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RISK MANAGEMENT AND PERFORMANCE OF COUNTY REFERRAL HOSPITALS IN KENYA; MODERATING EFFECT OF STAKEHOLDER PARTICIPATION

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ABSTRACT

Health projects play a fundamental role in the development of a nation and helps in meeting one of the society's key needs. The study therefore sought to establish the relationship between Risk Management and performance of county referral hospitals in Kenya with the moderating effect of stakeholder participation. The study was based on Agency theory and Stakeholder Theory of Project Management. The study adopted a cross-sectional research design. The study involved 432 respondents drawn from senior hospital superintendents and departmental managers. Data was collected using questionnaires. The study collected quantitative data. The qualitative data was analyzed using descriptive statistics analyzed using statistical analysis (SPSS). Data was presented using tables. Findings showed that; risk management had a significant relationship with performance of county referral hospitals, and stakeholder participation moderates the relationship between risk management and performance of county referral hospitals in Kenya. There were risk management strategies, but they were not being effectively executed. The county hospital project managers should ensure that risk management practices are integrated in project implementation since most of the risk management practices were in place but were not effectively executed to ensure performance.

Key Words: Risk management, Performance of County Referral Hospitals, Stakeholder Participation

Background of the Study

Health facilities play a fundamental role in the development of a nation and helps in meeting one of the society's key needs. It is crucial for project managers to be equipped with requisite management practices for the proper running and management of any development project. Effective health management is, however, a growing challenge to all in developing countries (Hilburn, 2015). Well trained and knowledgeable project managers and staff aggressively seek ways to control cost and to effectively reduce risks to projects by carefully selecting the most appropriate technologies, hiring the most affordable and experienced consultants and using sophisticated management practices to ensure functional success. A project's level of embedded skill will affect project outcome regardless of project complexity. The likelihood of project success is proportional to the skill level of the team working on it (ILO, 2020).

In Kenya, delays in completion of government projects are rampant especially due to endemic corruption and poor reporting structures among the public sector (DFID, 2017). Risk management are important in the Kenyan economy because people who have the relevant practices not only make capital equipment more productive but also make effective use of machines and equipment they work with (Mbeche, 2011). Kenya has undertaken several health projects in the past few years that have been chiefly funded by World Bank and Africa development bank. These projects have enjoyed diverse performance ratings.

In the context of county referral hospitals in Kenya, stakeholder participation is crucial for the success of healthcare. The government agencies responsible for funding the projects, hospital management, medical staff, and patients all have different needs and expectations that must be considered. Effective stakeholder participation can help to identify and prioritize these needs, leading to better project planning and implementation (Oleanders & Landin, 2015). Furthermore, stakeholder participation can also influence risk management (Irvin & John, 2015). For example, stakeholders may provide valuable feedback on the effectiveness of project management practices, leading to necessary adjustments to improve performance. Stakeholder participation can also help to ensure that risk management align with the values and expectations of the stakeholders, resulting in improved performance. Therefore, stakeholder participation is a critical moderating variable that influences the relationship between risk management and performance of county referral hospitals in Kenya.

Raza and colleagues (2018) conducted a study in the Pakistani construction industry and found that project management practices had a positive and significant impact on project success. Similarly, in a study of project management practices in the Chinese construction industry, Liu and Liu (2019) found that project management practices positively influenced project success through their effects on project quality and performance. Kwak and Anbari (2016) also found that project management practices have a positive impact on project success in South Korea's construction industry. The study suggested that the use of advanced project management practices such as risk management, quality management, and stakeholder management can help improve project success rates in the industry.

Mutalib and Ngah (2016) found that the main challenges facing project managers in Africa included inadequate project planning, poor risk management, and limited use of technology. The study recommended the adoption of effective project planning and risk management practices, as well as the use of modern technology to improve project performance in the region. In a study of project management practices in the Nigerian construction industry, Oke and Afolabi (2017) found that project management practices positively influenced project performance and success. The study highlighted the importance of project planning, monitoring and control, and risk management in achieving successful project outcomes.

County referral hospitals in Kenya have been facing several challenges in terms of performance, including inadequate funding, staff shortages, lack of modern equipment, poor infrastructure, and

inefficient management systems (Opondo et al., 2021; Ochieng et al., 2020). These challenges have led to low patient satisfaction rates and poor health outcomes (Chesoli et al., 2020). A study by Chesoli et al. (2020) revealed that these hospitals faced several service delivery challenges, such as long waiting times, inadequate staffing, and limited access to diagnostic equipment. The study also found that most of these hospitals lacked clear performance indicators and monitoring systems, making it difficult to measure and improve their performance. Therefore, the adoption of risk management in County Referral Hospitals in Kenya can lead to improved performance in terms of service delivery, cost control, and resource utilization. This study focuses on the performance of main projects in referral hospitals in Kenya, including general hospital infrastructural projects, oxygen plants, renovations (walls/roofs/drainage systems), and adoption of information systems. The study sought to assess the relationship between risk management and performance of County referral hospitals in Kenya with moderating effect of stakeholder involvement.

Statement of the Problem

Performance of health facilities is essential for ensuring access to affordable, high-quality healthcare services. However, Ling and Ma (2014) note that many health project managers lack relevant practices, experience, knowledge, and risk management for successful project delivery, despite the growing demand worldwide for qualified project managers. Despite marked progress in many areas over the past decades, Kenya continues to grapple with challenging health problems and issues of health service delivery. The national and county governments, local and international NGOs, and other organizations invest large sums every year in the implementation of health projects (Gebrehiwot, 2016). However, many of these projects fail after a short time. For example, a World Bank report reveals that 63% of health projects fail shortly after implementation, while others stall for long periods (GoK, 2019; WB, 2017). The Organization for Economic Co-operation and Development (OECD) also notes that health projects in public hospitals in Kenya typically collapse one year after completion (OECD, 2019). Referral hospitals in Kenya are particularly vulnerable to project failure. According to Hassan and Guyo (2017), only 12% of referral hospital projects in the past seven years have been completed successfully, with most failing due to planning challenges, lack of financial resources, low levels of technology, poor management support, and other factors. The Parliamentary Health Committee (2019) identified several stalled projects in referral health facilities in Kenya, including general hospital infrastructural projects, oxygen plants, renovations (walls/roofs/drainage systems), and the adoption of information systems.

