Project Management Practices and Implementation of Donor Funded Water and Sanitation Projects in Central Rift Region, Kenya

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ABSTRACT

The general objective of this study was to establish the influence of project management practices on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. The study specifically sought to establish the influence of stakeholder involvement, project team training, monitoring and evaluation and risk management on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. The study was anchored on four theories, namely; stakeholder theory, team theory, dynamic capabilities theory and the theory of resilience. For purposes of this study, a descriptive survey design was employed. The target population were all 160 project members comprising project managers, consultants, project implementation teams and task managers from donor agencies in 16 donor funded water and sanitation projects in the central rift region. Using statistical formulae, a sample of 62 elements was obtained. Purposive sampling was then used in targeting the said staff in each of the donor funded water and sanitation projects. This study used questionnaires in collecting data from the target group. Pilot-test was conducted to check the reliability of the instruments used for data collection. Data was analyzed using both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences (SPSS) version 25.0. The study revealed that when all the variables for project management practices, stakeholder involvement, project team training, project evaluation and risk management, were multi regressed against the dependent variable, project implementation, there was an observable model of good fit at 99.6% hence, a good predicator of project implementation if cumulatively practiced. The study further found that stakeholder involvement is a significant predicator (p=0.046<.05) of project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya. Further, the study established that project team training is an insignificant positive predicator (p=0.800 >.05) of project implementation. Project evaluation is a significant predictor (p=0.024<.05) of project implementation and role risk management was found to be a significant predictor (p= 0.21 <05) project implementation. Regression analysis revealed that risk management variable (β = 7.633) has the greatest influence, followed by stakeholder engagement variable (β = 1.192) then followed by evaluation variable (β = 0.116) and lastly project team training variable (β = -0.672).Therefore, the study recommended that, project implementation teams for donor funded water and sanitation projects in Kenya should emphasize more on project risk management as it has the most significant influence on project implementation. The study recommends that the donors of the water projects should sustain, project team training, as much it does not significantly influence project implementation, but it contributes significantly to the overall model fit. The findings of this study will be significant to the government since it aims to stimulate economic growth through attaining value for money for funds sourced from donors. The study will also provide opportunities for project managers to identify key project management practices and how they influence implementation of donor funded water and sanitation projects.

Key Words: Project Management Practices, stakeholder involvement, project team training, monitoring and evaluation, risk management

1.0 INTRODUCTION

1.1 Background of the Study

Globally, project management has been described as a comprehensive management of all phases of a project ranging from its conception to completion and finally commissioning (Lawani, 2018). Project Management can thus be seen as the realization of a project’s objective through planning and controlling resources allocated to the project and at the same time creating constructive relationships whilst managing people involved in the
Project management is an important business operation factor for the majority of modern companies and public administrations and is thus a prerequisite for successful implementation of projects (Sonja, 2016). Project implementation refers to the techniques, tools, methods, or approaches used effectively to arrive at the desired outcome when undertaking a specific project (Menon, 2015). They are procedures and methodologies which have been tried in project implementation and found to deliver the expected results. Effective project implementation therefore is likely to lead to project success. However, use of these methodologies is dependent on organizational parameters (Marko Slavković, 2020). According to Azmach (2017), project implementation depends on the existing organizational culture, which directly influences the project success. Furthermore, properly and timely applied project management practices may lead to project success and wrongly used project management practices may lead to project failure. As noted by Fraz, Waris, Afzal, Jamil, Shah and Sultana (2016) project success is correlated with project management practices in many organizations.

Furthermore, project management practices involve the practice of coordinating people and resources, managing stakeholder expectations, as well as integrating and performing the activities of the project to bring about the desired change (Burrell, 2018). According to Fraz et al., (2016) it involves planning, designing, and managing activities and help the project team to overcome the challenges throughout the project lifecycle processes. Project management practices are applied to achieve optimal performance in any project that seeks excellence and professionalism. Some of the practices include project planning, procurement, project monitoring, risk management, stakeholder involvement, budget monitoring, project completion, technology used and post-project monitoring.

1.1.1 Global Perspectives on Project Management Practices

Globally, a number of studies have attempted to link project management practices and implementation of projects. For example, in Portugal, Fernandes, Ward and Araújo (2013) sought to practitioner perceptions of the most useful project management processes to improve project management performance. They suggest by identifying the perceived most useful tools and techniques, as having the most potential for increased contribution to project management performance, practitioners and organizations can select their priorities when improving project success. The research involved a program of thirty interviews with project management professionals in Portugal, followed by a global survey. Their results showed that the top twenty of the list of the most useful project execution processes is composed of very well-known and widely used tools, such as progress report; requirements analysis; progress meetings; risk identification; and project scope statement. Furthermore, overall project management cycle from initiation to project closing was found to be relevant.

Further, they suggest that areas of knowledge, scope, time, risk, communication and integration assume a high relevance.

In Australia, Ahsan and Gunawan (2017) explored the impact of project management practices on project success specifically in non-governmental organizations (NGOs through studying specific project management practices which include stakeholder management, risk, management, communication management and project planning and how they contribute to successful project implementation in this sector. The study employed a quantitative research approach. Data was collected through a survey questionnaire distributed to project managers and professionals working in various NGOs. The questionnaire included questions related to project management practices and project success criteria. The responses were then analyzed using statistical techniques to determine the relationship between project management practices and project success. The study revealed that all the mentioned project management practices significantly influence project success in NGOs and further suggested that NGOs should focus on strengthening stakeholder management, risk management, communication, project planning, and monitoring and evaluation practices to achieve better project outcomes. It
is worth noting that the study focused specifically on NGOs, and the findings may not be directly applicable to other sectors. Further research is needed to validate and expand upon these findings in diverse organizational contexts.

