It is therefore accurate representation of the total population under study. If the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The reliability of the items to be used to measure critical success factors was established by calculating the Cronbach's alpha through the use of the Statistical Package for Social Sciences (SPSS). This method is appropriate owing to the fact that it requires only one administration of the test. The questionnaire was considered reliable if they yielded a reliability coefficient of 0.753 and above (Kothari, 2004).

3.6 Data Collection Procedure

The researcher administered the questionnaires to the sample group to fill. The researcher used drop and pick later method. The stakeholders were given time to complete the filling and hand back the duly filled questionnaire to the researcher. The research also used Google forms and input questionnaires for respondents that could not be reached in their offices. The process of data collection took one month.

3.7 Data Analysis Techniques

Analysis of data is a process of examining, inspecting, interpreting the meaning of the collected, organized, and visualized in the tables, charts, graphs, or other representation with the goal of discovering useful information, suggesting conclusions, and supporting decision-making. Data analysis involves looking for patterns, similarities, disparities, trends, and other relationships and finding out what these patterns might mean (Cooper & Schindler, 2003).The data obtained for this research was analyzed using the Statistical Package for Social Science (SPSS version 20.0) and excel. The analyzed data is presented in table, pie and bar graphs as well as narratives.

3.8 Ethical Considerations

Data collection is a sensitive issue as it borders on invading people's private lives, ethical consideration are therefore of paramount importance in research (China and Oteng'i, 2007). The researcher required clearance from the Ministry of education for the researcher collect the data. The researcher therefore, got consent from all the relevant authorities (University of Nairobi, Ministry of Education and AYC authority). The researcher sought informed consent from the respondents before collecting any information from them and also assured the respondents that the information collected was intended for academic use and will be treated as such.

Table 3.3: Operationalization of Variables

Objectives	Dependent Variables	Independent Variables	Indicators	Measurement Scale	Approach of analysis	Level of analysis
To establish how multi-cultural conflict among team members influences project management of Africa Youth Commission Organization	Influence of globalization on project management	Multi-cultural conflict	• Language and accent • High and low context culture • Intercultural communication • Time and Sociability	Nominal	Quantitative and qualitative	Descriptive
To assess the influence Technological factors on project management of Africa Youth Commission Organization.	Influence of globalization on project management	Technology	• Virtual teams • Infrastructure • Training • Cost • Application tools	Ordinal	Quantitative and qualitative	Descriptive
To determine how political interventions influence project management of Africa Youth Commission Organization.	Influence of globalization on project management	Political intervention	• Issuance of Passport and visa validity • Political power transition • Political ethnicity diversity	Ordinal	Quantitative and qualitative	Descriptive
To examine the influence of legal interventions on project management of Africa Youth Commission Organization	Influence of globalization on project management	Legal Intervention	• Regulatory framework • Health and Safety laws • Employment laws • Taxation laws	Ordinal	Quantitative and qualitative	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the response rate, reliability of research instrument, data analysis and presentation. The findings are presented in tables, narratives and charts.

4.2 Response Rate

The researcher issued 104 self-administered questionnaires to the respondents as follows;

Table 4.1 Response Rate

Category	Sample
Executive Council	7
Secretariat	10
Advisory Board	7
Partners/Donors	6
Individual/Organization	74
Total	104

However, 98 respondents returned back fully filled questionnaires indicating a 94% response rate.

4.3 Reliability of Research Instruments

In order to ascertain if the questionnaires could produce stable and consistent results, the researcher calculated Cronbach's alpha from the collected data. The calculation yielded a reliability index of 0.765. This was above the recommended 0.753 index indicating the questionnaire is reliable for producing stable and consistent results as indicated by (Kothari, 2004).

4.4 Demographic Information of the Respondents
Table 4.2 Demographic Information of the Respondents

| Job position | Gender | Age | Education | How long have you been a member of the organization? | | | | Total | |
				Less than 3 Years	3 -5 Years	5-10 Years	Over 10 Year	F	%
Individual or Organizations member	Male	30 – 39 years	Diploma	5	1			6	6%
			Degree		1			1	1%
			Post Graduate		2			2	2%
		40 – 49 yeas	Diploma			2		2	2%
			Degree			1	2	3	3%
			Post Graduate			1		1	1%
		50 years and above	Diploma	1		2		3	3%
			Degree				6	6	6%
			Post Graduate		1		6	7	7%
			Total					**31**	**32%**
	Female	30 – 39 years	Diploma	5	1			6	6%
			Degree		1			1	1%
			Post Graduate		1			1	1%
		40 – 49 yeas	Diploma			3		3	3%
			Degree			2	1	3	3%
			Post Graduate			1		1	1%
		50 years and above	Diploma	1				1	1%
			Post Graduate	3	1		2	6	6%
			Total					**22**	**22%**
		Total						**53**	**54%**
donor/partner	Male	30 – 39 years	Diploma	1	2			3	3%
			Degree	1				1	1%
			Post Graduate			1		1	1%
		40 – 49 yeas	Diploma				2	2	2%
			Degree		1	1		2	2%
			Post Graduate	1		1		2	2%
		50 years and	Post Graduate			1	3	4	4%
			Total					**15**	**15%**
	Female	30 – 39 years	Diploma	2	1			3	3%
			Degree	3	2			5	5%
			Post Graduate			1		1	1%
		40 – 49 yeas	Diploma				1	1	1%
			Degree		2	2		4	4%
			Post Graduate	1		1		2	2%
		50 years and above	Degree		1		2	3	3%
			Post Graduate			2	2	4	4%
			Total					**23**	**23%**
		Total						**38**	**39%**
Secretariat	Male	50 years and above	Degree				1	1	1%
			Post Graduate		1		1	2	2%
			Total					**3**	**3%**
	Female	40 – 49 yeas	Post Graduate			1		1	1%
		50 years and	Degree				1	1	1%

								Total	%
			Total					2	2%
		Total			1	1	3	5	5%
Executive Council	Male	50 years and above	Degree		1			1	1%
			Post Graduate				1	1	1%
		Total			1		1	2	2%
Total				24	20	23	31	98	100%

The table above indicates that 53 respondents representing 54% that responded to the survey questions are AYC individual members out of whom 31 are male and 22 are female. 38 (39%) of the respondents are either donors or partner staff with 15 of them being male and 23 are female. Five (5%) are members of AYC secretariat made up of 3 male and 2 female took part in this research. In addition, two (2%) male members from AYC executive council returned their questionnaires after filling them. The table gives detailed description of the respondents as per their experience with AYC. This indicates that the sample size was homogeneous and representative of the entire population and the findings thereof could effectively be generalized for the entire population.

4.5 Multicultural Conflict among Team Members

4.5.1 Language Diversity

Project managers, who are precisely in charge of cross cultural organizations, will often be well equipped in technical approach of their roles, and frequently lack the expected cross-cultural expertise such as foreign language skills.

Table 4.3 Language Diversity

Language diversity have effect on implementation of the project

Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	29	30%	12	12%	9	9%			3	3%	**53**
donor/partner	2	2%	11	11%	14	14%	5	5%	6	6%	**38**
Secretariat	2	2%	1	1%	2	2%					**5**
Executive Council			2	2%							**2**
Total	**33**	**34%**	**26**	**27%**	**25**	**26%**	**5**	**5%**	**9**	**9%**	**98**

From the research, 33 (34%) comprising 29 (30%) AYC members, 2(2%) partner staff and 2(2%) members from the secretariat respondents strongly disagreed that language diversity has an effect on project implementation. Further, 26(27%) {12(12%) AYC members, 11(11%) partner staff, 1(1%) secretariats and 2(2%) executive council members} disagreed. Another 25(26%) {9(9%) AYC members, 14(14%) partner staff and 2(2%) secretariats neither agreed nor disagreed. Five (5%) partner staff agreed while 9(9%) {3(3%) AYC members and 6(6%) partner staff} strongly agreed.