Maina and Kinyanjui (2016) examined the influence of risk management on the performance of health projects in Kenya. Mwaniki et al. (2017) investigated the impact of project management practices on the sustainability of health projects in Kenya. However, there is still a gap in the literature regarding the role of project management practices in the performance of county referral hospitals in Kenya. This necessitated a study on the relationship between project management practices and performance in county referral health facilities in Kenya However, there is still a gap in the literature regarding the role of risk management in the performance of county referral hospitals in Kenya. This necessitated a study on the relationship between risk management practices and performance in county referral health facilities in Kenya.

Research Objectives

i. To assess the relationship between risk management and performance of County referral hospitals in Kenya.
ii. To establish the moderating effect of stakeholder participation on the relationship between risk management and performance in County referral hospitals in Kenya.

Research Hypotheses

The study tested the following null hypotheses;

i. H_{01}; There is no significant relationship between risk management and performance of County referral hospitals in Kenya.
ii. H_{01}: There is no significant effect of the mediating effect of stakeholder participation on the relationship between risk management and performance of County referral hospitals in Kenya.

LITERATURE REVIEW

Theoretical Review

Enterprise Risk Management Theory

Risk management is the process and structures geared towards effective management of potential opportunities and adverse effects to projects (Verschuren et al., 2010). Effective and efficient risk management aims at improving the performance of a project by creating value to the project through best service delivery, effectively manage of change, efficient use of resources, better project management, minimizing fraud, minimizing waste and supporting innovation. Tabish and Jha (2012) defines enterprise risk management (ERM) as a discipline that supports achievement of projects objectives by addressing the full chain of risks and managing the combined impact of those risks as an interrelated portfolio. Historically, project managers managed different kinds of risk ranging from; financial, liability, quality to safety risks and natural catastrophes (Sudhakar, 2012).

The major aim of this theory is therefore to ensure that the project can keep on creating significant value under any uncertain environment. Managers stand high chances of saving a lot of money if they deal with uncertain project events in a proactive manner that will minimize the impact of threats and seize the opportunities that could occur (Shahu et al., 2012). The ERM theory was therefore relevant to this study focusing on the objective of the relationship between risk management and performance of county referral hospitals in Kenya since project managers must objectively assess the existing risk, evaluate their effects on project culture, performance and implement sustainable risk management measures and practices.

Stakeholder Theory of Project Management

Stakeholder theory is a theory of organizational management and business ethics that deals with principles and values in managing an organization (Freeman & Phillips 2003). The stakeholder approach has been described as a powerful means of understanding the firm in its environment (Donaldson & Preston, 2015). This approach is intended to broaden the management's vision of its roles and responsibilities beyond the profit maximization function and stakeholders identified in input-output models of the firm, to also include interests and claims of nonstock holding groups (Jha & Iyer, 2016). Clarkson (1995) stated that the fundamental aspect of stakeholder theory is determined by the stakeholders of an organization and reveal the organization's responsibility for them. In addition, they are important to the organization because their investment is subject to risk due to the activities of the organization.

Melé (2008) outlined several strengths of stakeholder theory. First, the theory seems ethically superior to maximizing shareholder value because it takes into consideration the stakeholder rights and their legitimate interests, and not only what is strictly required by law in manager-stakeholder relations. Secondly, stakeholder theory has dated the theoretical imprecision of CSR by addressing concrete interests and practices and visualizing specific responsibilities to specific groups of people affected by business activity (Clarkson 1995; Melé 2008). In addition, Melé (2008) pointed out that stakeholder theory is a managerial theory that is related to the organizational goals and

does not come within reach of business management. Melé further stated that the theory ensures long-term rather than short-term success.

The managerial importance of stakeholder involvement has been to demonstrate that treatment of stakeholders is related to the long-term survival of the organization (Muthoka, 2014). This theory emphasizes the significance of the relationship between the top management staff with the stakeholders. Specifically, managers should understand the success of the projects could be influenced greatly by the involvement of various stakeholders (Odesola, 2014). These stakeholders will engage depending on the relationship they foster with the top project management and not junior workers acting on their behalf. This theory was considered applicable to the current study as it helped the researcher understand the role stakeholders play in project management and how that affects performance of County Referral Hospitals in Kenya.

Conceptual Framework

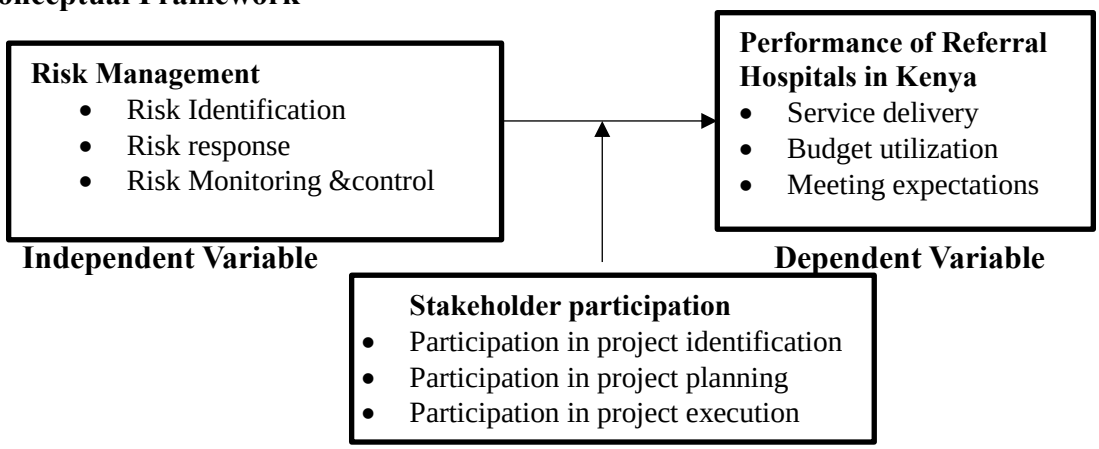

Figure 1: Conceptual Frameworks

Risk Management

Risks are uncertainties or potential problems that are yet to happen but are inherent in megaprojects more than other industries. Risks are inevitable and every project needs to be managed for risks irrespective of the type. Thus, risk management refers to the process and activities that used in addressing the potential adverse effects and opportunities in the event that they occur (Lugusa & Moronge, 2016). Every project manager should therefore ask themselves about the uncertainties that they may encounter in the course of the project, their effect on the projects 'performance and how they can be avoided (Cervone, 2006). Lugusa and Moronge (2016) suggested the following areas of risk management, which includes risk identification and analysis, planning for response and risk assessment. In risk identification, the project manager should determine the likelihood of risk occurrences in an effort to establish risks that are pertinent to the project.