In Pakistan, Irfan, Khan, Hassan, Hassan, Habib, Khan and Khan (2021) argued that the core reasons for the failure of many public sector projects remain the same; poor planning and competency of a project manager. They therefore suggest that it becomes essential even in the contemporary world to assess and evaluate a model that determines the effect of planning and the project manager’s competency on the success of public sector projects. Moreover, their study aimed at assessing the role of project planning and the project manager’s competency in project success in the context of project management methodology defined by the project management institute. The study concluded that planning and competency have a significant positive impact on the success of public sector projects. Among the two, it was determined that planning for public sector projects had a greater role in the success of projects in the entire project lifecycle. Since this study aimed at understanding the impact of planning and the competencies of a project manager on the success of public sector projects, future research can address other project management practices issues in the same sector to discover if the findings are consistent.

In Iran, Moradi, Arbabi and Jouybari (2018) noted that project success or failure is affected by many context factors arising during the project execution process. The opined that project manager’s competency is important in project success based on the project type and complexity. The findings of ranking project manager’s competencies show that leadership, project stakeholder management and project integration management in the construction of simple project, result orientation, commitment and project integration management in construction of complex projects, project cost management, negotiation ability and project integration management in simple information technology projects and project integration management, project scope management and project cost management in complex information technology projects are the most important competencies.

1.1.2 Regional Perspectives on Project Management Practices

In the African region, a number of studies have also investigated project management practices and various performance outcomes. For example, in Ethiopia, Zerihun (2020) assessed the project management practice of Ethiopian construction design and supervision works and found a moderate level of project management practice within the organization. The study revealed that the levels of planning practice to be higher than the other process groups in the organization while the project closure process group has the lowest practice level. Furthermore, the study identified that the level of practice of activities related to risk, procurement, communication, project control, cost, time and documentations to be low. The authors recommended that firms should give more emphasis or considerable attention for project execution processes related to project control, risk, procurement, communication, cost, time, documentation and dissemination of lesson learned during the implementation of each process groups in order to strengthen the practice of project management.

In Nigeria, Zuofa and Ochieng (2014) noted that like in most developing countries, particularly in sub-Saharan Africa, project execution processes in the civil service are relatively marginal. The lack of project management protocols and skills in all aspects of public projects, and the consequential problems of poorly implemented and abandoned projects in the country, have been reported by some key Nigerian government officials. They further argued that there is a perceived awareness of a shortage of adequate project management expertise which has led to problems of building collapse in Nigeria. Nonetheless, without adequate knowledge about the complications of project execution, and an understanding of how the structure of these organizations affect project execution, no significant initiative or practicable solution for promoting project execution may be developed. This study argues that the conventional reductionist approach of investigating project execution in developing countries does not address the reality of the condition from a holistic perspective, but rather offers a partial enquiry.
In Ghana, Napoleon, Eugene, Asubonteng, Tom and Alubokin (2018) investigated the effects of material management techniques on construction project success: perspective of material managers in northern region of Ghana. In their study on effects of material management techniques on construction project success in Northern Region of Ghana, the study revealed that, planning and monitoring of material schedule; establishing good business relations with suppliers; the use of security measures on site; use of information communication technology; and also use of competent workers as well as effective training of workers is significant for effective material management on construction site, and has direct effect on project implementation success. They further revealed that, use of information communication technology can help different parties involved in project implementation do some functionality such as purchasing orders, paying invoices and processing credit checks, and manage flow of material order, product, transportation and delivery of goods.

In Rwanda, Aimee and Eugenia (2022) sought to establish the influence of project management practices on performance of public construction projects in Kamonyi district of Rwanda. The study found that majority of the respondents participates in construction project for the purpose of sustaining their living standard. It was also found that majority of respondents do not make a written project plan. The study also found that majority agreed that there is the provision of the required resources to be used before starting the project. The variables like resource acquisition, resource organization and risk mitigation that make project implementation were found to influence the construction project performance. The study found that the project monitoring and evaluation is ready to affect the construction project performance. The study recommended that managers of different organizations which sponsor projects should continually modify management aspects to improve performance of construction projects.

1.1.3 Local Perspectives on Project Management Practices

Locally, a number of studies have been undertaken on project management practices and implementation of projects. For example, Musau (2020) established that change management, project team competency, stakeholders’ involvement, and project resource management significantly influence implementation of borehole water projects. Kaluai (2020) established that stakeholder involvement, risk management, project planning, and monitoring and evaluation. Similarly, Njau and Omwenga (2019) found that resource planning, project monitoring, top management support and project communication all had significant and positive effect on the effective implementation of building construction projects in Kenya. Further, Ngundo (2018) found that project planning, stakeholder participation, monitoring and evaluation and use of technology significantly influenced implementation of government funded projects.

Similarly, Omolo and Moronge (2018) found that that enhancement of the project funding, enhanced proper communication, adequate monitoring and evaluation, training for project team competency to be enhanced and project team cohesion increases implementation of the project and thus lead to enhanced project success. The study however focused on water and sewerage projects and did not focus on team training, project planning and stakeholder involvement. Similarly, Obare et al., (2016) found that project team training diversity influence the relationship between implementation process of project control systems and performance of rural roads construction projects in Kenya. Their study however addressed only one project management practice. Furthermore, Gachui (2017) found that donor grants, training and development, and stakeholder involvement.