4.5.2 Intercultural Communication

In a project team of people from different cultures, backgrounds and multiple nationalities faces the challenge of intercultural communication.

Table 4.4 Intercultural Communication

Effective intercultural communication among team members leads to more successful projects

Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	16	16%	8	8%	11	11%	5	5%	13	13%	**53**
donor/partner			6	6%	5	5%	14	14%	13	13%	**38**
Secretariat	1	1%					2	2%	2	2%	**5**
Executive Council			1	1%	1	1%					**2**
Total	**17**	**17%**	**15**	**15%**	**17**	**17%**	**21**	**21%**	**28**	**29%**	**98**

The table above presents findings on the respondent's perception on whether effective intercultural communication among team members leads to more successful projects. From the table, 17(17%) {16(16%) AYC members and 1(15) secretariat strongly disagreed. Fifteen (15%) {8(8%) AYC members, 6(6%) partner staff and 1(1%) executive council members disagreed. Further, 17(17%) {11(11%) AYC members, 5(5%) partner staff and 1(1%) executive council members were neutral and another 21(21%) {5(5%) AYC members, 14(14%) partner staff and 2(2%) secretariat members agreed. The other 28(29%) {13(13%) AYC members and 13(13%) partner staff and 2(2%) secretariat members strongly agreed that effective intercultural communication helped them implement their projects successfully.

4.5.3 High and Low-Context Culture

High context cultures have extensive information networks and demand minimum information on the other hand low context cultures demand more background information prior to decision making.

Table 4.5 High and Low-Context Culture

High- and low- context culture have effect on Project management										
Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	10	10%	5	5%	22	22%	14	14%	2	2%	**53**
donor/partner	2	2%	5	5%	12	12%	11	11%	8	8%	**38**
Secretariat	1	1%	1	1%	1	1%	1	1%	1	1%	**5**
Executive Council			1	1%					1	1%	**2**
Total	**13**	**13%**	**12**	**12%**	**35**	**36%**	**26**	**27%**	**12**	**12%**	**98**

From the research, 13(13%) {10(10%) AYC members, 2(2%) partner staff and 1(1%) secretariat members} strongly agreed that high and low-context culture affect the project management. Twelve (12%) {5(5%) members and partner staff each and 1(1%) secretariat and executive council members each} disagreed. Further, 35(36%) {22(22%) AYC members, 12(12%) partner staff and 1(1%) member of the secretariat} neither agreed nor disagreed. Another 26(27%) {14(14%) AYC members, 11(11%) partner staff and another 1(1%) secretariat member} agreed. 12(12%) {2(2%) AYC members, 8(8%) partner staff and 1 secretariat and executive council member each} strongly agreed.

4.5.4 Time and Sociability

The socialization of people contribute a lot to their contribution in a team.

Table 4.5 Time and Sociability

Job position	Time and sociability determine the success of the project.										Total
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	6	6%	5	5%	6	6%	18	18%	18	18%	**53**
donor/partner	3	3%	3	3%	2	2%	14	14%	16	16%	**38**
Secretariat			1	1%			2	2%	2	2%	**5**
Executive Council							1	1%	1	1%	**2**
Total	**9**	**9%**	**9**	**9%**	**8**	**8%**	**35**	**36%**	**37**	**38%**	**98**

With regards to perception of AYC stakeholder's perception on if time and sociability determines the success of the project, 9(9%) {6(6%) AYC members and 3(3%) partner staff strongly disagreed. Another 9(9%) {5(5%) AYC members, 3(3%) partner staff and 1(1%) secretariat member} disagreed. Eight (8%) {6(6%) AYC members and 2(2%) partner staff} neither agreed nor disagreed. 35(36%) {18(18%) AYC members, 14(14%) partner staff, 2(2%) secretariat member and one (1%) executive council member} agreed. The rest 37(38%) {18(18%) AYC members, 16(16%) partner staff, 2(2%) secretariat members and 1(1%) executive council member} strongly agreed.

4.5.5 Integration Management

Different project managers have different way of managing a project. This is where the most preferred type of management is integration of ideas, opinions, tackling conflict and challenge risks.

Table 4.6 Integration Management

Effects of integration management help avoid conflict among team members

Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	3	3%	3	3%	6	6%	24	24%	17	17%	**53**
donor/partner	2	2%	5	5%	8	8%	16	16%	7	7%	**38**
Secretariat			1	1%	1	1%	1	1%	2	2%	**5**
Executive Council									2	2%	**2**
Total	**5**	**5%**	**9**	**9%**	**15**	**15%**	**41**	**42%**	**28**	**29%**	**98**

Research findings show that 5(5%) {3(3%) AYC members and 2(2%) partner staff} strongly disagreed that integration management helps in avoiding conflict among the project staff. Nine (9%) {3(3%) AYC staff, 5(5%) and 1(1%) partner staff and secretariat member respectively} disagreed. Another 15(15%) {6(6%) AYC members, 8(8%) partner staff and 1(1%) secretariat member} were neutral. Fourty one (42%) {24(24%) AYC members, 16(16%) partner staff and 1(1%) member of the secretariat} agreed. The rest 28(29%) {17(17%) AYC members, 7(7%) partner staff, 2(2%) members of the secretariat and executive council each} strongly agreed.

4.5.6 Horizontal Management vicesStrong Hierarchy Management

Depending on one's orientation, different project managers value either horizontal management or hierarchy management. This is where hierarchy management tries to put more stress on top down hierarchies existing.

Table 4.7 Horizontal Management vices Strong Hierarchy Management

Horizontal management is a better than strong hierarchy management

Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	7	7%	8	8%	22	22%	10	10%	6	6%	**53**
donor/partner	2	2%	3	3%	16	16%	14	14%	3	3%	**38**
Secretariat	1	1%			2	2%	1	1%	1	1%	**5**
Executive Council			1	1%			1	1%			**2**
Total	**10**	**10%**	**12**	**12%**	**40**	**41%**	**26**	**27%**	**10**	**10%**	**98**

The researcher sought to establish the perception of AYC stakeholders on which one between horizontal and strong hierarchy management is better. To do this, the researcher asked the respondents to rate on a five point liker scale their perception about the statement that horizontal management is better than strong hierarchy management. Ten (10%) {7(7%) AYC members, 2(2%) partner staff and 1(1%) member of the secretariat} strongly disagreed. Those who disagreed were 12(12%) {8(8%) AYC members, 3(3%) partner staff and 1(1%) executive council member}. 40(41%) {22(22%) AYC members, 16(16%) partner staff and 2(2%) members of the secretariat} were not sure. Another 26(27%) {10(10%) AYC members, 14(14%) partner staff and 1(1%) secretariat and executive council member each} agreed. The other 10(10%) {6(6%) AYC members, 3(3%) partner staff and 1(1%) member of the secretariat} strongly agreed.

4.5.7 Team Consciousness vices Family Consciousness

Project teams put more stress non-permanent on collective work across roles and merit-oriented exhibitions evaluations vices family consciousness that put stresses on long term family relations.

Table 4.8 Team Consciousness vices Family Consciousness

Involving team consciousness is better than family consciousness among project teams										
Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	29	30%	7	7%	6	6%	8	8%	3	3%	**53**
donor/partner	11	11%	11	11%	3	3%	5	5%	8	8%	**38**
Secretariat	4	4%			1	1%					**5**
Executive Council			1	1%	1	1%					**2**
Total	**44**	**45%**	**19**	**19%**	**11**	**11%**	**13**	**13%**	**11**	**11%**	**98**

Fourty four (45%) {29(30%) AYC members, 11(11%) partner staff and 4(4%) members of the secretariat} strongly disagreed that it is better to involve team consciousness than family consciousness among project teams. On the same, 19(19%) {7(7%) AYC members, 11(11%) partner staff and 1(1%) executive council member} disagreed. Another 11(11%) {6(6%) AYC members, 3(3%) partner staff and 1(1%) secretariat and executive council member each} were not sure. Those who agreed were 13(13%) {8(8%) AYC members and

5(5%) partner staff}. Another 11(11%) {3(3%) AYC members and 8(8%) partner staff} strongly agreed.