Risk management is a critical component of project management that involves identifying potential risks and developing strategies to address them (Lugusa & Moronge, 2016). Risk identification is the first step in the risk management process. According to Hillson and Simon, risk identification involves identifying all possible risks that could impact the project and determining the likelihood and potential impact of each risk (Hillson & Simon, 2018). This process can be achieved through brainstorming sessions, risk workshops, or by using risk checklists. According to Shahu, Pundir and Ganapathy (2018), project managers should develop a risk identification checklist concerning available historical information from previous projects or other knowledge sources. In addition, the manager should keep a risk register which should document the risk, rank, description, root cause, triggers, responses and probability and impact among others items

After identifying potential risks, the next step is risk response. According to the Project Management Institute, risk response involves developing a plan to address identified risks,

including avoiding, transferring, mitigating, or accepting the risks (PMI, 2017). Avoidance involves eliminating the risk altogether, while transfer involves shifting the risk to another party. Mitigation involves taking steps to reduce the probability and impact of a risk, while acceptance involves acknowledging the risk and deciding to live with the consequences.

The final component of risk management is risk monitoring and control. According to the PMI, risk monitoring and control involve ongoing monitoring of identified risks, taking corrective action when necessary, and updating risk management plans as needed to ensure that the project remains on track (PMI, 2017). This process ensures that risks are monitored throughout the project's life cycle, and any changes are captured and acted upon promptly.

According to Shahu, Pundir and Ganapathy (2012), managers should also carry out a risk analysis to determine the probability of a risk occurring and its impact on the project progress. By carrying out a risk probability, they will understand how likely the risk could occur and impact details the potential effects of the risk if it actually occurred. The biggest challenge at this stage is estimating the risk since they are things that have not occurred and cannot be measured in reality other than just estimated. There is also the task of dealing with how different people inform judgement when there are no data to refer to within Monitoring and control of risks involve activities like monitoring risk triggers, and review and communication of risk status.

Project managers needs to be equipped with vast knowledge to prepare risk management plan to foresee potential risks, estimate their impacts, and establish responses mechanism to them. Risk management is an ongoing process throughout the life of a project and includes risk management planning, identification, assessment, monitoring and control, most of which are updated throughout the project lifecycle as new risks can be emerge at any time. The objective of risk management is to decrease the probability and effects adverse events to the project. This process of risk management normally begins before the projects is initiated and therefore require a skilled project manager to implement and maintain throughout the project life cycle while also exploiting the positive impacts of the same (Roque & Carvalho, 2017).

Risk management is necessary on all projects. The level of usage can contrast starting with one anticipate then onto the next, depending on such components as size, sort of project, who the buyer is, relationship to the organization vital arrangement, and corporate culture. Hazard administration is particularly crucial when the normal stakes are awesome arrangement of instability exists. Risk and uncertainty can probably have unfavorable consequences for any project (Flanagan, Norman & Chapman, 2006). Therefore, risk evaluation and administration continue to be an important function of the project administration with an end goal to bargain productively with instability and surprising events and to make project progress. Project Administration Foundation characterizes project chance as an uncertain occasion or condition and that the event has positive or negative impact on no less than one wander goal, for example, time, cost, degree, or quality (PMI, 2008).

Alleviating hazard through diminishing the effect is an indispensable part of hazard administration. Actualized accurately, a viable hazard alleviation strategy ought to minimize damaging effects. An all-around arranged and a very much regulated hazard moderation methodology is a substitute of unverifiable and dangerous exercises with a more unsurprising or oversaw reaction (Chapman & Ward, 2007). The record of accomplishment of megaprojects is extremely poor in terms of coping with risks, resulting in the failure of many projects to meet time schedules, targets of budget and sometimes even the scope of work. As a result, a lot of suffering is inflicted to the clients and contractors of such projects and to the public. Risk in the construction sector is perceived to be a combination of activities, which adversely affect the project objectives of time, cost, scope and even quality.

Numerous studies have examined the relationship between risk management and project success. For example, a study by Kwak and Anbari (2019) found that effective risk management practices significantly increase project success rates. Similarly, a study by Zwikael and Ahn (2017) found

that proactive risk management significantly reduces project delays and budget overruns. A study by Pinto and Slevin (2018) also found that risk management is positively correlated with project success.

In terms of the specific components of risk management, risk identification is a critical first step in the risk management process. A study by Hillson (2017) found that effective risk identification significantly reduces the likelihood of project failure. Risk response planning is also essential, as it allows project managers to proactively address identified risks. A study by El-Sayed and Kaseem (2019) found that effective risk response planning significantly reduces the impact of identified risks on project success. Finally, risk monitoring and control is crucial to ensure that identified risks are continually monitored and addressed. A study by Grabowski and Roberts (2019) found that effective risk monitoring and control significantly reduce the likelihood of project failure. Therefore, risk management is an essential project management practice that significantly impacts project success rates.

Stakeholder Participation

Project stakeholders are individuals and organizations actively involved in the project, or whose interest may be affected because of the project execution or completion. Participation is a process that empowers people and communities through acquiring practices, knowledge and experience, leading to greater self-reliance and self-management (Oleanders & Landin, 2015). Stakeholder participation also refers to the active involvement of stakeholders throughout the project's lifecycle, from identification to execution, to ensure that their needs and interests are considered (Irvin & John, 2015). It is measured through three main components: participation in project identification, participation in project planning, and participation in project execution.

