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Project Management Practices and Implementation of Non-Governmental Organization Projects in Kakamega County, Kenya

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Abstract

Most projects by the organizations were not implemented due to limited funds, low uptake of technology by staff, high risks in handling cash from the field to office and low capacity among staff whom it had informally recruited on its inception in Kenya. Motivated by that, this study determined the influence of critical success factors on the implementation of Non-Governmental Organization projects in Kakamega County, Kenya particularly focusing on the level of funding and risk management on project management. Descriptive research design was employed and the target population comprised of the project management staffs at the firm head offices in Kakamega Town. This study was anchored on the Agile Project Management, Systemic Approach Theory, Novelty, Complexity, Technology and Pace "Diamond" Theory as well as the Uncertainty Reduction Theory. The research used a descriptive and an explanatory research design given the nature. It targeted a total of 87 projects by the organizations based in Kakamega where project management personnel at the NGO head offices in Kakamega Town, with a sample size of 206 determined using the Yamane formula and sampled through stratified simple procedures. The study collected quantitative data through structured questionnaires and analyzed through inferential and descriptive methods. The findings indicated that the project management practices, that is, funding, risk management, ICT adoption and training have a significant and positive association with project implementation among NGOs. These findings led to the recommendation that project managers of the NGOs projects in Kakamega county to implement effective funds management practices to ensure adequacy, diversity, and consistent disbursement. Project managers of the NGOs projects in Kakamega county should also enhance their investment in ICT adoption to improve their ICT skills, hardware, and software development.

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Keywords: *Project Management, Implementation, Non-Governmental Organization Projects, Kakamega County, Kenya*

1.0 Background of the Study

Projects are temporary activities that aim to achieve specific objectives within a set timeframe. The outcome of a project can outlast the project itself, such as a classroom that is constructed in 3 months but used by learners for more than 15 years. A project is considered successful if it delivers value to the beneficiaries in the long term (Horine, 2005). In Spain, Zidane et al. (2018) found that organizational structures, technical skills, teamwork, and organizational culture are important factors in the successful implementation of NGO projects. Dezdar and Amin (2019) found similar results in Malaysia, where they found that communication, top management support, and technical skills are critical factors in the delivery of NGO projects. Oliveira et al. (2018) found that leadership skills are the main reason behind the successful delivery of projects funded by NGOs in Brazil, while Thulth and Sayej (2019) recommended availability of resources, adoption of ICT, and training as critical factors in NGO project implementation in Palestine. In Africa, Kebede (2021) found that supervisory support and leadership are important factors in the successful delivery of NGO projects in Nigeria. Additionally, Agasa (2019) found that training and resource availability are critical factors in Ghana. In Kenya, Mwangi and Mutiso (2018) found that some of the factors that lead to reduced project success are lack of stakeholder involvement, inadequate capacity, and communication. In regard to NGO projects in Kenya, Gichoya (2005) linked project failure to lengthy implementation periods, economy-related challenges, and mismanagement of donor funds.

In addition, the projects experience high failure rates because of inadequate consultations and coordination with state actors. Horine (2005) agreed that while proper funds management, inclusivity, and accountability increase the success of projects under not-for-profit organizations, the projects may nevertheless face failure issues as a result of the above-mentioned reasons. In an environment characterized by poor policies, the failure of such projects by non-state actor's increases. Additionally, poor integration increases the chances of failure, but non-state actors are nowadays careful to ensure that they implement projects where the implementation systems are strong and government policies reasonable (Knack, 2006). In most cases, as argued by Atack (1999), non-state actors are known for their ability to deliver projects successfully to the target groups. This contrasts with the position of the government and private sectors, which have demonstrated poor results in project delivery. NGOs, in most cases, are deemed to have at their disposal skills that the government and private sector do not have in regard to project delivery. In line with the argument by Steinberg (2003), NGOs are not mandated democratically to be transparent. The challenge facing most of these organizations is that the expenses of the development services they provide are not covered by the profits of the customers they represent (Fowler, 1997).