4.5.8 Task Orientation vices Boss Orientation

The project team members may incline more on completing the task rather than making the boss happy.

Table 4.9 Task Orientation vs Boss Orientation

Job position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	2	2%	12	12%	11	11%	19	19%	9	9%	**53**
donor/partner	14	14%	6	6%	3	3%	12	12%	3	3%	**38**
Secretariat	1	1%	2	2%					2	2%	**5**
Executive Council	1	1%	1	1%							**2**
Total	**18**	**18%**	**21**	**21%**	**14**	**14%**	**31**	**32%**	**14**	**14%**	**98**

Task orientation is better approach to work than boss orientation (working to make the boss happy) in project management

With regards to the perception of AYC stakeholders on whether task orientation is better than boss orientation in project management, 18(18%) {2(2%) AYC members, 14(14%) partner staff and 1(1%) secretariat and executive council member each} strongly disagreed. Twenty one (21%) {12(12%) AYC members, 6(6%) partner staff, 2(2%) members of the secretariat and 1(1%) executive council member} disagreed. Another 14(14%) {11(11%) AYC members and 3(3%) partner staff} neither agreed nor disagreed. Thirty one (32%) {19(19%) AYC members and 12(12%) partner staff} agreed. The rest 14(14%) {9(9%) AYC members, 3(3%) and 2(2%) partner staff and secretariat members respectively} strongly agreed.

4.6 Technology Intervention of Globalization

4.6.1 Technology Competency

The internet and related technologies have had a vast influence on how project team members manage communication and continuation of their work.

Table 4.10 Technology Competency

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
Technology competency is key in any project success.											
Job Position	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	21	21%	8	8%	5	5%	9	9%	10	10%	**53**
donor/partner	2	2%	7	7%	10	10%	9	9%	10	10%	**38**
Secretariat			1	1%	2	2%	1	1%	1	1%	**5**
Executive Council			2	2%							**2**
Total	**23**	**23%**	**18**	**18%**	**17**	**17%**	**19**	**19%**	**21**	**21%**	**98**

The research findings show that 23(23%) {21(21%) AYC members and 2(2%) partner staff strongly disagreed that technology competency is key in project success. On the same, 18(18%) {8(8%) AYC members, 7(7%) partner staff, 1(1%) member of the secretariat and 2(2%) executive council members} disagreed. There were 17(17%) {5(5%) AYC members, 9(9%) partner staff and one (1%) member so the secretariat} that neither agreed nor disagreed. In addition 19(19%) {9(9%) AYC members and partner staff each and 1(1%) secretariat member} agreed while 21(21%) {10(10%) AYC members and partner staff each and 1(1%) member of the secretariat} strongly agreed.

4.6.2 Technical Skills

Technical skills in technology for team members is advantageous for successful communication.

Table 4.11 Technical Skills

Members should have technical skills, interpersonal to be able to run the project.

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	9	9%	6	6%	10	10%	11	11%	17	17%	**53**
donor/partner			6	6%	7	7%	15	15%	10	10%	**38**
Secretariat	2	2%			1	1%	1	1%	1	1%	**5**
Executive Council					1	1%	1	1%			**2**
Total	**11**	**11%**	**12**	**12%**	**19**	**19%**	**28**	**29%**	**28**	**29%**	**98**

The researcher sought to establish from AYC stakeholders their perception on the impact of project personnel having technical skills so that they can run a project successfully. From the research, 11(11%) {9(9%) AYC members and 2(2%) members of the secretariat strongly disagreed that it was essential for project personnel to have technical skills to be able to successfully run the project. Twelve (12%) comprising 6(6%) AYC members and partner staff each disagreed while 19(19%) {10(10%) AYC members, 7(7%) partner staff and 1(1%) secretariat and executive council member each were neutral. On the other hand, 28(29%) {11(11%) AYC members, 15(15%) partner staff and1(1%0 secretariat and executive council member each}agreed with the statement and another 28(29%) {17(17%) AYC members, 10(10%) partner staff and 1(1%) member of the secretariat} strongly agreed.

4.6.3 Employment of Virtual Team to Project Management

The challenge of finding meeting rooms, the cost of travel, more in approach of time than of the exact cost of movement, have led to projects moving towards into virtual approach.

Table 4.12 Employment of Virtual Team to Project Management

The organization should employ virtual team to assist in project management

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	6	6%	4	4%	23	23%	17	17%	3	3%	**53**
donor/partner	4	4%	7	7%	12	12%	9	9%	6	6%	**38**
Secretariat	1	1%	1	1%			2	2%	1	1%	**5**
Executive Council			1	1%	1	1%					**2**
Total	**11**	**11%**	**13**	**13%**	**36**	**37%**	**28**	**29%**	**10**	**10%**	**98**

Research findings indicate that 11(11%) {6(6%) AYC members, 4(4%) partner staff and 1(1%) member from the secretariat strongly disagreed with the need for employment of virtual teams to assist in project management. On the same, 13(13%) {4(4%) AYC members, 7(7%) partner staff and 1(1%0 secretariat and executive council member each disagreed. There were 36(37%) {23(23%0 AYC members, 12(12%) partner staff and 1(1%) executive council member} that were neutral. Twenty eight (29%) {17(17%) AYC members, 9(9%) partner staff and 2(2%) members of the secretariat} agreed and another 10(10%) {3(3%) AYC members, 6(6%) partner staff and 1(1%) member of the secretariat} strongly agreed.

4.6.4 Technological Training and Information

The project team's need technological training and information it is not worth assuming that everyone is familiar with technology.

Table 4.13 Technological Training and Information

Providing technological training and information on team members leads to successful implementation of the project

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	10	10%	10	10%	7	7%	14	14%	12	12%	**53**
donor/partner	12	12%	3	3%	3	3%	10	10%	10	10%	**38**
Secretariat	1	1%	1	1%			1	1%	2	2%	**5**
Executive Council			1	1%			1	1%			**2**
Total	**23**	**23%**	**15**	**15%**	**10**	**10%**	**26**	**27%**	**24**	**24%**	**98**

The table above shows the perceptions reported by the respondents on provision of technological training and information to project members for successful implementation of the project. From the table, 23(23%) {10(10%) AYC members, 12(12%) partner staff and 1(1%) secretariat member} strongly disagreed and another 15(15%) {10(10%) AYC members, 3(3%) partner staff and 1(1%) secretariat and executive council member each} agreed. There were 10(10%) {7(7%) AYC members and 3(3%) partner staff} that neither agreed nor disagreed. On the other hand, there were 26(27%) {14(14%) AYC members, 10(10%) partner staff and 1(1%) member of the secretariat and executive council each} that agreed. Another 24(24%) {12(12%) AYC members, 10(10%) partner staff and 2(2%) members of the secretariat} strongly agreed that provision of technology training and information to project members is essential for successful implementation of the project.

4.6.5 Project Managers Should Have Technological Knowledge and Skills

Most project managers have theoretical training but lack the practical application of it.

Table 4.14: Project Managers Should Have Technological Knowledge and Skills

Project managers should have the technological knowledge and skills required for their jobs.

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	5	5%	8	8%	7	7%	20	20%	13	13%	**53**
donor/partner	2	2%	4	4%	4	4%	18	18%	10	10%	**38**
Secretariat					1	1%	1	1%	3	3%	**5**
Executive Council	1	1%							1	1%	**2**
Total	**8**	**8%**	**12**	**12%**	**12**	**12%**	**39**	**40%**	**27**	**28%**	**98**

Findings from the research indicate that 8(8%) of who 5(5%) are AYC members, 2(2%) partner staff and 1(1%) executive council member strongly disagreed that project managers should have the technological knowledge and skills required for their jobs. In addition, 12(12%) {8(8%) AYC members and 4(4%) partner staff} agreed. Those who were not certain were 12(12%) {7(7%) AYC members, 4(4%) partner staff and 1(1%) member of the secretariat}. On the other hand, 39(40%) {20(20%) AYC members, 18(18%) partner staff and 1(1%) member of the secretariat} agreed and 27(28%) {13(13%) AYC members, 10(10%) partner staff, 3(3%) and 1(1%) members of the secretariat and executive council respectively} strongly disagreed.