1.2 Statement of the problem

According to WHO (2022), lack of access to safe WASH services is still a major challenge to livelihoods and economic development. In Kenya, statistics reveal that about 21 million Kenyans, 38% of the population, do not access to safe drinking water (WASREB, 2023).Owing to the need of increasing access to water and sanitation services to its people, the Government of Kenya has prioritized the development of water and sanitation infrastructure projects. According to Otieno (2021), only 24% of the budgetary allocation for water and sanitation projects is provided by the Government, while the remaining 76% is provided by donors. In the central rift region, a number of donor funded water and sanitation projects were scheduled to commence in 2017.
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and to be completed by the third quarter of 2020 (AfDB, 2016). However, AfDB (2023), states that the progress of implementation of these water and sanitation projects was low with most projects being less than 70% complete with a two-year delay from the planned timeframes. In view of the above, it is clear that all the projects under the mentioned program will not be implemented in a timely manner as planned, consequently delaying the realization of benefits of water and sanitation services to the intended project beneficiaries. Furthermore, the Government of Kenya would incur cost overruns due to the additional time required to complete the project thus losing value for money on the project.

Many water projects frequently fail to realize their objectives owing to either their organizational or managerial problems (Kwak, 2014). IEG (2015), rates 62% of water projects implementation in Africa as failed, attributing this to among other factors: uncoordinated poor project implementation approaches, poor political commitment, inadequate participatory monitoring and evaluation, poor resource planning, incompetent project personnel among others. Love (2015), also attributed causes of overruns to inadequate project formulation, poor planning implementation, lack of proper contract planning and implementation, lack of project management during execution manipulation by project champions and natural calamities and environment within which the project lies. Muiruri (2020), Kenya as a developing country, is faced with a myriad of project management challenges both technical and non-technical hence knowing the success, or outcome or performance of a water project has a great deal of relevance to knowing the optimum project management practices. Therefore, it is on this premise this study sought to examine project management practices and how they influence implementation of donor funded water and sanitation projects. The study sought to fill this knowledge gap by finding out if stakeholder involvement, project team training, monitoring and evaluation and risk management influence implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study was to establish the influence of project management practices on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya

1.3.2 Specific Objectives

This study was guided by the following specific objectives:

i. To establish the influence of stakeholder involvement on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

ii. To assess the influence of project team training on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

iii. To analyze the influence of evaluation on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

iv. To determine the influence of risk management on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

1.4 Hypotheses of the Study

The study attempted to test the following specific objectives:

H0: Stakeholder involvement has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

H0: Project team training has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

H0: Evaluation has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

H0: Risk management has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya.

2.0 Literature Review

2.1 Theoretical Framework

2.1.1 Stakeholder Theory

Stakeholder theory was proposed by Freeman in 1984. Stakeholder theory argues that firms should be concerned about the interests of other stakeholders when taking strategic decisions. The theory is a strategy by top management team for management of the interface between the many competing demands of different stakeholders in relation to its strategic goals. Thus, one of the critical tasks of a project leader is to identify and manage successfully stakeholders who are either affected or can affect implementation of a project. Further, Napoleon et al., (2018) identified three themes for strategic management of stakeholders as: identifying who the stakeholders really are in the specific situation, exploring the impact of stakeholder dynamics and, developing
According to Zerihun (2020), a project manager should manage the influences of various stakeholders in relation to the project requirements to ensure a successful outcome. They assert that the project manager should know about project management, should do or accomplish project goals and should behave accordingly. The theory can thus be used to explain stakeholder involvement since various stakeholders have stake in effective project implementation. Local community therefore expects economic and social benefits from water and sanitation projects once implemented. Project beneficiaries expect benefits which include getting water at affordable prices, improved livelihoods, financial benefits, skills related to project management. Applying stakeholder inclusiveness in a project is thus likely to increase the likelihood of more engaged and satisfied stakeholders. However, it may increase the danger of losing focus on those stakeholders who possess the most critical resources for the project's survival and progress; and increase the danger of inducing stakeholder disappointment due to conflicting demands.

2.1.2 Team Theory

Team theory was proposed by Bruce Tuckman in 1965. According to the theory, teams are formed through four main stages titled forming, storming, norming, and performing. According to the theory, teams are the engines which drive projects and hold key to the success of the firm. According to Irfan et al., (2021) work teams and groups exist to perform organizationally relevant tasks, share one or more common goals, interact socially, exhibit task interdependencies, maintain and manage boundaries, and are embedded in an organizational context that sets boundaries, constrains the team, and influences exchanges with other units. The activities done by project teams are interdependent and the success of one activity determines the success or failure of the preceding phase. However, as outlined by Zerihun (2020) teams are only effective if they undergo regular project training in relation to particular project areas. Such training enables them to put the mission ahead of their desires, craft and communicate dynamic visions, create an environment of trust and caring, practice and reflect so that they are prepared to perform at faces of challenges.

According to the theory proper training creates thrust which refers to agreed vision, mission, values, tactics and goals commonly executed to meet project objectives. Aimee (2022) asserts that thrust enable project teams to have clear understanding of project goals, values it will deliver and make them forge a common method to accomplish project goals. Further, they argue that a team cannot be high performing unless the necessary organizational and leadership support also are provided. Therefore, it does not matter how good a team is on thrust, trust, talent, teaming skills, and task skills, it must have the support from the organization and the leadership fit to be effective. The teams strive to optimize a common objective function but have different information to reach their decisions. The theory can thus be used to explain project team training as teams undertaking water and sanitation projects are diverse and must undergo team training and other project related training for them to work and deliver seamlessly.