1.1 Statement of the Problem

NGOs in Kakamega face a myriad of issues such as prolonged delays, frequent changes, cost and schedule overruns, and quality issues, especially at the implementation stage (Muchilwa & Okoth, 2021). Implementation is the most important step in project execution because a good project plan can be ruined by ineffective execution (Antwi & Ley, 2021). Daniel and Ugochuku (2020) demonstrated that effective management of resources, both financial and human, as well

as having a clear project management plan in place, leads to successful project execution. To that end, Senbeta and Shu (2019) emphasized the importance of resource allocation, developing a workable risk mitigation plan, assembling a team with the right technical skills, and adopting the right modern technology, for project success. Despite non-governmental organizations (NGOs) starting landmark projects aimed at eliminating hunger and improving the living standards of Kenyans, as well as alleviating diseases in Kenya and Africa, their implementation has faced a myriad of challenges (Nyambura, Rambo & Nyonje, 2019). Some of these challenges include limited funding, poor ICT infrastructure, high risks associated with the NGO's framework, and high cases of fraud. According to the annual reports by the NGO Council (2020), NGOs face a major challenge in implementing their projects in Western Kenya due to high cases of fraud among beneficiaries and staff, limited funds, and the diversity of risks involved in project execution.

As a way of enhancing the state of project implementation, it is crucial for stakeholders to first recognize the key causes of poor project implementation or non-implementation. Many reports have already been conducted on the failure and success of programs in firms. A study by Njogu (2016) examined the influence of stakeholder involvement on project performance and established that monitoring and evaluation (M&E) positively improves performance. However, the study presents a conceptual research gap since it focused on stakeholder involvement as the only factor. Another study by Novo et al. (2017) established the effect of leadership on project success and found that leadership traits are directly linked to project success. However, the study similarly presented a conceptual research gap since it focused on leadership as the main factor. A study by Buba and Tanko (2017) on leadership and its role in project success presented a contextual research gap since it focused on construction projects. While the studies have examined the role of various factors in project implementation, there is a lack of research connecting these factors to project implementation within an NGO context, which highlights the need for this study.

1.2 Objectives of the Study

i. To find out the influence of level of funding on implementation of non-governmental organization projects in Kakamega county.
ii. To establish the effect of ICT adoption on implementation of non-governmental organization projects in Kakamega County.
iii. To assess the influence of risk management on implementation of non-governmental organization projects in Kakamega County.
iv. To assess the influence of training on implementation of non-governmental organization projects in Kakamega county.

2.0 Theoretical Review

Theory of Agile Project Management

Robert, Austin and Richard (1998) who were the proponents of the agile project management theory emphasized the need to have a flexible approach to the scope of work to enable the planners to deliver value in a short period of time. Agile project management theory also stresses upon division of project work into smaller units for the purpose of ensuring that project team members work together with a vivid vision regarding the scope of their duties and

responsibilities as well as roles they are supposed to play in the project (Hoda, Noble & Marshall, 2008). The theory also advocates for regular control and evaluation to make sure that the final product of the project falls within the stipulated standards as well as regular contact and collaboration with the clients and stakeholders to factor in their input. The theory advocates for inclusion of stakeholders, systems and structures in order to realize success (Owen & Koskela, 2006). In line with this study, the agile project management theory outlines project work decomposition strategies that would ensure risk management and deliver project success.

Systemic Approach Theory

Propounded by Von Bertalanffy (1930), the theory highlights that various parts which can be integrated together to ensure smooth flow of a whole part constitute a system. In this system, information flow is very critical to the overall functioning of the system (Madapusi, & D'Souza, 2012). If the flow of information is effective, then the understanding of the entire system is made easy and the whole system can function properly. Kerzner (2017) argued that effective information flow drives successful exploitation of the parts in the system, exploiting the strengths of each part and ensuring that the advantages improve the ability to forecast decision making. Where information channels are not clear, information asymmetry increases and that leads to agency issues between the manager and the project clients. In addition, good forecasting can be achieved by availability of technology hence the theory presents importance of technology adoption in project success.

Novelty, Complexity, Technology and Pace (NTCP) "Diamond" Theory

The theory was developed by Shenhar and Dvir (2007). The theory tries to explain the success of projects in different dimensions while also putting into perspective its overall firm contributions. The theory argues that different project management styles can be implemented to yield different project results with different project types. It was argued that different project management styles can be used to manage project failures and accidents among different projects. Shehar and Dvir (2007) argued that when the opinions of the potential users are incorporated in the project planning, project communication is enhanced, the expertise of the project managers is considered, there is better planning and risk management, then the project is likely to have success. The theory supports the influence of project planning, risk management and IT adoption to enhance communication as a way of improving project success.