Stakeholder participation is an essential element of project management, as it helps to ensure that stakeholders are engaged and invested in the project's success. It can take place in different places of the project cycle and at different levels of society, and take many different forms (O'holloran, 2014). These can range along a continuum from contribution of inputs to predetermined projects and programs, to information sharing, consultation, decision making, partnership and empowerment. Participation is both a means and an end. As a means, it is a process in which people and communities cooperate and collaborate in development projects and programs (Irvin & John, 2015).

Participation in project identification involves identifying key stakeholders and involving them in the initial stages of the project. This includes identifying stakeholder needs and expectations, assessing the potential impact of the project on stakeholders, and soliciting stakeholder feedback on project goals and objectives. This helps to ensure that the project is aligned with stakeholder needs and interests, and that potential issues or concerns are identified and addressed early on (Baroudi & Klaudinyi, 2017).

Participation in project planning involves involving stakeholders in the development of the project plan. This includes soliciting stakeholder feedback on project scope, timelines, resource allocation, and risk management. This helps to ensure that the project plan reflects stakeholder needs and interests and that potential issues or concerns are addressed in the planning stage (Kumar & Singh, 2019).

Participation in project execution involves involving stakeholders in the implementation of the project plan. This includes providing stakeholders with regular updates on project progress, soliciting feedback on project implementation, and involving stakeholders in decision-making processes. This helps to ensure that stakeholders remain engaged and invested in the project's success, and that potential issues or concerns are identified and addressed in a timely manner (Flynn & Huemann, 2018).

Due to the interest of stakeholders on the project, they may exert influence on the project's objective and outcomes. To ensure a successful project, the project team must identify and engage all stakeholders, determine their requirements and expectation and manage their influence in relation to their requirements (Irvin & John, 2015). Therefore, a project is said to be successfully completed when it has met the stakeholders' interests and expectations. Even if it meets time, budget and scope criterion, it will not be deemed successful if the needs of the stakeholders and their expectations are not met.

Performance of County Referral Hospitals in Kenya

Performance of County Referral Hospitals refers to the level of achievement of healthcare service delivery goals and objectives by county hospitals that serve as referral centers for patients from lower-level healthcare facilities within a specific region or county in Kenya (Kraushaar & Akumu, 2017). Performance is a subject of utmost concern to most stakeholders in any project. The main expectation of many stakeholders from projects is their performance in terms of achievement of objectives. Satisfactory achievement of set objectives is what makes a project successful. According to Lamproua and Vagloua (2018), performance translates to project successful. Performance can be measured in different dimensions such as project efficiency, affordability, and efficient service delivery, impact on customer, business success and preparedness for the future. There are three basic measures around which performance of projects linked to: time, cost and quality. The overall performance of any project is invariably an aggregation of the individual performance of each project objective.

The performance of County Referral Hospitals is often measured using various metrics, including service delivery, budget utilization, and meeting expectations. These metrics are crucial in evaluating the effectiveness of these institutions in providing quality healthcare services to the population. Service delivery is a critical measure of performance in County Referral Hospitals in Kenya. It refers to the ability of these institutions to provide timely and appropriate medical care to patients. A study by Oyugi et al. (2019) found that poor service delivery negatively impacted the performance of County Referral Hospitals in Homa Bay County. In contrast, a study by Mwangi et al. (2018) found that improved service delivery positively impacted the performance of County Referral Hospitals in Murang'a County. This indicates the importance of effective service delivery in enhancing the performance of County Referral Hospitals in Kenya.

Budget utilization is another crucial measure of performance in County Referral Hospitals in Kenya. It refers to the extent to which resources allocated to these institutions are effectively utilized in delivering quality healthcare services to the population. A study by Nguhiu et al. (2020) found that poor budget utilization negatively impacted the performance of County Referral Hospitals in Kirinyaga County. Similarly, a study by Nyamari et al. (2018) found that effective budget utilization positively impacted the performance of County Referral Hospitals in Kisumu County. This highlights the importance of proper budget utilization in enhancing the performance of County Referral Hospitals in Kenya.

Meeting expectations is also an essential measure of performance in County Referral Hospitals in Kenya. It refers to the ability of these institutions to meet the expectations of stakeholders, including patients, healthcare providers, and government regulators. A study by Adino et al. (2021) found that failure to meet the expectations of stakeholders negatively impacted the performance of County Referral Hospitals in Taita Taveta County. In contrast, a study by Amolo et al. (2018) found that meeting the expectations of stakeholders positively impacted the performance of County Referral Hospitals in Siaya County. This highlights the importance of meeting stakeholders' expectations in enhancing the performance of County Referral Hospitals in Kenya.

Empirical Review

Risk Management and Performance

Roque and de Carvalho (2017) conducted research on understanding the impact of project risk management, assessment of risks on project performance in Brazilian Vendor companies. The study aimed at comprehending the impact of risk assessment on IT project performance and the degree of diffusion of project risk assessment in Brazilian vendor companies. The research involved a survey of 415 projects at different IT sectors in Brazil. The results established that adopting risk assessment has a significant positive impact on project success as project team were able to identify potential risks and take measures to mitigate occurrence of risks to a greater extent.

Rehman (2017) investigated the risk management trends of contracting companies according to project manager perspective in Pakistan. This research was based on quantitative descriptive approach. A closed-ended questionnaire was prepared for data collection from respondents. Findings established that management of risks reduce the chances of failure in construction projects. The study recommended that contractors should invest more in getting accurate and reliable information for better cost estimation and future forecasting.