2.1.3 Dynamic Capabilities Theory

Dynamic capability theory was proposed by Teece, Pisano and Shuen in 1997. The theory argues that the firm’s ability to integrate, build upon and reconfigure internal and external organizational resources and functional competencies to deal with the environment which is constantly evolving. The theory further indicates that the firm’s behavioral orientation constantly to integrate, reconfigure, renew and recreate its resources and capabilities and most importantly, upgrade and reconstruct its core capabilities in response to the changing environment to attain and sustain competitive advantages According to the dynamic capability theory the firm’s potential to systematically solve problems, formed by its propensity to sense opportunities and threats, to make timely and market-oriented decisions and to change its resource base (Irfan et al., 2021).
In the execution of monitoring and evaluation, the theory becomes relevant especially to the environmental and technological context that the firm has set, the choice of organizational form and the ability to strategize (Zerihun, 2020). The theory can thus be used to explain monitoring and evaluation during project implementation. Therefore, donor funded sanitation and water projects with strong strategic positions have more options and a higher probability of success in times of misunderstanding for example, in times of budget allocation. This is because the returns of the management are not only higher than the followers, they are also more stable. This theory will be of importance to this study in anchoring how the firm is able to generate sufficient resources capacity in terms of personnel and availing sufficient funding to monitoring and evaluation. Further, this theory helps conceptualize how the organization deals with external issues such as regulatory and compliance in enhancing its monitoring and evaluation to ensure successful project implementation.

2.2.4 Theory of Resilience
The theory of resilience was proposed by Holling in 1973. The theory explains that a system has the ability to absorb disturbance and still retain its basic function and structure. According to Muriana and Vizzini (2018), as humans seek persistence, it connects with sustainable development which has the objective of creating and maintaining prosperous social, economic and ecological systems. However, such systems face numerous risks both internally and externally and thus firms that are able to identify, analyze and control such risks during project implementation are likely to be successful. This theory therefore underscores the importance of managing risk since persistence shifts policy from those that aspire to control change in systems assumed to be stable to managing the capacity of socio-ecological systems to cope with, adapt to, and shape change. Furthermore, the theory is further supported by utilitarian theory which argues that the proper course of action is one that maximizes utility thus maximizing benefits and reducing negatives. This is true for donor funded projects because if project stakeholders ensure that risk management is undertaken effectively, then project sustainability long after their completion is guaranteed. According to Cagliano, Grimaldi and Rafele (2019), a critical component of management of risk is the mitigating risk at its point of occurrence by reducing their impact. They assert that a successful risk mitigating strategy often leads to a reduction in the adverse impacts. Furthermore, the authors argued that when a risk mitigation strategy is well planned and properly administered it replaces an uncertain even with a more controlled and predictable response.

2.2 Conceptual Framework
2.4 Research Gap

From the critique, a number of gaps have been identified. For example, Musau (2020) established that change management, project team competency, stakeholders’ involvement, and project resource management significantly influence implementation of borehole water projects but did not address monitoring and evaluation. Kaluai (2020) established that stakeholder involvement, risk management, project planning, and monitoring and evaluation but focused on empowerment project and did not address team training and project funding. Njau and Omwenga (2019) found that resource planning, project monitoring, top management support and project communication influenced effective implementation of building construction projects in Kenya but did not investigate team training, project planning and risk management (Ronoh, & Omwenga, 2022). Ngundo (2018) found that project planning, stakeholder participation, monitoring and evaluation and technology significantly influenced implementation of government funded projects but did not address project funding, risk management and team competency.

Other studies Omolo and Moronge (2018) found that that enhancement of the project funding, enhanced proper communication, adequate monitoring and evaluation, training for project team competency to be enhanced and project team cohesion increases implementation of the project and thus lead to enhanced project success but
focused only water and sewerage projects and did not focus on team training, project planning and stakeholder involvement. Obare et al., (2016) found that project team training diversity influence the relationship between implementation process of project control systems and performance of rural roads construction projects in Kenya but only one project management practice. Gachui (2017) found that donor grants, training and development, and stakeholder involvement but did not address monitoring and evaluation, risk management and use of technology. It is therefore clear that few studies have addressed donor funded water projects. Furthermore, there is no evidence in literature to show the variables suggested by this study have been investigated. The present study therefore seeks fill this knowledge gap.

3.0 METHODOLOGY

The research design that was chosen was a descriptive survey design, which has been selected due to its capacity to gather data in authentic environments. This design enables the investigation to address inquiries pertaining to the nature, participants, timing, methods, and locations associated with the phenomenon being examined. The target population encompasses 16 water and sanitation initiatives in the Central Rift region that are supported by donors. These projects involve a total of 160 individuals. The sample size, as defined using Nassiuma's formula, is 62. Purposive sampling is utilized to identify project participants who are relevant to the study. Data is gathered via the utilization of questionnaires, which are selected based on their efficacy and capacity to encompass a broad and heterogeneous population. A preliminary examination is carried out on a sample of 16 participants in order to ascertain the clarity and relevance of the survey questions. Validity is established by meticulously designing the instruments, and reliability is evaluated by employing Cronbach's alpha coefficient analysis, wherein all variables exhibit alpha values over 0.7, hence demonstrating high dependability. The data collection processes encompass several key steps, such as acquiring the necessary study permits, receiving consent from pertinent authorities, and conducting individualized administration of questionnaires. The process of data analysis include the utilization of both descriptive and inferential statistical methods, which may include the application of regression analysis to assess the validity of the hypotheses put forth in the study. Diagnostic tests are performed in order to verify that the underlying assumptions of linear regression are satisfied. These tests assess the presence of linearity, homoscedasticity, normalcy, and multicollinearity.

4.0 REGRESSION RESULTS

4.1 Response Rate

The study targeted a total 62 respondents who were given the questionnaires in a bid to collect relevant data on the targeted study variables. Table 4.1 records the response rate for each category of the respondents and return rate from the field.