Uncertainty Reduction Theory

Hogg and Adelman (2013) founded the theory which explains the role of communication in reducing uncertainty and improving project success. The theory explains the methods which can be used to enhance relationship between project implementors to successful delivery. Hogg *et al* (2013) indicated that in the scenario involving implementation of a project, there is a need to have better communication plan so as to enhance understanding of what is being dealt with thus improving the success rate of the project. Smith (2013) argued that communication provides a clear focus of the project on results. At the inception stage, it is of paramount importance to enhance the relationship between the project team members thus better communication practices are necessary. The main argument is that for people to work toward a common goal, there is a need to manage their communication since it reduces uncertainty.

2.1 Empirical Review

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2.1.1 Level of Funding

Level of funding in the study was measured through funds available, funds adequacy and period of funding. Studies have been conducted to link project funding to its implementation. Chukwuma and Uchenna (2020) conducted a study to evaluate the level of funding necessary for successful project implementation in Umuchu, Nigeria. It established whether the amount of funding required, identify the sources of funding, and analyse the difficulties associated with financing project implementation. The results indicated that a large amount of funding was needed for successful project execution, and the main sources of this funding were grants and loans from both international and local organizations. Additionally, the challenges of funding project implementation included lack of funds, insufficient government aid, and mismanagement of funds. In India, Kumar (2020) explored the connection between the amount of funding and the successful execution of a project. Through mixed methods, it was demonstrated that inadequate funds can cause delays in implementation or result in project failure. The study also identified factors such as complexity of the project, team capacity, and external environment that affect the funding and implementation of the project. Strategies such as proper planning, sufficient funding, and effective communication were proposed to optimize the implementation of the project. A study by Wibowo and Alfen (2013) to establish whether financing infrastructure projects under PPP arrangements was beneficial to the economy. The study which focused on a number of randomly sampled projects up to 100, indicated that effective financing mechanisms positively influenced the impact of the projects on the economy.

Another study by Siborurema et al. (2015) which interrogated how funds availability can affect project delivery within cost, time and quality in Rwanda demonstrated that indeed, funding was a critical determinant. It was demonstrated that poor cost estimation practices interfered with the funding arrangements and that influenced delivery of the projects in a negative manner. Locally, Cheboi (2014) established whether funding of projects in the government ministries determined its delivery. Through a selective approach, the study targeted 42 projects across the ministries between the year 2008 and 2013. It was established through regression modelling that poorly financed projects, especially through donor funds which faced delays in releasing funds experienced overruns. Kariuki (2013) also interrogated whether financing projects through the PPP arrangement was a determinant of infrastructural projects performance in Kenya. Focusing on 60 projects under the PPP arrangement in Kenya by the year 2013, it was established that such financing arrangements bore positive results. Its ultimate effect on economic development was positive and significant. In another study, Orellana (2013) demonstrated that in PPP projects, availing funds was the main driving force behind the success of the initiatives. This he notes emanated from the capability of regional governments to solicit for financial resources from private companies, private for-profit companies and non-profit organizations that invested in hospital refurbishment, provision of medical equipment and health informatics.

2.1.2 ICT adoption

ICT adoption refers to the use of technological skills. It was measured by available ICT equipment/infrastructure, time spend using computers and the level of ICT technical skills. Studies have linked ICT adoption to project implementation. This study, conducted in Malaysia by Nurul Adilah and Mohd Suki (2020) sought to explore the level of ICT adoption and project success. The study evaluated the ICT adoption rate among industry practitioners and to recognize the key elements influencing adoption in the construction sector. The study utilized an online

survey of Malaysian construction practitioners to analyze the data. It was indicated that ICT adoption in the industry was moderate, and the most crucial success factors were identified as IT infrastructure, management attitude, training and support, competitive pressure and IT culture.