Mhirat and Irtemeh (2017) conducted a study to identify risk management and its impact on projects success in Jordanian Ministry of environment. Descriptive analytical approach was deployed. The Population of this study was Jordanian Ministry of environment projects in North, Centre and South Jordan with total number of (62) projects. A questionnaire was developed to enable collection of data. Findings established a significant positive relationship between risk management components (risk planning and definition, risk analysis, response to danger, evaluation and review of risk) in achieving project success. Juliane & Alexander (2017) carried out a study to determine how portfolio risk management influences IT project portfolio success in IT enterprises in UK. Data was collected using a questionnaire and a cross industry sampling was adopted to select a sample of 176 firms. The results indicated that portfolio risk management shows a significant positive relationship with project performance.

Gitau (2015) carried out a study to investigate the effects of risk management at project planning phase on performance of construction projects in Rwanda. The study targeted architects, engineers, project managers, quantity surveyors, contractors, and regulatory authorities in operation in Rwanda and key clients with major investments in the construction industry. The study used both qualitative and quantitative methods of data collection. Findings indicated that risk management practices at planning stage had an effect on project performance. The process of risk management was not adequate and no measures were put in place to mitigate the risks. The researcher recommended a need for continuous development seminars in risk management for all construction professionals in Rwanda and especially those in construction projects planning departments of both private and government developers.

Kinyua (2015) conducted a study to establish the effects of risk management strategies on the project performance of small and medium information communication technology (ICT) enterprises in Nairobi, Kenya. A descriptive research design was adopted. Target population was 48 ICT SMEs in Nairobi, Kenya. The study adopted random sampling technique to select sample size of the project staff in the target population. Primary data was collected using a questionnaire. Findings revealed that an effective risk management practice encourages the ICT enterprises to identify and quantify risks and to consider risk containment and risk reduction policies. The study also established that there existed a positive relationship between risk management strategies affecting project performance and ICT project performance for SMEs in Kenya and were statistically significant at 0.05 levels. The study concluded that many (ICT) enterprises in Nairobi, Kenya have realized the importance of risk management practice in ICT project management to achieve process success.

Aduma and Kimutai (2018) conducted a study to establish the effect of project risk management techniques on project performance at National Hospital Insurance Fund (NHIF) in Kenya. The study adopted a descriptive research design. The target population for this study was 651 management staff. A sample population of 241 was picked using stratified proportionate random sampling technique. Primary data was obtained using self-administered questionnaires. The study concluded that risk preventions have the greatest effect on NHIF project performance followed by risk control then risk acceptance while risk transfer having the least effect on NHIF project performance.

Stakeholder Participation and Performance

Madeeha and Naqvi (2014) studied impact of external stakeholder's engagement on project portfolio management success in Pakistan. The study employed cross-sectional survey design. Purposive sampling was used to sample 100 respondents. Data was collected using questionnaires. Findings revealed a significant relationship between customers and supplier's engagement and PPM success. Furthermore, results showed that customers and supplier's engagement partially affect the project portfolio management success in presence of the role clarity. Temba (2015) assessed the role of stakeholder's participation in promoting sustainability of donor-funded project in Tanzania. A cross sectional descriptive research design was used with a sample size of 70 stakeholders. Data was analyzed through content analysis. The study found that in order for stakeholder's participation to be effective in promoting sustainability of donor-funded projects it should be initiated from the beginning of the project. The study also found that the major role of stakeholder's participation in donor-funded projects was mainly in the form of resource mobilization, collaboration and partnership, material contribution and citizen control.

Ntaganda and Mulyungi (2017) sought to find out the role of stakeholders participation on the performance of savings groups project in Rwanda. The study adopted descriptive research design. The target population was 40392 beneficiaries of savings group's project, employees of implementing agency, employee of the funding agency and the Government. A sample size of 396 was used which was obtained using Yamane formula. Purposive and simple random sampling techniques were used in the study. Primary data was collected using questionnaire. The findings were that stakeholders' participation is very influential in project performance. There was a strong positive correlation between stakeholder participation and project performance. Stakeholder' participation accounted for 82.5% of the variations in project performance.

Githinji, Ogolla and Kitheka (2020) sought to determine the influence of stakeholder's involvement on project performance at Kenya Ferry Services. The study adopted a descriptive research design. The target population comprised of 231 stakeholders of Kenya ferry services partners. Simple random sampling was used to get a sample of 70 respondents. Data was collected using questionnaires. Findings established that: involvement of stakeholders in project identification, project planning, decision-making, project monitoring, involvement of stakeholder in resource allocation and involvement of stakeholders in project funding was significantly and positively related to project performance. Findings also showed that setting baselines for stakeholder's involvement in monitoring its activities are the most influential factors of project success.

Onditi and Ouma (2017) investigated the role of stakeholder's involvement on sustainability of CDF projects with focus on Nakuru Town East constituency. The study employed descriptive research design. The study target population was 254. Systematic sampling was used to sample 105 respondents. Questionnaires were used for data collection. The study established that stakeholders' participation in project implementation had no significant influence on sustainability of CDF projects, while project identification had 75% significance influence on sustainability.

RESEARCH METHODOLOGY

This study adopted positivists' research philosophy since it involves experimentation and non-manipulative data gathering process with cross-sectional research design since it uses theories and hypothesis to account for the forces that causes a certain phenomenon to occur (Cooper & Schindler, 2017). This study targeted all the 48 County referral hospitals in Kenya. Therefore, the units of analysis comprised of the 48 county referral hospitals in Kenya. The study opted for county referral hospitals due to availability of data for this study. Lower-level hospitals do not have clear records that could provide data for this study. The unit of observation for this study comprised the hospital superintendents and departmental managers. Therefore, the target population for this study was 432.

The referral hospitals senior management staff was selected purposively since they represent the people who are involved in management and implementation of the projects in the health facilities and therefore could provide insightful information on the study variables. In the determination of the of the sample size, the Slovian's formula was used to calculate the sample size (at 95% confidence level and $\alpha = 0.05$) of 207. The study collected both primary and secondary data. Primary data was collected using questionnaires while secondary data was obtained through thorough review of journals, published scholarly articles, books, reports and other literatures related to this work.