<table>
<thead>
<tr>
<th>Target Population</th>
<th>Tools dispatched</th>
<th>Tools Returned</th>
<th>% Returned</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tools issued</td>
<td>62</td>
<td>59</td>
<td>95.16</td>
</tr>
<tr>
<td>Total</td>
<td>62</td>
<td>59</td>
<td>95.16</td>
</tr>
</tbody>
</table>

Table 4.1 observed that out of the targeted 62 respondents 95.2% of the respondents, filled and returned the questionnaires which the data sets in the subsequent analysis presentation and discussions is based on. This sample was deemed significant to warranty data analysis going by Zikmund et al. (2010) who opine that a response rate of at least 50% and more is good enough to warranty data analysis. Hence, response rate of 95.2% was considered sufficient enough to be used for analysis.

4.2 Descriptive Statistics

Data was first analyzed descriptively before making inferences of the descriptive data through various regression statistics. It was therefore important to explain how the mean values were interpreted throughout this
4.2.1 Stakeholder Involvement and Implementation of Donor Funded Water and Sanitation Projects

The study sought to establish the effect of stakeholder involvement on project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya. The respondents were required to use the 5-point Likert scale which was interpreted using the ranges of 4.3-5=Strongly Agree; 3.5-4.2=Agree; 2.6-3.4=Undecided; 1.9-2.6=Disagree and 1-1.8=Strongly Disagree (Nemoto & Beglar, 2014; Joshi, Kale, Chandel & Pal, 2015). In addition to the use of the mean to gauge the level of each item, the corresponding standard deviation of each item was also reported to evaluate the level of variation (agreement or disagreement) regarding each variable of the respondents.

Table 4.2: stakeholder involvement on project implementation of Donor Funded Water and Sanitation Projects

<table>
<thead>
<tr>
<th>Item</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our project team ensures adequate community participation in decision making</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.64</td>
<td>1.362</td>
</tr>
<tr>
<td>Our team makes deliberate efforts to enhance community participation in our project</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.76</td>
<td>1.264</td>
</tr>
<tr>
<td>We also involve the community in every aspect of water project as guided by project regulations</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>4.15</td>
<td>1.111</td>
</tr>
<tr>
<td>Our project teams have a structured community mobilization and involvement process</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.88</td>
<td>1.327</td>
</tr>
<tr>
<td>We always encourage community members to be involved directly in the project process through tendering, provision of labor and materials</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.73</td>
<td>1.628</td>
</tr>
<tr>
<td>Our teams ensure the involvement of all stakeholders in a structured manner as guided by project implementation guidelines</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>4.20</td>
<td>1.013</td>
</tr>
</tbody>
</table>

Table 4.2 observed that majority of the respondents with a mean of 3.64(SD=1.362) were in agreement that the project teams in the study are ensures adequate community participation in decision making processes. The study also revealed that majority of respondents 3.76(SD=1.264) were also in agreement that project management teams make deliberate efforts to enhance community participation in our project as guided by project regulations. It is prevalent that the problem does not lie on public participation alone given that projects in the study are well participated in and yet they are lacking in implementation. The study also revealed that majority of the respondents a mean of 4.15(SD=1.111) were also in agreement that they involve the community in every aspect of water project. It remains to be seen why there is poor implementation of the water projects and yet the subjects, the community is involved. Further, the study observed that majority of the respondents a mean of 3.88(SD=1.327) were in agreement that the project teams has a structured community mobilization and involvement process and that majority of the respondents 3.73(SD=1.628) were in agreement that they always encourage community members to be involved directly in the project process through tendering, provision of labor and materials. Finally, the study revealed that majority of the respondents 4.20(SD=1.013) were in very strong agreement that the project teams ensure that stakeholders are involvement in a structured manner as guided by project implementation guidelines. By aggregate, the study revealed that the project management teams were in agreement that the water project teams do engage stakeholders in all the water projects activities. However, it cannot be concluded from this on why projects seem to lag in implementation despite constructive stakeholder engagement.

4.2.2 Project Team Training and project Implementation of Donor Funded Water and Sanitation Projects

The study sought to establish the effect of project team training on project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya. The respondents were required to use the 5-point
Table 4.3: Project team training and project implementation of Donor Funded Water and Sanitation Projects

<table>
<thead>
<tr>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.92</td>
<td>1.208</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.83</td>
<td>1.341</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.92</td>
<td>1.149</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>4.08</td>
<td>0.970</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.92</td>
<td>1.236</td>
</tr>
</tbody>
</table>

Table 4.3 revealed that majority of the respondents with a mean of 3.92(SD=1.208) were in agreement that the project team always ensures continuous training of team members thus enhancing their performance. The study also revealed that majority of the respondents with a mean of 3.83(SD=1.341) were in agreement that the project teams are continuously trained on project management and implementation issues. Further, the study revealed that majority of the respondents with a mean of 3.92(SD=1.149) were also in agreement that continuous training of all stakeholders has enhanced our ability to make strategic decisions. The study too revealed that majority of the respondents with a mean of 4.08(SD=.970) were in agreement that project teams have continuously acquired knowledge, skills and attitudes arising from enhanced training. Finally, the study revealed that majority of the respondents with a mean of 3.92(SD=1.236) and 4.03(SD=1.050) were in agreement that the project teams’ views training as important in enhance performance of team members and that the training covers all aspects of project management lifecycle respectively.

4.2.3 Evaluation and Implementation of Donor Funded Water and Sanitation Projects

The study sought to establish the effect of project evaluation on project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya. The respondents were required to use the 5-point Likert scale which was interpreted using the ranges of 4.3-5=Strongly Agree; 3.5-4.2=Agree; 2.6-3.4=Undecided; 1.9-2.6=Disagree and 1-1.8=Strongly Disagree and the responses were as described in Table 4.4.