4.6.6 Consultations and Outsourcing for Quality Projects

Table 4.15 Consultations and Outsourcing for Quality Projects

Some projects require consultations and outsourcing from experts to ensure that quality work.

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	6	6%	8	8%	18	18%	15	15%	6	6%	**53**
donor/partner	6	6%	1	1%	10	10%	14	14%	7	7%	**38**
Secretariat			1	1%	1	1%	1	1%	2	2%	**5**
Executive Council							1	1%	1	1%	**2**
Total	**12**	**12%**	**10**	**10%**	**29**	**30%**	**31**	**32%**	**16**	**16%**	**98**

The perceptions of AYC stakeholders on the need for consultations and outsourcing for them to implement quality project were sought by the researcher and the findings are indicated in the table above. From the table, 12(12%) {6(6%) AYC members and partner staff each} strongly disagreed and another 10(10%) {8(8%) AYC members, 1(1%) partner staff and secretariat member each} disagreed. Twenty nine (30%) {18(18%) AYC staff, 10(10%) partner staff and 1(1%) member of the secretariat} neither agreed nor disagreed that projects require consultations and outsourcing for quality of the projects to be ascertained. On the other hand, 31(32%) {15(15%) AYC members, 14(14%) partner staff and 1(1%) secretariat and executive council member each} agreed and another 16(16%) {6(6%) AYC members, 7(7%) partner staff, 2(2%) members of the secretariat and 1(1%) member of the executive council} strongly agreed.

4.6.7 Project Manager Working Hand in Hand with the Rest of the Workers

Table 4.16 Project Manager Working Hand in Hand with the Rest of the Workers

The project manager should be in a position to work hand in hand with the rest of the workers.

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	17	17%	7	7%	11	11%	10	10%	8	8%	**53**
donor/partner	5	5%	11	11%	9	9%	7	7%	6	6%	**38**
Secretariat	1	1%			3	3%	1	1%			**5**
Executive Council			1	1%					1	1%	**2**
Total	**23**	**23%**	**19**	**19%**	**23**	**23%**	**18**	**18%**	**15**	**15%**	**98**

The table above presents researcher's findings on the perception of AYC stakeholders on the importance of project managers to work hand in hand with the rest of the workers. Twenty three (23%) {17(17%) AYC members, 5(5%) partner and donor staff, and 1(1%) member of the secretariat} strongly disagreed and another 19(19%) {7(7%) AYC members, 11(11%) partner staff and 1(1%) member of the executive council} agreed. There were 23(23%) {11(11%) AYC members, 9(9%) partner staff and 3(3%) members of the secretariat} that presented neutral perception on the question. On the hand, 18(18%) {10(10%) AYC members, 7(7%) partner staff and 1(1%) member of the secretariat} agreed and the other 15(15%) {8(8%) AYC members, 6(6%) partner staff and 1(1%) executive council member strongly agreed that project managers should work hand in hand with other project members.

4.6.8 Availability of Technological Infrastructure

Table 4.17 Availability of Technological Infrastructure

Provision of the right technological infrastructure such as computer, internet does affect project implementation										
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	**Total**
Job Position	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	9	9%	10	10%	13	13%	13	13%	8	8%	**53**
donor/partner	15	15%	8	8%	4	4%	10	10%	1	1%	**38**
Secretariat	2	2%	1	1%	1	1%	1	1%			**5**
Executive Council	1	1%			1	1%					**2**
Total	27	28%	19	19%	19	19%	24	24%	9	9%	**98**

On respondents' perception on provision of technological infrastructure and its influence on project implementation, 27(28%) respondents including 9(9%) AYC members, 15(15%) partner staff, 2(2%) members of the secretariat, and 1(1%) executive council member strongly agreed. Nineteen (19%) {10(10%) AYC members, 8(8%) partner staff and 1(1%) member of the secretariat} agreed that provision of the right technological infrastructure affects their project implementation. Those who presented neutral perception on the same question were 19(19%) including 13(13%) AYC member, 4(4%) partner staff and 1(11%) secretariat and executive council member each}. Another 24(24%) {13(13%) AYC members, 10(10%) partner staff and 1(1%) member of the secretariat} agreed and 9(9%) {8(8%) AYC members and 1(1%) partner staff} strongly agreed.

4.7 Political Intervention in Globalization

4.7.1 Political Intervention

Table 4.18: Political Intervention

	Political intervention have effect on project implementation										
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		**Total**
Job Position	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	19	19%	10	10%	9	9%	8	8%	7	7%	**53**
donor/partner	6	6%	7	7%	12	12%	8	8%	5	5%	**38**
Secretariat	1	1%	2	2%	1	1%	1	1%			**5**
Executive Council			2	2%							**2**
Total	**26**	**27%**	**21**	**21%**	**22**	**22%**	**17**	**17%**	**12**	**12%**	**98**

The researcher sought to establish whether political interference affected project implementation. To do this, the researcher collected on a scale of 1 to 5 with 1 being strongly agree and 5 indicating strongly disagree. Twenty six (27%) out of who 19(19%) are AYC members, 6(6%) being partner staff and 1(1%) is a member of the secretariat strongly disagreed. Those who reported agreeing were 21(21%) {10(10% AYC members, 7(7%) partner staff, secretariat and executive council with 2(2%) members each}. Another 22(22%) respondents of who 9(9%) are AYC members, 12(12%) are partner staff and 1(1%) is a member of the secretariat reported neutral perception. Seventeen (17%) {AYC members and Partner staff each with 8(8%) and 1(1%) member of the secretariat} agreed that political interference has an effect on implementation of their project. The other 12(12%) respondents comprising 7(7%) AYC members and 5(5%) partner staff strongly agreed that implementation of their project was affected by political interference.

4.7.2 Political Power Transition

Table 4.19 Political Power Transition

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
Job Position	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations mer	17	17%	10	10%	10	10%	5	5%	11	11%	53
donor/partner	4	4%	8	8%	8	8%	9	9%	9	9%	38
Secretariat	1	1%	1	1%	2	2%			1	1%	5
Executive Council			1	1%	1	1%					2
Total	**22**	**22%**	**20**	**20%**	**21**	**21**	**14**	**14%**	**21**	**21%**	**98**

Political power transition influences the success of the project

Research findings show that 22(22%) {17(17%AYC members, 4(4%) partner staff and 1(1%) member of the secretariat} strongly disagreed that political power transition influenced the success of their project. 20(20%) {10(10%) AYC members, 8(8%) partner staff and 1(1%) member of the secretariat and another 1(1%) member of the executive council} moderately disagreed. Another 21(21%) {10(10%) AYC members. 8(8%) partner staff, 2(2%) and 1(1%) members of the secretariat and executive council respectively} presented neutral perception. Those who agreed that transition of political power has an influence on the success of their project were 14(14%) {5(5%) AYC members and 9(9%) partner staff}. There were 21(21%) {11(11%) AYC members, 9(9%) partner staff and 1(1%) member of the secretariat that strongly agreed.