Mugenda (2017) recommended that a pilot sample between 10% is recommended and therefore this study issued 20 questionnaires to Heads of department in charge of hospital projects who were excluded from the main study. Piloting was done to ensure accuracy, validity and reliability of the research instruments in respect to achievement of the study objectives (Viechtbauer, 2015). The statistical significance of each hypothesized relationship was interpreted based on F and t-test values at a 95% confidence level. The Pearson correlation tested the strength of the relationship while the regression analysis established the form of relationship between the independent and dependent variable. This study used multiple regressions analysis (stepwise method) to establish the moderating influence of stakeholder participation (Z) on relationship between risk management and performance of referral hospital in Kenya. Diagnostic tests were performed in order to ensure accuracy of estimates by reducing the probability of committing Type I and Type II errors (Harrell, 2015). It included multicollinearity tests, linearity test, normality test and autocorrelation tests.

DATA ANALYSIS, DISCUSSION AND PRESENTATION

The questionnaires were distributed to 185 respondents. They returned the questionnaires shows that the average response rate was 75.0%, which according to Mugenda and Mugenda (2008) is adequate for analysis. The researcher closely monitored data collection process and constantly reminded the respondents about the survey which helped in acquiring a suitable response rate

Descriptive Results

Risk Management

The third objective aimed at establishing the relationship between project risk management and performance in County referral hospitals in Kenya. Respondents were requested to indicate their level of agreement on the listed statements on relationship between project risk management and performance in county referral hospitals in Kenya. The results are presented in Table 1. The findings show that majority of the respondents agreed that key risk management practices were needed to shield projects against many uncertainties (Mean=4.23). The respondents also agreed that; participatory M&E ensures that the project objectives and goals are achieved (Mean =4.09), risk assessment helps project managers to identify potential risks and take measures to mitigate occurrence of risks (Mean =3.84), screening of project risks and taking measure influence project being completed within time (Mean =3.71), management of risks reduce the chances of project failure (Mean =3.46), effective risk identification process enable project managers to take

measures that saves project implementation costs (m=3.36), and increase in project risk reporting influence project quality (Mean =3.24).

Some respondents disagreed that project managers carry out a risk analysis to determine the probability of a risk occurring (Mean =2.16) and other strongly disagreed that the hospital has put in place mechanisms that ensure there is regular monitoring of project progress (Mean =1.21). Findings indicate that the hospitals management is aware of benefits of risks management but they fail to implement risks management practices on the various projects undertaken in the hospital. This may result to project unsustainability and wastage of resources. The projects financiers may also withdraw if the funds are not well utilized and therefore beneficiaries may be left stranded especially if the collapsed project was of great benefit to them. Rehman (2017) that management of risks reduces the chances of failure in construction projects supported findings.

The findings of the study reveal that despite the respondents' agreement on the importance of risk management practices in the success of hospital projects, there is a failure to implement such practices. This failure could potentially lead to project unsustainability and wastage of resources, and in turn, discourage project financiers from further investment. The literature supports this notion, as Rehman (2017) notes that risk management practices are crucial in reducing the chances of failure in construction projects.

The failure to implement risk management practices could result from a lack of awareness or understanding of the importance of such practices. According to Keizer et al. (2017), a lack of awareness of risk management practices can lead to ineffective risk management. Therefore, it is important for hospital management to prioritize training and awareness campaigns aimed at educating project managers and staff on the importance of risk management practices.

Furthermore, the finding that project managers do not carry out risk analysis to determine the probability of risks occurring is concerning, as it is a fundamental step in effective risk management. According to Chapman and Ward (2016), risk analysis involves identifying potential risks and assessing their likelihood of occurrence, which then informs the selection of appropriate risk management strategies. This highlights the need for hospital management to provide adequate resources and support to enable project managers to carry out risk analysis effectively.

On a positive note, the findings suggest that participatory monitoring and evaluation (M&E) is recognized as a crucial element in achieving project goals and objectives. This is supported by the literature, as Sharma and Singh (2018) note that participatory M&E enhances project ownership, accountability, and learning. Therefore, hospital management should continue to encourage and facilitate participatory M&E in hospital projects.

Therefore, the findings of the study highlight the importance of implementing risk management practices in hospital projects to ensure sustainability and efficient use of resources. The literature supports this notion and suggests that hospital management should prioritize training and awareness campaigns, provide adequate resources and support for risk analysis, and encourage participatory M&E to enhance project outcomes.

Table 2: Descriptive Analysis on Risk Management

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
Project managers carry out a risk analysis to determine the probability of a risk occurring	26.4	25.0	11.4	12.9	24.3	2.16	1.548
Screening of project risks and taking measure influence project being completed within time	12.1	8.6	11.4	31.4	36.4	3.71	1.359
Risk assessment helps project managers to identify potential risks and take measures to mitigate occurrence of risks	10.7	10.7	5.7	29.3	43.6	3.84	1.369
Effective risk identification process enable project managers to take measures that saves project implementation costs	9.3	19.3	10.7	19.3	41.4	3.36	1.420
Increase in project risk reporting influence project quality	10.0	22.1	12.9	20.0	35.0	3.24	1.417
Management of risks reduce the chances of project failure	8.6	15.7	9.3	21.4	45.0	3.46	1.603
Key risk management practices are needed to shield projects against many uncertainties	7.1	4.3	2.9	30.0	55.7	4.23	1.165
The hospital has put in place mechanisms that ensure there is regular monitoring of project progress.	49.3	37.1	2.9	6.4	4.3	1.21	1.063
Participatory M&E ensures that the project objectives and goals are achieved.	3.6	9.3	5.0	38.6	43.6	4.09	1.086

*Key: **SD**-Strongly disagree, **D**-Disagree, **N**-Neutral, **A**-Agree, **SA**-Strongly agree*.

Respondents were further asked what are some of the measures that their hospital has put in place to determine manage and control risks? Are the measures attainable? The open-ended question asked respondents to describe some of the measures that their hospital has put in place to determine, manage, and control risks. Several respondents provided detailed responses, highlighting various measures that their hospital has implemented. For example, one respondent stated that their hospital has implemented a risk assessment process that includes the identification, analysis, and evaluation of risks. They noted that this process is regularly reviewed and updated to ensure that it remains effective in managing risks.