Table 4.4: Project evaluation on project implementation of Donor Funded Water and Sanitation Projects

<table>
<thead>
<tr>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.97</td>
<td>1.203</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.93</td>
<td>1.081</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>4.20</td>
<td>.906</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>4.10</td>
<td>1.078</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>4.02</td>
<td>.974</td>
</tr>
<tr>
<td>59</td>
<td>1</td>
<td>5</td>
<td>3.80</td>
<td>1.095</td>
</tr>
</tbody>
</table>
Table 4.4 observed that majority of the respondents with a mean of 3.97 (SD=1.203) were in agreement that monitoring teams ensure project objectives match the needs being addressed by the projects. It was also observed that majority of the respondents with a mean of 3.93 (SD=1.081) were in agreement that monitoring and evaluation of projects ensures they are delivered in a timely and cost-effective manner. Further, the study observed that majority of the respondents with a mean of 4.20 (SD=0.906) were in strong agreement that monitoring ensures issues identified in the project lifecycle are addressed on time. Further, the study observed that majority of the respondents with a mean of 4.10 (1.078) were in strong agreement that the project teams ensure that all stakeholders analyze monitoring and evaluation results and thus develop adequate measures to ensure smooth completion. It was also brought to fore that majority of the respondents with a mean of 4.02 (SD=0.974) and 3.80 (SD=1.095) were in strong agreement that the project teams often focus on the sustainability and long term effect of all water and sanitation projects and that monitoring and evaluation reports helps our project team to plan future implementation of projects and identification of project obstacles respectively.

4.2.4 Project Risk Management and Projects Implementation of Donor Funded Water and Sanitation Projects

The study sought to establish the effect of project risk management on project implementation in donor funded water and sanitation projects in the Central Rift region, Kenya. The respondents were required to use the 5-point Likert scale which was interpreted using the ranges of 4.3-5=Strongly Agree; 3.5-4.2=Agree; 2.6-3.4=Undecided; 1.9-2.6=Disagree and 1-1.8=Strongly Disagree and the responses were as described in Table 4.5.

Table 4.5: Project Risk Management on project implementation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std. Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our project team ensures identification of all project risks that may lead to project delay</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>1.96</td>
<td>.972</td>
</tr>
<tr>
<td>Our team advocates for the use of alternative plan in case of any event that may cause project delay</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.12</td>
<td>1.052</td>
</tr>
<tr>
<td>We also inspect through project officials ongoing projects to ensure projects are not delayed</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.45</td>
<td>.955</td>
</tr>
<tr>
<td>We encourage use of a detailed work plan to ensure no even leads to delays in project</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.14</td>
<td>.860</td>
</tr>
<tr>
<td>Our risk manager responds to risks appropriately as defined in the risk management plan</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.05</td>
<td>.943</td>
</tr>
<tr>
<td>Our risk management team separates actual risk events from sources of risks</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.08</td>
<td>.896</td>
</tr>
</tbody>
</table>

Table 4.5 observed that majority of the respondents with a mean of 1.96 (SD=.972) disagreed that project team ensures identification of all project risks that may lead to project delay. The study also observed that majority of the respondents with a mean of 2.12 (SD=1.052) disagreed that project teams advocates for the use of alternative plan in case of any event that may cause project delay. Further, the study observed that majority of the respondents with a mean of 2.45 (SD=.955) disagreed that the project teams inspect through project officials ongoing projects to ensure projects are not delayed. The study further established that majority of the respondents with a mean of 2.14 (SD=.896) disagreed that the projects encourage use of a detailed work plan to ensure no even leads to delays in project. Finally, the study observed that majority of the respondents with a mean of 2.05 (SD=.943) and 2.08 (SD=.896) disagreed that risk manager responds to risks appropriately as defined in the risk management plan and risk management team separates actual risk events from sources of risks.

4.2.5 Project Implementation of Donor Funded Water and Sanitation Projects

The study sought to establish the extent to which project management practices on project implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. The findings from the study were recorded in table 4.6

Table 4.6: Project implementation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our projects are started and completed according to the set timelines</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.63</td>
<td>1.272</td>
</tr>
<tr>
<td>Our projects are often completed based on cost and budget</td>
<td>59</td>
<td>1</td>
<td>5</td>
<td>2.07</td>
<td>1.015</td>
</tr>
</tbody>
</table>
provisions
All our water projects are meet the intended quality standards 59 1 5 4.05 1.057
All our projects are undertaken and completed based on the set technical requirements 59 1 5 4.02 .974
Our projects are completed based on the user and community satisfaction 59 1 5 2.05 .936
Our projects are usually evaluated based on the preset objectives 59 1 5 2.02 1.106
All our projects also meet sustainability requirements of projects 59 1 5 2.02 .974

Table 4.6 revealed that majority of the respondents a mean of 2.63(SD=1.272) were in disagreement that donor funded water and sanitation projects are started and completed according to the set timelines. The study also established that majority of the respondents a mean of 2.07(SD=1.015) were in strong disagreement that donor funded water and sanitation projects are often completed based on cost and budget provisions implying that the teams do not stick to the cost and budget estimates. Further, the majority of the respondents were in strong agreement a mean of 4.05(SD=1.057), that all the donor funded water and sanitation projects meet the intended quality standards. Similar sentiment was observed from majority of the respondents that majority 4.02(SD=.974) were in agreement that the water our projects are undertaken and completed based on the set technical requirements. The study observed that majority of the respondents a mean of 2.05(SD=.936) were not in agreement that the water projects are completed based on the user and community satisfaction. Finally, the study observed that majority of the respondents a mean of 2.02(SD=1.106) and 2.02(SD=.974) were in strong disagreement that the water projects were usually evaluated based on the preset objectives and that they meet the meet sustainability requirements of projects.