The study, conducted by Omotayo (2020) sought to understand the adoption of ICT and project implementation in Nigerian universities. A qualitative methodology was used to gather information from faculty staff at three universities in Nigeria. The results showed that inadequate ICT infrastructure and lack of technical support were the major challenges impeding the adoption of ICT in Nigerian universities. The study also suggested strategies such as increased funding, improved ICT infrastructure, and technical support as potential solutions to successful ICT projects in Nigerian universities. A study conducted by Samiul and Kabir (2020) established what antecedents were essential to ICT adoption and how its adoption affected delivery of projects. To do so, a quantitative survey of 200 IT professionals from both the private and public sectors of Bangladesh was conducted. It was shown that absence of management commitment, technical expertise, ICT infrastructure and insufficient budget were the primary barriers to successful adoption of ICT and project implementation. The results also highlighted the need for additional research to explore alternative strategies for successful ICT adoption and project implementation.

This mirrored the findings by Ali (2020) who established that organizations which have factored in ICT in their projects perform better through successful projects deliveries. A study that was carried out by Spriano (2013) examined the success of implementation of -Government ICT projects. It was established that project success rate based on a scale of 0 to 100 was only 55 percent. Additionally, poor ICT infrastructure contributed to the high failure rate of the projects. A study by Lin and Lee (2005) illustrated the factors influencing implementation of IT projects and revealed that implementing a technology related strategy in an organization was directly correlated with the availability of technical skills. Lack of such skills was associated with an increase in failure rate of the IT projects. Kikuvi (2016) conducted a study on determinants of project performance in Mombasa County narrowing down to water projects. It specifically established what elements affects effective implementation of slum projects and how they influence sustainable development. Descriptive survey was adopted, and the sample was adopted through random. It was emphasized that in the M & E process, the use of technology enhanced success. Tafara (2013) interrogated the sustainability of water projects in Mtito Andei by diagnosing the critical success factors towards the same. It was established that some of the issues facing the sustainability of the projects were lack of technical skills, low adoption of IT in billing as well as poor project ownership transition.

2.1.3 Risk Management

It is the level of preparedness for uncertainties that may face project lifecycle and coming up with ways of mitigating them. It was measured by risk mitigation, identification of risk types and risk assessment. Studies have linked project risk management to its implementation. In a study by Adamek and Richardson (2019) which cross-surveyed project managers randomly in USA, it was demonstrated that as a result of risk mitigation practices, projects experienced higher chances of success. In another study in the USA, Rea (2019) suggested that event though risk management strategies are often underutilized, leading to unnecessary delays and cost overruns, their importance in projects cannot be understated. IN another study, D'Souza and Patankar (2020) through a critical review of literature, demonstrated that the most common sources of risk

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included budget and schedule overruns, changes in scope, and inadequate resources. Finally, the authors concluded that risk management techniques such as using project management software and employing a risk management team are effective in mitigating potential risks and ensuring successful project implementation.

Similarly, while focusing on IT projects, and using a survey of 250 project managers, Wallace, Keil and Rai (2004) established that effective risk monitoring was essential for project success. In the regional context of Nigeria, Kishk and Ukaga (2008) interrogated some of the risk analysis processes adopted by organizations in the infrastructure projects and indicated that some of the projects did not conduct risk analysis and that greatly hampered their delivery. Additionally, it was established that such low implementation practices led to high costs overruns and longer time delivery as a result of emergent risks. In Ghana, Hayford and Sarfraz (2013) established the extent to which MSMEs had adopted risk management factors in their projects. The study also found out the extent to which the factors impacted contributed to the project performance. The MSMEs were established to have inadequately implemented risk mitigation practices which explained their poor project delivery. In another Kenyan study, Musyoka (2012) established the risk management practices among capital projects and its impact on their success. Focusing on projects at KAA, the study revealed that indeed various risk management practices, monitoring, analysis and mitigation had been put in place. The higher its adoption, the better.