4.7.3 Political Ethnic Diversity

Table 4.20 Political Ethnic Diversity

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
Job Position	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	10	10%	6	6%	19	19%	13	13%	5	5%	**53**
donor/partner	4	4%	5	5%	10	10%	9	9%	10	10%	**38**
Secretariat			2	2%			1	1%	2	2%	**5**
Executive Council			1	1%					1	1%	**2**
Total	**14**	**14%**	**14**	**14%**	**29**	**30%**	**23**	**23%**	**18**	**18%**	**98**

Political ethnicity diversity affect project implementation

From the research, it was found out that 14(14%) respondents made up of 10(10%) AYC members and 4(4%) partner staff registered strong disagreement on the effect of political ethnicity diversity on project implementation. Fourteen (14%) {6(6%) AYC members, 5(5%) partner staff, 2(2%) members of the secretariat and 1(1%) member of the executive council} disagreed on the same. There were 29(30%) {19(19%) AYC members and 10(10%) partner staff} that registered neutral take on political ethnic diversity having an effect on implementation of the project. Another 23(23%) respondents comprising 13(13%) AYC members, 9(9%) partner staff and 1(1%) member of the secretariat agreed and the other 18(18%) {5(5%) AYC members, 10(10%) partner staff, 2(2%) members of the secretariat and 1(1%) executive council member strongly agreed.

4.7.4 Policy on Issuance of Passport and Visa Validation

Table 4.21 Policy on Issuance of Passport and Visa Validation

Policy on issuance of passport and visa validity affect project management											
Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		**Total**
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	6	6%	7	7%	6	6%	18	18%	16	16%	**53**
donor/partner	3	3%	2	2%			17	17%	16	16%	**38**
Secretariat					1	1%			4	4%	**5**
Executive Council							1	1%	1	1%	**2**
Total	**9**	**9%**	**9**	**9%**	**7**	**7%**	**36**	**37%**	**37**	**38%**	**98**

Research findings indicate that 9(9%) {6(6%) and 3(3%) AYC members and partner staff respectively} registered a strong disagreement with the notion that the policy on issuance of passports and visa affected implementation of their project. On the same, 9(9%) {7(7%) AYC member and 2(2%) partner staff} registered a moderate agreement. There were 7(7%) {6(6%) AYC members and 1(1%) member of the secretariat} respondents that were neutral. Another 36(37%) {18(18%) AYC members, 17(17%) partner staff and 1(1%) member of the executive council} agreed. The remaining 37(38%) {16(16%) AYC members, 16(16%) partner staff, 4(4%) members of the secretariat and 1(1%) member of the executive council} strongly agreed that indeed the policy on passport and visa issuance affected the implementation of their project.

4.7.5 Flexibility and Adaptability of Political Environment and Donor's Commitment

Table 4.22 Flexibility and Adaptability of Political Environment and Donor's Commitment

Flexibility and adaptability of political environment are important in ensuring project donors' commitment.

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	4	4%	3	3%	10	10%	21	21%	15	15%	**53**
donor/partner			5	5%	7	7%	18	18%	8	8%	**38**
Secretariat			1	1%			2	2%	2	2%	**5**
Executive Council									2	2%	**2**
Total	**4**	**4%**	**9**	**9%**	**17**	**17%**	**41**	**42%**	**27**	**28%**	**98**

With regards to whether flexibility and adaptability of political environment is important in project donor's commitment, only 4(4%) AYC members strongly disagreed. Nine (9%) {3(3%) AYC members, 5(5%) partner staff and 1(1%) member of the secretariat} disagreed while 17(17%) {10(10%) AYC members and 7(7%) partner staff} neither agreed nor disagreed. On the other hand, 41(42%) {21(21%) AYC members, 18(18%) partner staff and 2(2%) members of the secretariat agreed. The other 27(27%) {15(15%) AYC members, 8(8%) partner staff, 2(2%) secretariat members and 2(2%) from the executive council} strongly agreed that it was important to have flexible and adaptable political environment for donors to be committed.

4.7.6 Global Political Alignments and Ancient Animosities between Countries

Table 4.23 Global Political Alignments and Ancient Animosities between Countries

Global political alignments and tensions, ancient animosities between countries can often dampen the execution of a global project										Total
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Job Position	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	6	6%	9	9%	19	19%	13	13%	6	6%	53
donor/partner	3	3%	3	3%	17	17%	11	11%	4	4%	38
Secretariat					4	4%	1	1%			5
Executive Council			1	1%			1	1%			2
Total	**9**	**9%**	**13**	**13%**	**40**	**41%**	**26**	**27%**	**10**	**10%**	**98**

In order to find out whether global political alignments and ancient inter-country animosities dampen implementation of the project, the researcher asked the respondents to rate their agreement on a scale of 1 to 5. Nine (9%) respondents entailing 6(6%) AYC members and 3(3%) partner staff strongly disagreed and 13(13%) {9(9%) AYC members, 3(3%) partner staff and 1(1%) member of the executive council} agreed moderately. Another 40 (41%) {19(19%) AYC members, 17(17%) partner staff and 4(4%) members of the secretariat} gave a neutral rating. Twenty six (27%) respondents made up of 13(13%) AYC members, 11(11%) partner staff, 1(1%) member of the secretariat and 1(1%) executive council member gave a moderate agreement ratting. The other 10(10%) {6(6%) AYC members and 4(4%) partner staff strongly agreed that global political alignments and tensions, ancient animosities between countries can often dampen the execution of a global project.

4.7.7 Political Actors and their Influence on Project Execution

Table 4.24 Political Actors and their Influence on Project Execution

Political actors frequently play an essential role everywhere, they can be certainly crucial in developing countries on project execution

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	26	27%	8	8%	7	7%	6	6%	6	6%	**53**
donor/partner	15	15%	12	12%	2	2%	5	5%	4	4%	**38**
Secretariat	3	3%			1	1%	1	1%			**5**
Executive Council			1	1%	1	1%					**2**
Total	**44**	**45%**	**21**	**21%**	**11**	**11%**	**12**	**12%**	**10**	**10%**	**98**

The table above presents findings on how the respondents ratted their take on the influence of political actors in project execution especially for developing countries. The table shows that 44(45%) {26(27%) AYC members, 15(15%) partner staff and 3(3%) members of the secretariat} strongly disagreed. Twenty one (21%) comprising 8(8%) AYC members, 12(12%) partner staff and 1(1%) member of the executive council moderately agreed. There were 11(11%) {7(7%) AYC members, 2(2%) partner staff, and 1(1%) member of the secretariat and another 1(1%) executive council member} respondents that were neutral. On the other hand, 12(12%) {6(6%) AYC members, 5(5%) partner staff and one(1%) member of the secretariat} respondents agreed and another 10(10%) {6(5%) AYC members and 4(4%) partner staff} strongly disagreed.

4.7.8 Host Community and Interstate-Related Risks vs Government Administration Dangers

Table 4.25 Host Community and Interstate-Related Risks vs Government Administration Dangers

Global projects are more interested about host –community and interstate- related risks than host-government administration related dangers.

Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
	F	%	F	%	F	%	F	%	F	%	
Individual or Organizations member	3	3%	9	9%	10	10%	20	20%	11	11%	**53**
donor/partner	12	12%	7	7%	5	5%	11	11%	3	3%	**38**
Secretariat	1	1%	3	3%			1	1%			**5**
Executive Council	1	1%	1	1%							**2**
Total	**17**	**17%**	**20**	**20%**	**15**	**15%**	**32**	**33%**	**14**	**14%**	**98**

The researcher asked the respondents to rate their agreement on a scale of 1 to 5 with 1 being strongly agree and 5 being strongly disagree on whether global projects are more interested about host community and interstate-related risks than hostgovernment administration related dangers. Seventeen (17%) {3(3%) AYC members, 12(12%) partner staff, 1(1%) member of the secretariat and 1(1%) executive council member} strongly disagreed. Another 20(20%) {9(9%) AYC members, 7(7%) partner staff, 3(3%) members of the secretariat and 1(1%) executive council member} moderately agreed. There were 15(15%) {10 AYC members and 5(5%) partner staff} respondents that were neutral. On the other hand, 32(33%) {20(20%) AYC members, 11(11%) partner staff and 1(1%) member of the secretariat agreed with the other 14(14%) {11(11%) AYC members and 3(3%) partner staff} strongly agreeing.