4.3 Inferential Findings and Discussions
4.3.1 Regression analysis
Table 4.7: Parameter Estimates

<table>
<thead>
<tr>
<th>Estimator</th>
<th>Estimate</th>
<th>Std. Error</th>
<th>Wald</th>
<th>df</th>
<th>Sig.</th>
<th>95% Confidence Interval</th>
<th>Lower Bound</th>
<th>Upper Bound</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project implementation</td>
<td>12.547</td>
<td>2.551</td>
<td>24.199</td>
<td>1</td>
<td>.000</td>
<td>7.548 - 17.546</td>
<td>7.548</td>
<td>17.546</td>
</tr>
<tr>
<td>Project team training</td>
<td>-.672</td>
<td>2.657</td>
<td>.064</td>
<td>1</td>
<td>.800</td>
<td>-5.87 - 4.535</td>
<td>-5.87</td>
<td>4.535</td>
</tr>
<tr>
<td>Evaluation</td>
<td>.116</td>
<td>3.303</td>
<td>5.340</td>
<td>1</td>
<td>.024</td>
<td>-.52 - 5.473</td>
<td>-.52</td>
<td>5.473</td>
</tr>
</tbody>
</table>

From the fitted model, the study established the following regression function:

\[ Y = 12.547 + 1.192X_1 - 0.672X_2 + 0.116X_3 + 7.633X_4 \]

Where:  
\( Y \) = Project Implementation,  
\( X_1 \) = Project Stakeholder Involvement,  
\( X_2 \) = Project Team Training,  
\( X_3 \) = Evaluation and  
\( X_4 \) = Risk Management

From Table 4.12 it was revealed that stakeholder involvement is a significant predictor of project implementation (p-value=0.046<.05) implying that project implementation is significantly influenced by stakeholder involvement hence we reject the null hypothesis \( H_0 \): Stakeholder involvement has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. This is evident since the estimates reveals that for every one unit increase in stakeholder involvement there is a predicated increase in the independent variable of 1.192 in the log-odds of being at a higher level of the project implementation.

The study also shows that project team training is an insignificant positive predicator of project implementation with a (p-value =0.800 >.05) hence we do not reject the null hypothesis \( H_0 \): Project team training has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. This was evident since the estimates reveals that for every one unit increase in the project team training
Further, the study also revealed that project evaluation is a significant predictor of project implementation with (p-value=0.024<0.05) hence we reject null hypothesis H05: Evaluation has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. This was true as the estimates revealed that for every one unit increase in project evaluation there is a predicted increase in the independent of 0.116 in the log-odds of being at a higher level of project implementation.

Finally, the study also revealed that role risk management is a significant predictor project implementation (p-value=0.21<0.05) and hence we reject the null hypothesis H04: Risk management has no significant influence on implementation of donor funded water and sanitation projects in the Central Rift region, Kenya. This was the case because the estimates revealed that for every one unit increase in risk management there is a predicated increase in the independent of 7.633 in the log-odds of being at a higher level of project implementation.

4.3.2 Correlation Analysis
The study sought to establish if the study variables have any correlations between and among them and the findings were recorded in table 4.8.

<table>
<thead>
<tr>
<th>Stakeholder involvement</th>
<th>Project team training</th>
<th>Project evaluation</th>
<th>Risk management</th>
<th>Project implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Correlation Coefficient</td>
<td>1.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>59</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td>.970**</td>
<td>1.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>59</td>
<td>59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td>.955**</td>
<td>.969**</td>
<td>1.000</td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>59</td>
<td>59</td>
<td>59</td>
<td></td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td>.937**</td>
<td>.956**</td>
<td>.966**</td>
<td>1.000</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>59</td>
<td>59</td>
<td>59</td>
<td>59</td>
</tr>
<tr>
<td>Correlation Coefficient</td>
<td>.957**</td>
<td>.972**</td>
<td>.990**</td>
<td>.967**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>59</td>
<td>59</td>
<td>59</td>
<td>59</td>
</tr>
</tbody>
</table>

Table 4.8 shows that the correlation between stakeholder involvement and project implementation was significantly correlated p-value <0.05 and of a good model fit at 95.7%. The study revealed that there was a significant positive correlation between project team training and project implementation with a p-value <0.05 and formed a model of good fit at 97.2%. The study further revealed that project evaluation and project implementation is statistically significant with a p-value <0.005 and of a good fit at 99.0% and, the correlation between risk management is statistically significant with a p-value <0.005 and of a good fit at 96.7%. The study also observed that the correlation between stakeholder involvement and project team training is statistically correlated with p-value <0.005 and a good model fit at 97.0%. The study also revealed that stakeholder involvement is significantly corrected to project evaluation p<0.005 with a good model fit at 93.7%. Further, it was revealed that stakeholder involvement is significantly correlated to leadership structure strategy p<0.005.
5.1 Conclusion of the Study

The study used the summarized findings to draw several conclusions which are presented in line with study objectives.

5.1.1 Stakeholder Involvement and Implementation of Donor Funded Water and Sanitation

The study concluded that the project teams in the study are ensures adequate community participation in decision making processes. It was also concluded that project management teams make deliberate efforts to enhance community participation in our project as guided by project regulations. Further, the study concluded that project teams have a structured community mobilization and involvement process and that they always encourage community members to be involved directly in the project process through tendering, provision of labor and materials. Finally, the study concluded that project teams ensured that stakeholders are involved in a structured manner as guided by project implementation guidelines. By aggregate, the study concluded that the project management teams were in agreement that the water project teams do engage stakeholders in all the water projects activities. From the regression analysis the study concluded that stakeholder involvement is a significant predictor of project implementation of donor funded water and sanitation projects.