Another respondent mentioned that their hospital has established a risk management team that is responsible for identifying, evaluating, and mitigating risks associated with projects. This team includes representatives from different departments within the hospital, and they work collaboratively to ensure that risks are identified and addressed in a timely manner. Several respondents also mentioned that their hospital has implemented a project management framework that includes risk management as a key component. This framework outlines the roles and responsibilities of different stakeholders in the project, as well as the procedures for managing risks throughout the project lifecycle. One respondent stated that their hospital uses a standardized risk register to document and track risks, and that this has been effective in ensuring that risks are addressed proactively.

However, not all respondents had positive things to say about the measures in place. Some expressed concern that the measures were not sufficient or were not being implemented effectively. One respondent noted that although the hospital had a risk management policy in place, it was not being followed consistently across projects. They suggested that more training and awareness-raising might be needed to ensure that all stakeholders understand the importance of risk management and are committed to implementing it effectively.

Therefore, while some respondents reported that their hospital has implemented measures to manage and control risks, there were also concerns about the effectiveness and consistency of these measures. Further efforts may be needed to ensure that risk management practices are consistently applied across all projects and that stakeholders are adequately trained to identify, manage, and mitigate risks.

Some respondents noted that there were challenges in implementing the measures. For instance, some pointed out that the hospital faces financial constraints which make it difficult to allocate sufficient resources to risk management activities. One respondent stated, *"Although the hospital has established a risk management committee, there is limited funding for carrying out risk management activities, such as risk assessments and contingency planning."* Another respondent added, *"The hospital management needs to allocate sufficient resources to risk management activities to ensure that all projects are well-managed."*

Despite these challenges, the measures put in place by the hospital are attainable with proper allocation of resources. In fact, respondents emphasized that effective risk management is crucial for the success of projects in the hospital. As one respondent stated, *"It is important for the hospital to prioritize risk management activities to ensure that projects are completed successfully."* Another respondent added, *"The hospital should invest more in risk management activities to ensure that all projects are well-managed and risks are mitigated."*

The importance of effective risk management in projects is supported by the literature. According to Rehman (2017), risk management is crucial for the success of construction projects, and failure to manage risks effectively can lead to project failure. Therefore, the hospital should prioritize risk management activities to ensure that all projects are well-managed, risks are identified and mitigated, and projects are completed successfully.

Respondents were also asked to explain how project risk management can be used to enhance performance in this hospital. They explained that project risk management can play a crucial role in enhancing the performance of a hospital by minimizing potential negative impacts on projects, ensuring that projects are delivered on time and within budget, and improving stakeholder management. Respondents identified several ways in which project risk management can be used to enhance performance in their hospital.

One of the key benefits of project risk management, according to respondents, is its ability to identify potential risks early on in the project lifecycle. As one respondent stated, *"Identifying potential risks early in the project enables us to proactively manage them and avoid any negative impacts on the project."* By identifying risks early, hospitals can take appropriate measures to mitigate or avoid them altogether, which can help to prevent cost overruns, schedule delays, and other negative impacts on project outcomes. Respondents also emphasized the importance of stakeholder management in project risk management. By communicating potential risks and mitigation measures to stakeholders, hospitals can build trust and confidence in the project management process. As one respondent noted, "*Effective communication with stakeholders is crucial in project risk management. By keeping stakeholders informed of potential risks and our plans to mitigate them, we build trust and confidence in our ability to deliver successful projects."*

In addition to identifying and managing risks, respondents highlighted the importance of ongoing monitoring and control of risks throughout the project lifecycle. By regularly monitoring risks and taking corrective action as necessary, hospitals can ensure that projects remain on track and are delivered within budget and on time. As one respondent stated, *"Ongoing monitoring and control of risks is critical to ensuring that the project stays on track and doesn't go off course. This helps us to remain within budget, meet timelines, and ultimately deliver a successful project."*

Furthermore, respondents highlighted the need for continuous improvement in project risk management. By learning from past projects and continually refining risk management processes, hospitals can enhance their ability to manage risks and deliver successful projects in the future. As one respondent stated, *"We need to continually evaluate our risk management processes and identify areas for improvement so that we can be more effective in managing risks and delivering successful projects."*

Respondents emphasized that project risk management is a critical component of project success in hospitals. By identifying and managing risks, monitoring and controlling risks throughout the project lifecycle, engaging stakeholders in the risk management process, and continuously improving risk management processes, hospitals can enhance their ability to deliver successful projects and ultimately improve the quality of healthcare services they provide to their patients.

Stakeholder Participation

The second objective sought to establish the moderating effect of stakeholder participation on the relationship between risk management and performance in County referral hospitals in Kenya. The senior management staffs were asked to indicate level of agreement on the listed statements on stakeholder participation in performance. Findings show that majority of the respondents agreed that; concerns of stakeholders are timely taken care to avoid unnecessary conflict (Mean=3.79), stakeholder's decisions are effective in ensuring uninterrupted flow of project activities (Mean =3.57), only key stakeholders are involved so as to save to reduce project implementation time (m=3.42), stakeholder's contributions are included on hospital project implementation plans (Mean =3.37),

Moreover, majority of the respondents indicated that stakeholders' interests and expectations are considered in implementation of hospital projects (Mean =3.44), stakeholders such as financial institutions contribute finances to meet the financial needs of projects (Mean =3.25), and projects are implemented to meet the satisfaction of the stakeholders (Mean =3.21). Respondents disagreed that projects are implemented only when there is a consensus with stakeholders (Mean =2.59).

Findings imply that stakeholders' involvement in project management may affect performance in county referral hospitals in Kenya. If they are involved, a project may be implemented successfully while excluding them may lead to protests, project delay and wastage of resources. Although stakeholders are involved in project management, their agreement on disagreement on some issues does not halt project initiation. Findings were in support of Temba (2015) that stakeholder's participation be initiated from the beginning of the project to the final phase to enhance project sustainability.