2.1.4 Training

Project Management Training refers to skill and knowledge transfer to staff to enable them delivery on the project implementation mandate of an organization. It was measured by the number of trainings, areas covered and mode of training. A study by Wang and Zhou (2020) examined whether project implementation was determined by training of the team. Through a survey of 360 professionals with experience in project implementation and training, it was confirmed that training had an important role in project success. A study conducted by Lytras et al. (2010) stated that the project manager cannot do their job without a proper instrument and that is why it was important to train and equip the team with necessary skills for delivery. Such methods don't need to be reputable applications or anything, but they can be easy and tested strategies for handling project work. Inadequate research and expertise are an obstacle to the use of PMTT by managers to make successful use of PMTT in projects. This as a result results to a more appropriate operating civil society sector local staff. Jones (2020) sought to explore the effect of training on project implementation. The objectives of the research were to evaluate the role of training in project implementation, determine the difficulties encountered during implementation, and assess the efficacy of training in addressing these issues. The results revealed that training was essential for project implementation, as it developed employees' knowledge and skills, encouraged them to work more productively, and raised their involvement in the project. The main challenges encountered during implementation, such as lack of resources and poor communication, were also identified.

In conclusion, the study found that training was effective in overcoming these challenges, resulting in successful project implementation. A study by Rajkumar (2013) on the other hand established that technical skills were essential in delivery of PPP projects in India. The same finding was established by Adongo (2012) who stated that inadequacy of well trained and experienced staff in the implementation process highly contributes to the failures of PPPs. In Ethiopia, Beyene (2012) focusing on water projects in the Amhara region, stated that after

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handover, train the community on the technical skills to handle the water projects proved to be a great success to its sustainability. Jenner (2018) also explored the effectiveness of training in project implementation and its effect on project success. The findings concluded that training was an effective tool in increasing the success of a project, with the more training provided resulting in a greater chance of success.