5.1.2 Project Team Training and Project Implementation of Donor Funded Water and Sanitation Projects.

On project team training, the study concluded that project teams always ensured continuous training of team members hence, enhancing their performance. The study also concluded that that the project teams were continuously trained on project management and implementation issues. It was also concluded in the study that continuous training of all stakeholders has enhanced our ability to make strategic decisions. The study also concluded that project teams have continuously acquired knowledge, skills and attitudes arising from enhanced training and that the project teams’ views training as important in enhance performance of team members and that the training covers all aspects of project management lifecycle respectively. Findings from regression analysis concluded that that project team training is an insignificant positive predictor of project implementation for donor funded water and sanitation projects.

5.1.3 Project Evaluation and Implementation of Donor Funded Water and Sanitation Projects.

The study concluded that monitoring teams ensure project objectives match the needs being addressed by the projects. It was concluded that monitoring and evaluation of projects ensures they are delivered in a timely and cost-effective manner. Also, the study concluded that monitoring ensures issues identified in the project lifecycle are addressed on time. Further, project teams were found to ensure that all stakeholders analyze monitoring and evaluation results and thus develop adequate measures to ensure smooth completion. The study too established that project teams often focus on the sustainability and long-term effect of all water and sanitation projects and that monitoring and evaluation reports helps our project team to plan future implementation of projects and identification of project obstacles. Regression analysis revealed that project evaluation is significant predictor of project implementation of donor funded projects.


The study concluded that project teams in donor funded water and sanitation projects did not perform identification and analysis of project risks. Further, the study concluded that the project managers of donor funded water and sanitation projects did not have a well-developed risk management plan hence there were no clear risk response strategies that were continuously implemented throughout the project cycle. The study concluded that project teams of donor funded projects respond to risks through a reactive approach when the risk event is bound to happen instead of having a proactive risk management approach throughout the project cycle. The study concluded that there was a lack of a clearly defined risk management team on the donor funded projects that would separate actual risk events from sources of risks and that project teams were not using a detailed work plan. Further, regression analysis concluded that risk management is a significant predictor project implementation for donor funded projects.

5.2 Recommendations

Based on the study conclusions, the study made the following recommendations as described in the following sub topics below.

5.2.1 Stakeholder Involvement and Implementation of Donor Funded Projects
Based on the conclusions of the study, it is recommended that stakeholder involvement should be enhanced since it has a significant influence on project implementation. The study recommends that project managers of donor funded projects should empower stakeholders by enriching the stakeholder engagement practices such as establishing regular communication with stakeholders and creating a positive understanding to help build effective long-term relationships, developing proper structures of grievance management procedures that will create structured channels for receiving stakeholders complaints and will encourage them air their grievances peacefully and in harmony.

### 5.2.2 Project Team Training and Project Implementation

The study recommends that project team training be enhanced and sustained since much as project team training is not a significant predictor of project implementation, it contributes significantly when implemented as a multi-variable in project implementation practices hence, the need to ensure that project teams are trained continuously.

The study recommends that not only should project implementers be trained in project management skills, but they should also be able to translate the acquired skills into the performance of the project. Project managers and project team members need both soft and hard skills to perform their jobs hence there is need to improve and come up with innovative the training methods and techniques that have an impact on skills development and project’s team performance.

### 5.2.3 Project Evaluation and Implementation of Donor Funded Water and Sanitation Projects

Based on the conclusions of the study, the following recommendation are hereby formulated which if implemented would enhance further the influence of evaluation with an aim of enhancing project implementation in the water projects. The study recommends that projects evaluation should be sustained on project since it has a significant influence on project implementation.

The study recommends that the staff working on evaluation should be dedicated to the function. The roles and responsibilities of evaluation personnel should be specified at the start of the project. The top management should take a leading role in implementation of the projects and there should be a continuous evaluation of the status of the project.

### 5.2.4 Project Risk Management of Donor Funded Water and Sanitation Projects

Based on the conclusions of the study, the following recommendation are hereby formulated which if implemented would enhance further the influence of project risk management with an aim of enhancing project implementation in the water projects. Firstly, the study recommends that the project implementation teams for donor funded water and sanitation projects should invest more in carrying out project risk management practice since it has the greatest significant influence on project implementation.

Secondly, the study recommends that more emphasis needs to be placed on developing an appropriate level of knowledge of various risk management techniques, and skills necessary for their effective application in the implementation phase of a project’s life cycle.

The study further recommends the use of information technology and integration of various information systems that can have a positive influence on risk management during project implementation phase.

### 5.3 Suggestions for Further Research

The researcher suggests more studies should be conducted to analyze training methods and techniques, the usage of these methods in project management training and their impacts on skills of project team members and project implementation.

The study also suggests that future researchers should investigate the impact of different risk management practices on the success and outcomes of donor-funded projects. Analyze the effectiveness of specific risk identification, assessment, mitigation, and monitoring strategies in reducing project risks and improving project performance. Future research should explore the role of risk governance structures and organizational arrangements in managing risks in donor-funded projects. Investigate how governance mechanisms, decision-making processes, and accountability frameworks influence risk management practices and outcomes. The study further suggests that future studies should investigate the expectations and requirements of donors regarding risk management in funded projects. Analyze the extent to which donor guidelines, policies, and reporting frameworks influence risk management practices and project implementation strategies.

Finally, the researcher suggests that more study to be conducted on how variables under study that is, stakeholder’s involvement, project team training, evaluation and project risk management can be adopted in other sectors such as health, education, roads, housing so that such government institutions can adopt the same principles and find out how they affect project implementation of donor-funded projects.
References