4.8Legal Interventions of Globalization

4.8.1 Specification of Project Legal Intervention

Table 4.26; Specification of Project Legal Intervention

Job Position	The project legal intervention should be specified to ensure successful completion of the project.										Total
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		
Individual or Organizations member	26	27%	13	13%	9	9%	1	1%	4	4%	53
donor/partner	6	6%	8	8%	14	14%	5	5%	5	5%	38
Secretariat	1	1%	1	1%	3	3%					5
Executive Council			2	2%							2
Total	**33**	**34%**	**24**	**24%**	**26**	**27%**	**6**	**6%**	**9**	**9%**	**98**

Research findings show that 33 respondents {26(27%) AYC members, 6(6%) partner staff and 1(1%) member of the secretariat} representing 34% of the total participants strongly disagreed that the project legal intervention should be specified to ensure successful completion of the project. Twenty four representing 24% {13(13%) AYC members, 8(8%) partner staff, 1(1%) member of the secretariat and 2(2%) executive council members} disagreed. Another 26(27%) {9(9%) AYC members, 14(14%) partner staff and 3(3%) members of the secretariat were neutral. Those who agreed were 6(6%) {1(1%) AYC member and 5(5%) partner staff} and 9(9%) {4(4%) AYC members and 5(5%) partner staff strongly agreed.

4.8.2 Understanding Employment, Health and Safety Laws

Table 4.27 Understanding Employment, Health and Safety Laws

	\multicolumn{10}{c}{The project manager should understand well the employment law, health and safety law}									**Total**
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		
Job Position											
Individual or Organizations member	13	13%	7	7%	12	12%	8	8%	13	13%	**53**
donor/partner	3	3%	5	5%	5	5%	10	10%	15	15%	**38**
Secretariat			2	2%			1	1%	2	2%	**5**
Executive Council			1	1%	1	1%					**2**
Total	**16**	**16%**	**15**	**15%**	**18**	**18%**	**19**	**19%**	**30**	**31%**	**98**

The researcher sought to find out from the respondents their take on the necessity for project managers to understand the relevant laws. From the research, 16(16%) {13% AYC members and 3(3%) partner staff} strongly disagreed that project managers should be cognizant of employment, health and safety laws. Another 15(15%) {7(7%) AYC members, 5(5%) partner staff, 2(2%) members of the secretariat and 1(1%) executive council member} agreed. Those who were neutral were 18(18%) {12(12%) AYC members, 5(5%) partner staff and 1(1%) member of the executive council}. Nineteen (19%) {8(8%) AYC members, 10(10%) partner staff and 1(1%) member of the secretariat} agreed. The remaining 30(31%) {13(13%) AYC members, 15(15%) partner staff and 2(2%) members of the secretariat} strongly agreed that project managers should understand well the employment, health and safety laws.

4.8.3 Outlining Project Legal Process

Table 4.28 Outlining Project Legal Process

	\multicolumn{10}{c}{The legal processes that will be carried out in the project should be well outlined.}									**Total**
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		
Job Position											
Individual or Organizations member	8	8%	5	5%	20	20%	18	18%	2	2%	**53**
donor/partner	3	3%	5	5%	15	15%	9	9%	6	6%	**38**
Secretariat	1	1%	1	1%	1	1%			2	2%	**5**
Executive Council			1	1%					1	1%	**2**
Total	**12**	**12%**	**12**	**12%**	**36**	**37%**	**27**	**28%**	**11**	**11%**	**98**

The table above shows findings on how the respondents rated their agreement with the importance of outlining legal processes in a project. Twelve respondents {5(5%) AYC members, 5(5%) partner staff and 1(1%) each from the secretariat and executive council} representing 12% of the respondents disagreed. Those who gave a neutral stand were 36(37%) {20(20%) ATC members, 15(15%) partner staff and 1(1%) member from the secretariat}. On the other hand, 27(28%) {18(18%) AYC members and 9(9%) partner staff agreed that legal processes which will be carried out in the project should be well outlined. The other 11(11%) {2)2% AYC members, 6(6%) partner staff, two (2%) members from the secretariat and 1(1%) executive council member} strongly agreed.

4.8.4 Legal Factors and Project Implementation

Table 4.29 Legal Factors and Project Implementation

Legal factors can tamper with a project due to patent infringement issues, standard non-conformance factors, non-performance factors that may led to delay of the project implementation.										
Job Position	Strongly disagree		Disagree		Neutral		Agree		Strongly agree		Total
Individual or Organizations member	5	5%	6	6%	5	5%	21	21%	16	16%	53
donor/partner	5	5%	3	3%	3	3%	13	13%	14	14%	38
Secretariat							2	2%	3	3%	5
Executive Council	1	1%					1	1%			2
Total	**11**	**11%**	**9**	**9%**	**8**	**8%**	**37**	**38%**	**33**	**34%**	**98**

On the influence of legal factors on project implementation, 11(11%) {5(5%) AYC members and 5(5%) partner staff as well as 1(1%) member from the executive council} strongly disagreed that legal factors can tamper with a project and may led to delay of the project implementation. Nine (9%) {6(6%) AYC members and 3(3%) partner staff disagreed. Another 8(8%) {5(5%0 AYC members and 3(3%) partner staff} were neutral. There were thirty seven (38%) {21(21%) AYC members, 13(13%) partner staff, 2(2%) members from the secretariat and 1(1%) executive council member} that agreed. The other 33(34%) {16(16%) AYC members, 14(14%) partner staff and 3(3%) members from the secretariat} strongly agreed that legal factors can tamper with a project due to patent infringement issues, standard non-conformance factors, non-performance factors that may led to delay of the project implementation.

4.8.5 Understanding All the Standards, Deliverables and Requirements, Technical Regulations and Different Orders That Administer the Project Agreement

Table 4.30 Understanding All the Standards, Deliverables and Requirements, Technical Regulations and Different Orders That Administer the Project Agreement

It is crucial for project managers to know all the standards, deliverables and requirements, technical regulations and different orders that administer the project agreement										Total
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Job Position										
Individual or Organizations member	4	4%	4	4%	9	9%	20	20%	16	16%	**53**
donor/partner	2	2%	6	6%	6	6%	14	14%	10	10%	**38**
Secretariat					1	1%	4	4%			**5**
Executive Council			1	1%					1	1%	**2**
Total	**6**	**6%**	**11**	**11%**	**16**	**16%**	**38**	**39%**	**27**	**28%**	**98**

The research findings indicate that 6(6%) {4(4) AYC members and 2(2%) partner staff strongly disagreed the project managers should know all the standards, deliverables and requirements, technical regulations and different orders that administer the project agreement. Another 11(11%) {4(4%) AYC members, 6(6%) partner staff and 1(1%) member from the executive council disagreed. Sixteen representing 16% (9(9%) AYC members, 6(6%) partner staff and 1(1%) member from the secretariat were neutral. Those who registered agreement were 38(39%) {20(20%) AYC members, 14(14%) partner staff and 4(4%) members from the secretariat. The remaining 27(28%) {16(16%) AYC members, 10(10%) partner staff and 1(1%) executive council member} strongly agreed.

4.8.6 Outlining Project Legal Risks

Table 4.31 Outlining Project Legal Risks

The legal risks associated with the projects should be well outlined and understood by all team members.										
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Job Position										Total
Individual or Organizations member	8	8%	7	7%	18	18%	14	14%	6	6%	**53**
donor/partner	3	3%	4	4%	15	15%	12	12%	4	4%	**38**
Secretariat					3	3%	2	2%			**5**
Executive Council							2	2%			**2**
Total	**11**	**11%**	**11**	**11%**	**36**	**37%**	**30**	**31%**	**10**	**10%**	**98**

The table above presents how the respondents rated their level of agreement with the need for outline and understanding legal risks associated with the project. 11(11%0 {8(*%) AYC members and 3(3%) partner staff} strongly disagreed that legal risks associated with the projects should be well outlined and understood by all team members. Another 11(11%) {7(7%) AYC members and 4(4%) partner staff} agreed. There were 36(37%) {18(18%) AYC members, 15(15%) partner staff and 3(3%) members from the secretariat} that were neutral. Those who agreed were 30(31%) (14(14%) AYC members, 12(12%) partner staff, 2(2%) members from the secretariat and 2(2%) executive council members}. The remaining 10(10%) {6(6%) AYC members and 4(4%) partner staff} strongly agreed that legal risks associated with the projects should be well outlined and understood by all team members.