2.2 Conceptual Framework

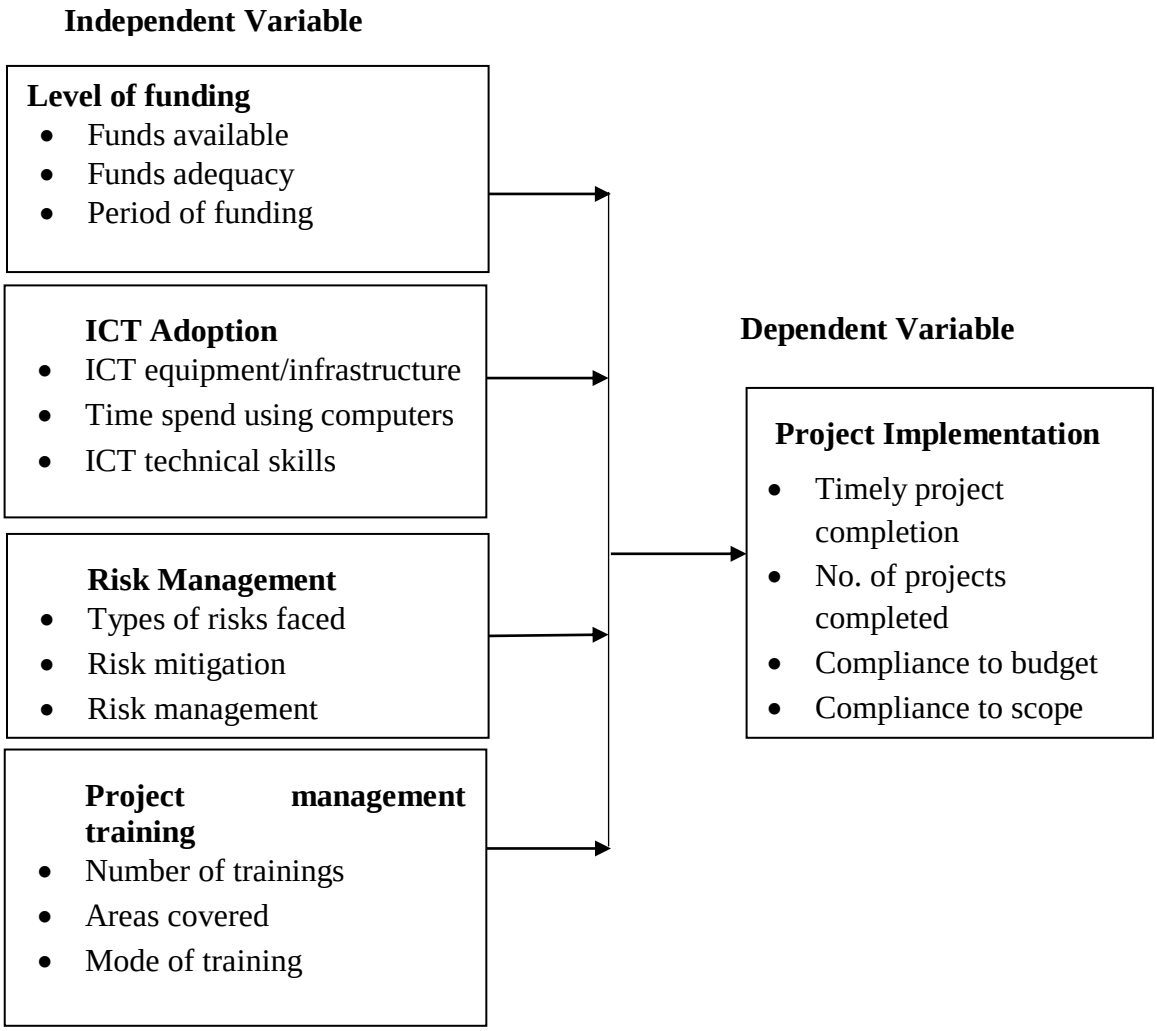

Figure 1: Conceptual Framework

3.0 Research Methodology

The study used explanatory research design. The research was primarily focused on project management team from the 87 projects being implemented by the 16 NGOs in Kakamega County, Kenya. According to NGO Council (2018), there were 87 projects which were active between 2014 and 2018 from which the following was targeted. Through purposive approach, the study sampled respondents per project, that is, project managers, project administrators, project coordinators, project technical support and community representatives from the 87

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projects. These respondents were selected since they are the team that is involved directly in implementation of the project processes. Therefore, the target population was 425. Using the stratified random sampling the sample size obtained was 206. Descriptive statistics, regression and correlation analysis (inferential statistics) were obtained by the study.

4.0 Research Findings and Discussion

4.1 Response Rate

A total of 206 questionnaires were issued to project managers, administrators, coordinators, technical support staff, and community representatives. 157 of these questionnaires were properly filled out with no blank responses, resulting in a response rate of 76%. This response rate is considered satisfactory.

4.2 Correlation Statistics

Table 1: Pearson Correlation

		Level of Funding	Risk Management	Adoption of ICT	Training	Project Implementation
Level of Funding	r	1				
	Sig. (2-tailed)					
Risk Management	r	.446**	1			
	Sig. (2-tailed)	0.000				
Adoption of ICT	r	.183*	.268**	1		
	Sig. (2-tailed)	0.022	0.001			
Training	r	.472**	.579**	.359**	1	
	Sig. (2-tailed)	0.000	0.000	0.000		
Project Implementation	r	.541**	.646**	.439**	.703**	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	
	N	157	157	157	157	157

It was demonstrated that the predictor variables had a positive relationship with project implementation to imply a linear relationship. In addition, the level of association of funding with project implementation was strong ($r = 0.541$; $P < 0.05$). This shows that higher project funding levels are associated with higher project implementation rate. This agreed with Kariuki (2013) who also established that effective financing mechanism are significantly associated with project implementation. It was also showed that an increase in project risk management practices is associated with a strong, positive and significant improvement in project implementation ($r = 0.646$; $P < 0.05$). Hayford and Sarfraz (2013) also indicated that as a result of risk aversion practices, Ghanaian SMEs recorded better performance. The findings also indicated that ICT adoption had a moderate positive and significant relationship with project implementation ($r = 0.439$; $P < 0.05$). This shows that an increase in ICT adoption is associated with an improvement in project implementation. The findings of the study are consistent with that of Spriano (2013)

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who indicated that the major reason for failure of implementation of e-government projects was lack of existing ICT infrastructure. The findings consequently showed that training had a strong positive and significant relationship with project implementation ($r = 0.703$; $P < 0.05$). This shows that an increase in training practices is associated with an improvement in project implementation. Rajkumar (2013) also revealed that training was an important project management factor in implementation of infrastructure development projects.

4.3 Regression Analysis

A regression model was established o find out the magnitude and nature of the effect of the predictor variable son project implementation. The model summary results are presented in Table 2.

Table 2: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.801	0.641	0.632	0.2257

The results indicated that up to 63.2 percent of the variation in project implementation is accounted for by the four factors that is Training, Adoption of ICT, Level of Funding and Risk Management (Adjusted R-Square = 0.632). Other factors account for the remaining 36.8 percent of the variation in project implementation among NGOs in Kakamega County.

Table 3: ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	13.827	4	3.457	67.857	.000
Residual	7.743	152	0.051		
Total	21.571	156			

The model estimated was a good fit (P-Value < 0.05). The model is therefore considered a good fit to predict any other similar outcomes in different scenarios. The beta coefficients were also established and presented.

Table 4: Model Coefficients

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	0.641	0.224		2.863	0.005
Level of Funding	0.152	0.043	0.201	3.545	0.001
Risk Management	0.246	0.052	0.291	4.723	0.000
Adoption of ICT	0.156	0.043	0.191	3.655	0.000
Training	0.301	0.052	0.371	5.761	0.000
Dependent Variable: Project Implementation					

The result indicate that level of funding has a positive and significant influence on project implementation ($\beta = 0.152$; $P < 0.05$). This implies that higher project funding levels are associated with significant project implementation rate. The findings are consistent with Orellana (2013) who found evidence that the availability of financial resources had a positive influence on

the implementation of PPPs health projects undertaken by regional governments in Peru. In addition, a study by Kumar (2020) which explored the connection between the amount of funding and the successful execution of a project demonstrated that there is a direct correlation between the level of funding and the project's implementation, as inadequate funds can cause delays in implementation or result in project failure. The result also showed that risk management has a positive and significant influence on project implementation ($\beta = 0.246$; $P < 0.05$). This implies that adoption of project risk management practices is associated with a significant improvement in project implementation. The findings are consistent with the findings of a study by Musyoka (2012) which indicated that project risk management has a positive significant influence on project implementation. The findings also agree with that of Rea (2019) who examined the relationship between risk management and project implementation and found that risk management strategies are often underutilized, leading to unnecessary delays and cost overruns.

In addition, it was established that adoption of ICT has a positive and significant influence on project implementation ($\beta = 0.156$; $P < 0.05$). This implies that ICT adoption is associated with a significant improvement in project implementation. This implies that a unit increase in ICT adoption leads to a significant improvement in project implementation by 0.156 units. The findings are consistent with that of a study by Lin and Lee (2005) who revealed that implementation of IT projects need development of ICT infrastructure. Similarly, a study by Samiul and Kabir (2020) established that adoption of ICT (Information and Communication Technology) was a significant move in enhancing efficiency in project implementation in developing countries. Similar results also showed that training has a positive and significant influence on project implementation ($\beta = 0.301$; $P < 0.05$). This shows that adoption of training practices is associated with a significant improvement in project implementation. This implies that a unit increase in training leads to a significant improvement in project implementation by 0.301 units. The findings are consistent with Adongo (2012) who indicated that some of the factors affecting implementation of projects established under PPPs was inadequacy of well trained and experienced staff in the implementation process. The findings are consistent with that of a study by Jones (2020) who sought to explore the effect of training on project implementation and established that training was essential for project implementation, as it developed employees' knowledge and skills, encouraged them to work more productively, and raised their involvement in the project.

5.0 Conclusions

The study concludes funds availability, adequacy and consistent disbursement is associated with a significant improvement in project implementation among NGOs in Kakamega county. The study also concludes that iinvestment in improvement of ICT through development of ICT skills, hardware and software development is associated with a significant improvement in project implementation among NGOs in Kakamega county. Another conclusion is that implementation of training practices such as regular trainings, outsourcing of trainings as well as internal capacity building practices is associated with a significant improvement in project implementation among NGOs in Kakamega county. Lastly, it was concluded that iimplementation of risk management measures such as analysis, identification and mitigation are also associated with a significant improvement in project implementation among NGOs in Kakamega county.

6.0 Recommendations

The study recommends project managers of the NGOs projects in Kakamega county to implement effective funds management practices to ensure adequacy, diversity, and consistent disbursement. Project managers of the NGOs projects in Kakamega county should also enhance their investment in ICT adoption to improve their ICT skills, hardware, and software development. The study recommends project managers of the NGOs projects in Kakamega county to invest in training and capacity development by having more regular trainings, outsourcing of trainings as well as internal capacity building practices. Project managers of the NGOs projects in Kakamega county should also enhance implementation of risk management practices such as risk evaluation, analysis, identification, and mitigation.

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