4.8.7 Provision for Change Clauses in the Project Agreement

Table 4.32: Provision for Change Clauses in the Project Agreement

A contract for project when proposed must be inclusive of procedure for change in the contract including the conditions of change and sometimes, listing of the situations only in which the changes can be made										**Total**
	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
Job Position										
Individual or Organizations member	30	31%	10	10%	2	2%	8	8%	3	3%	**53**
donor/partner	11	11%	10	10%	5	5%	5	5%	7	7%	**38**
Secretariat	2	2%	1	1%	1	1%			1	1%	**5**
Executive Council			1	1%					1	1%	**2**
Total	**43**	**44%**	**22**	**22%**	**8**	**8%**	**13**	**13%**	**12**	**12%**	**98**

Research findings show that 43(44%) {30(30%) AYC members, 11(11%) partner staff and 2(2%) members from the secretariat} strongly agreed that the project contract must include procedures and scope for changes in the project. Twenty two respondents representing (22%) {10(10%) AYC members, 10(10%) partner staff 1(1%) each from the secretariat and executive council} agreed. Another 8(8%) {2(2%) AYC members, 5(5%) partner staff and 1(1%) member from the secretariat} were neutral. On the other hand, 13(13%) {8(8%) AYC members and 5(5%) partner staff} were in agreement and another 12(12%) {3(3%) AYC members, 7(7%) partner staff and 1(1%) each from the secretariat and executive council} in strong agreement.

4.9Challenges of globalization on project management
4.9.1 Successful projects are completed in the set time
Table 4.33: Successful projects are completed in the set time

	Frequency	Percent
Strongly disagree	18	18.4%
Disagree	19	19.4%
Neutral	16	16.3%
Agree	35	35.7%
Strongly agree	10	10.2%
Total	98	100%

Research findings indicate that 35(36%) AYC stakeholders agreed that a project is considered successful if it is completed in the set time. Another 10(10%) respondents felt strongly that a project completed in the set timelines was successful. There were 18(18%) respondents that strongly disagreed and another 19(19%) moderately disagreed. There were also 16(16%) who were neutral.

4.9.2 Successful project meet set quality standards

Table 4.34 Successful project meet set quality standards

	Frequency	Percent
Strongly disagree	22	22.4%
Disagree	18	18.4%
Neutral	23	23.5%
Agree	16	16.3%
Strongly agree	18	18.4%
Total	98	100%

The researcher sought to establish on a scale of 1 to 5 with 1 being strongly agree and 5 strongly disagree the take of the respondents on set quality standards met defining a successful project. From the research, 22(22%) respondents strongly disagreed and 18(18%) moderately disagreed. On the other hand, 18(18%) respondents strongly agreed and another 16(16%) moderately agreed while 23(23%) were neutral.

4.9.3 Successful projects should beat the deadline

Table 4.35 Successful projects should beat the deadline

	Frequency	Percent
Strongly disagree	11	11.2%
Disagree	14	14.3%
Neutral	29	29.6%
Agree	24	24.5%
Strongly agree	19	19.4%
Total	98	100%

The table 4.35 above indicates that 19(19%) AYC stakeholders strongly agree that a project is successful if it meets its completion deadline and 24(24%) just agree. On the other hand, 11(11%) AYC stakeholders are in strong disagreement and another 14(14%) moderately disagree that by project meeting the completion deadline then it is successful. There were also 29(30%) who were neutral.

4.9.4 Successful projects are completed within budget

Table 4.36 Successful projects are completed within budget

	Frequency	Percent
Strongly disagree	12	12.2%
Disagree	11	11.2%
Neutral	21	21.4%
Agree	33	33.7%
Strongly agree	20	20.4%
Total	98	100%

Research findings displayed in table 4.36 above indicates that 12(12%) of AYC stakeholders strongly disagree that a project is successful if it is finished within the planned budget while another 11(11%) moderately agreed. There were 33(34%) and 20(20%) respondents who recorded agreement and strong agreement respectively when asked if a project was deemed successful if it finishes within planned budget. Also, there were 21(21%) who were neutral.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter will outline the summary, conclusions, and recommendations of the data findings and suggests area for further studies.

5.2 Summary of the Findings

5.2.1 Multicultural Conflict among Team Members

Research findings indicate that majority of the stakeholders in Africa Youth Commission do not believe that language diversity has an effect on their implementation of the projects. They also do not think task orientation is better than boss orientation or building team consciousness is better than building family consciousness in the workplace for effective project implementation. However, Africa Youth Commission stakeholders agree that intercultural communication, time and sociability as well as integration management influence the success of the project. In addition, they acknowledge that horizontal management is better than strong hierarchy management if the work place. On the other hand, they have moderate perception on the influence of high and low- context culture on project management.

5.2.2 Technology Intervention of Globalization

The researcher found out that Africa Youth Commission stakeholders do not think that project staff should have technical competence to successfully implement the project. It was also found out that they do accept that having some technical and interpersonal skills is essential for them to implement the project and thus they do not feel there is need to employ virtual teams to project management. They however acknowledge that by providing them with training and information on technology they will be able to successfully implement the project. They also believe that project managers should have the requisite technological knowledge and skills for successful projects. Africa Youth Commissions stakeholders also unanimously believe that projects require frequent consultations and outsourcing for quality project implementation. However, there were

mixed feelings about the necessity of project managers to work hand in hand with other project staff. The stakeholders also thought it was not necessary to have technological infrastructure like computers and internet for effective project implementation.

5.2.3 Political Intervention in Globalization

The influence of political factors in project management at Africa Youth commission was sought and it was found out that the AYC stakeholders do not think that political intervention and power transition affect project implementation. In addition, they do not believe that political actors play essential role in implementation of projects in developing counties. They however felt that political ethnic diversity as well as the policy on passport issuance and visa validation affect implementation of the project and its management. The stakeholders also agree that donors are more committed when there is flexible and adaptable political environment. They also believe that global projects are more interested in the host community and interstate related risks rather than government administration related dangers. However, they registered undecided feelings when asked if global political alignments and ancient animosities between countries could often dampen execution of global projects.

5.2.4 Legal Interventions of Globalization

This research established that majority of Africa Youth commission stakeholders do not think specifying project legal intervention will ensure successful project implementation. Additionally, the stakeholders feel that change procedures and scope should be included in the contract. On the other hand, the stakeholders think that it is important for the project manager to understand the relevant employment, health and safety laws as well as the standards, deliverables, required technical regulations and orders administering the project agreement. The stakeholders however were neutral on whether legal processes to be carried out in the project and legal risks associated with the projects should be outlined and understood.

5.3Discussions

The survey findings concur with existing literature by (Bohm, 2013), project managers should understand and embrace cultural diversity. The research shows that as part of building bridges across the diverse cultures in the work place, project managers should at

all times endeavor to enhance intercultural communication and allow sufficient time for staff to socialize. This concurs with recommendations by (Bohm, 2013). In addition, the researcher agrees with findings by (Jeston, 2014) that task orientation is better than boss orientation or building team consciousness is better than building family consciousness in the workplace for effective project implementation. In addition, the researcher confirms that projects are successfully implemented in a horizontal management system rather than a strong hierarchical management. In general, although these factors of multicultural conflicts among members have an impact on execution of the project, the researcher feels that they do not necessarily influence the project's management.

On technology interventions of globalization, the research acknowledges that project managers should in the least possess the requisite technological skills and knowledge for effective project management. This confirms opinions by scholars like (Raybould, 2007). The study further notes that it is not mandatory for project implementation staff to be technologically competent to execute the project. However, the project is of the opinion that,the execution staff should have some technical and interpersonal skills for successful implementation of the project. Although this may seem contradictory, by having frequent consultations and outsourcing of skills to implement the project, the execution will be successful. The outsourcing may not include virtual project management team but could include the infrastructure or on direct implementation skills.

The researcher contradicts with findings by (Buckley, Clegg &Hui, 2006). The researcher is of the opinion that although politics have an effect on developing country's projects, their intervention and or power transition has no effect on success of global project. This is because the researcher thinks that global projects are more interested in the host community and interstate related risks rather than government administration related dangers. The researcher however cautions that there should be flexible and adaptable political environment for global projects to thrive.

According to the researcher, it is not mandatory to specify project legal intervention or change provisions to ensure successful implementation of the project. It is however important for the project manager to understand the relevant employment, health and safety

laws as well as the standards, deliverables, required technical regulations and orders administering the project agreement. This is because the project manager is responsible for policy implementation and the project implementation staff are more concerned with the deliverables. This confirms findings by (Das, 2014), that project managers should be conversant with legal issues in project management.

5.4 Conclusions

In view of the findings and discussions above, the researcher concludes that globalization: Multicultural conflict among team members'influence globalization on project management, and that it is important for project managers to know communication challenges, how emotions conflict across different cultures, how teams conflict in international setting and cultural contrast in negotiation and challenges.

Technology has an influence on globalization of project management: it's important for project team members to have the technical skills and training on technology. Organizations should also consider using virtual teams to avoid cost of finding a meeting venue and cost of travel.

Project management is influenced by global political intervention; during the inception stage of the project, the organization should weigh all political interventions likely to affect the implementation and success of the project. The project manager should not ignore the role played by political actors, political power transition and the ethnicity diversities

Legal interventions have an influence on globalization of projects management: the legal process should be well presented during the lifetime of a project. This is with special attention to international project management as there are extensive differences in legal and regulation environment.

5.5 Recommendationsfor policy action

In view of the research findings and conclusions above, the researcher recommends that:
  i. Project managers should get hard and soft skills on dealing with project team members from different cultures, different nationalities and backgrounds.
  ii. The project team members should be trained on technology issues and organizations should consider having virtual teams to implement projects as such will reduce the cost.

iii.   Organizations should not ignore the importance of political intervention during the lifetime of a project. Situations such as power transitions local political actors should put into consideration and the impact they have on the project lifetime.

5.5.1 Suggestions for further studies

The researcher recommends further studies to look in detail how project management contributes to successful project implementation in emergency programs.The same study should also be conducted in other types of organizations. Another research in the area of the influence of governance structures on project implementation and project completion can be conducted.

5.6 Contribution to the body of knowledge

This research contributes a wealth of knowledge to the project management body of knowledge by confirming that indeed globalization has an influence on project management. The researcher also recommends that this opinion should be developed into a full study in the project management body of knowledge.

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APPENDICES

Appendix I: Letter of Introduction

KAHUHO KEZIAH CHRISTINE MUTHONI

<u>RE: RESEARCH DATA COLLECTION</u>

I am a student pursuing degree of Master of Arts in project planning and management of the University of Nairobi. Undertaking a research project on,**'INFLUENCE OF GLOBALIZATION ON PROJECT MANAGEMENT."**The data being collected is purely for academic purposes and a copy of findings will be availed to you upon request. Any information received will be treated with strict confidentiality and at no point will your name or that of your organization be mentioned in the final report.

Your cooperation will be highly appreciated.

Yours faithfully

KahuhoKeziah Christine Muthoni

Appendix II:

Questionnaire (For AYCO Executive Council, Secretariats, donor/partners, Individual and Organizations members,)

Part 1: Demographic Information

1. Please tick your Gender

    Male   ( )

    Female   ( )

2. Please tick your age

    18-29 years   ( )

    30 – 39 years   ( )

    40 – 49 yeas   ( )

    50 years and above   ( )

3. What is your highest qualification?

    High school   ( )

    Diploma   ( )

    Degree   ( )

    Post Graduate   ( )

4. Please indicate your job position…………………………………………...

5. How long have you been a member of the organization?

    Less than 3 Years   ( )

    3 -5 Years   ( )

    5-10 Years   ( )

    Over 10 Year   ( )

Part B: Multi-culture and Conflict Issues

6. Indicate your level of agreement on statements about influence of multi-culture and Conflict issues on globalization of project management of Africa Youth Commission Organization. Using the scale 1- strongly disagrees, 2 – disagree, 3-moderate, 4 - agree, 5- strongly agree.

Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Language diversity have effect on implementation of the project					
Effective intercultural communication among team members leads to more successful projects					
High- and low- context culture have effect on Project management					
Time and sociability determine the success of the project.					
Effects of integration management help avoid conflict among team members					
Horizontal management is a better than strong hierarchy management					
Involving team consciousness is better than family consciousness among project teams					
Task orientation is better approach to work than boss orientation (working to make the boss happy) in project management					

Part C: Technology

7. Indicate your level of agreement on statements about influence of technology on the globalization on project management of Africa Youth Commission Organization. Using the scale 1- strongly disagrees, 2 – disagree, 3-moderate, 4 - agree, 5- strongly agree.

Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Technology competency is key in any project success.					
Members should have technical skills, interpersonal to be able to run the project.					
The organization should employ virtual team to assist in project management					
Providing technological training and information on team members leads to successful implementation of the project					
Project managers should have the technological knowledge and skills required for their jobs.					
Some projects require consultations and outsourcing from experts to ensure that quality work.					
The project manager should be in a position to work hand in hand with the rest of the workers.					
Provision of the right technological infrastructure such as computer, internet does affect project implementation					

Part D: Political Intervention

8. Indicate your level of agreement on statements about influence of political intervention on globalization on project management of Africa Youth Commission Organization.Using the scale 1- strongly disagrees, 2 – disagree, 3-moderate, 4 - agree, 5- strongly agree.

Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Political intervention have effect on project implementation					
Political power transition influences the success of the project					
Political ethnicity diversity affect project implementation					
Policy on issuance of passport and visa validity affect project management					
Flexibility and adaptability of political environment are important in ensuring project donors' commitment.					
Global political alignments and tensions, ancient animosities between countries can often dampen the execution of a global project					
Political actors frequently play an essential role everywhere, they can be certainly crucial in developing countries on project execution					
Global projects are more interested about host –community and interstate- related risks than host-government administration related dangers.					

Part E: Legal Factors

9. Indicate your level of agreement on statements about influence of legal factors on globalization of project management of Africa Youth Commission Organization.Using the scale 1- strongly disagrees, 2 – disagree, 3-moderate, 4 - agree, 5- strongly agree.

Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
The project legal intervention should be specified to ensure successful completion of the project.					
The project manager should understand well the employment law, healthy and safety law					
The legal processes that will be carried out in the project should be well outlined.					
Legal factors can tamper with a project due to patent infringement issues, standard nonconformance factors, nonperformance factors that may led to delay of the project implementation.					
It is crucial for project managers to know all the standards, deliverables and requirements, technical regulations and different orders that administer the project agreement					
The legal risks associated with the projects should be well outlined and understood by all team members.					
A contract for project when proposed must be inclusive of procedure for change in the contract including the conditions of change and sometimes, listing of the situations only in which the changes can be made					

Part G: Challenges of globalization on project management

10. Indicate your level of agreement on statements aboutchallenges of globalization on project management of Africa Youth Commission Organization.Using the scale 1- strongly disagrees, 2 – disagree, 3-moderate, 4 - agree, 5- strongly agree.

Statements	Strongly disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly agree 5
Project can be said to be successful it is completed in the set time.					
A project which has met the quality set standards is a said to be successful.					
A project is successful if it meets its completion deadline.					
A project is successful if it finishes within the planned budget.					

11. List other factors which can be used to explaining effects of globalization on project management?

……………………………………………………………………………………

……………………………………………………………………………………

THANK YOU