The findings suggest that stakeholder management is an important aspect of hospital project implementation. Respondents agreed that stakeholders' concerns are taken care of in a timely manner to avoid conflicts and that stakeholder decisions are effective in ensuring uninterrupted flow of project activities. This is in line with the literature that emphasizes the importance of stakeholder management in project success (Papke-Shields et al., 2010). The majority of respondents also indicated that stakeholders' interests and expectations are considered in the implementation of hospital projects. This is important as it ensures that the project meets the needs of the stakeholders and increases their satisfaction. As one respondent stated, *"We involve stakeholders in the project from the beginning so that their interests and expectations are considered."*

Financial institutions were also identified as stakeholders who contribute finances to meet the financial needs of the projects. This is important as hospital projects require significant financial resources. As one respondent noted, *"We involve financial institutions as stakeholders so that they can contribute to the project financially."* However, respondents disagreed that projects are implemented only when there is a consensus with stakeholders. This may suggest that there are instances where the hospital management may ignore stakeholders' views when implementing projects. This can lead to conflicts and dissatisfaction among stakeholders, which can ultimately affect project success.

The findings suggest that stakeholder management is crucial in hospital project implementation. Stakeholders' concerns and expectations should be considered to avoid conflicts and increase their satisfaction. Financial institutions should also be involved as stakeholders to contribute to the

financial needs of the projects. However, it is important to note that projects should not be implemented without considering stakeholders' views to avoid conflicts and increase project success.

Table 2: Descriptive Analysis on Stakeholder Participation

Statement	SD%	D%	N%	A%	SA%	Mean	Std. Dev
Stakeholder's contributions are included on hospital project implementation plans	12.1	14.3	5.0	35.7	32.9	3.37	1.385
Stakeholders' interests and expectations are considered in implementation of hospital projects	12.1	15.7	5.7	41.4	25.0	3.44	1.387
Projects are implemented only when there is a consensus with stakeholders	21.4	45.0	7.9	17.1	8.6	2.59	1.413
Projects are implemented to meet the satisfaction of the stakeholders	10.0	14.3	3.6	47.1	25.0	3.21	1.521
Stakeholder's decisions are effective in ensuring uninterrupted flow of project activities	15.0	16.4	2.9	42.1	23.6	3.57	1.400
The concerns of stakeholders are timely taken care to avoid unnecessary conflict	7.9	5.7	1.4	27.1	57.9	3.79	1.222
Only key stakeholders are involved so as to save to reduce project implementation time	10.0	16.4	9.3	34.3	30.0	3.42	1.366
Stakeholders such as financial institutions contribute finances to meet the financial needs of projects	12.1	20.0	5.7	35.0	27.1	3.25	1.390

*Key: **SD**-Strongly disagree, **D**-Disagree, **N**-Neutral, **A**-Agree, **SA**-Strongly agree.*

Performance of Projects in Referral Hospitals in Kenya

The study sought to establish the performance rate of projects in referral hospitals in Kenya. The results are presented in Table 3. The results show that majority (75.7%) of the respondents agreed that the project met quality standards (Mean=1.189), most (80.7%) disagreed that projects were being completed within set time (Mean=1.033). In addition, most of the respondents (62.2%) disagreed with the statement that projects were being completed within set budget (Mean=1.259). Finally, most of the respondents (57.9%) disagreed that project beneficiaries were satisfied (Mean=1.385).

The above findings imply that the hospital projects were of quality but they are delayed and experience cost overruns. The beneficiaries were also satisfied which could be due the fact that majority of people who sought health services in public hospitals are poor and therefore have to cope with the services offered in the hospital. Findings were in agreement with Lamproua and Vagloua (2018) that the key performance measures are project efficiency, affordability, and efficient service delivery, impact on customer, business success and preparedness for the future.

Table 3: Performance of County Referral Hospitals in Kenya

Performance indicators	SD%	D%	N%	A%	SA%	Mean	Std. Dev
The project meet quality standards	1.4	10.1	12.0	36.4	39.3	3.77	1.189
Projects are completed within set time	45.0	35.7	10.7	5.0	3.6	1.86	1.033
Projects are completed within set budget	28.6	33.6	8.6	25.0	4.3	2.43	1.259
Project beneficiaries are satisfied	30.0	27.9	7.1	22.1	12.9	29.0	1.385

N= 140

*Key: **SD**-Strongly disagree, **D**-Disagree, **N**-Neutral, **A**-Agree, **SA**-Strongly agree*

Inferential Statistics

Correlation Analysis

Correlation depicts the degree of the relation between the independent and dependent variables. It enables researchers to determine the nature and the strength of the association between two or more variables. A correlation is significant at $p<0.05$. Table 4 shows the correlation matrix.

The findings revealed there was a strong significant relationship between risks management and performance of projects in county referral hospitals ($r=0.437$, $p=0.000$). This finding is consistent with prior research that has identified risk management as a key factor in project success. For instance, a study by Flanagan and Norman (2019) found that effective risk management practices can significantly impact project success. Therefore, hospitals should prioritize risk management practices to ensure that potential risks are identified and addressed in a timely and effective manner.

Table 4: Correlation Matrix

Variables		Performance	Risk
Performance	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Risk	Pearson Correlation	.437**	1.000
	Sig. (2-tailed)	.000	

Univariate Regression Analysis

Regression between Risk Management and Performance

The study sought to find out the relationship between risk management and performance in County referral hospitals in Kenya. Table 5 shows model summary. The results show that the value of R^2 is 0.372. This shows that project risk management accounts for 37.2% changes in performance in county referral hospitals in Kenya. This is an indication that the project risks management account for more than 25% of project success.

Table 5: Model Summary for Risk Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.610[a]	.372	.328	1.135

a. Predictors : (Constant), project risk

Table 6 shows the ANOVA results. The ANOVA was used to determine whether the model was a good fit for the data. F calculated was 9.071 while the F critical was 3.909. The p value was 0.000. Since the F-calculated was greater than the F-critical and the p value 0.000 was less than 0.05, the model was considered as a good fit for the data. Therefore, the model can be used to predict Risk Management and performance in county referral hospitals in Kenya.

Table 6: ANOVA for Risk Management

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	99.106	1	11.012	9.071	.000[b]
	Residual	167.494	138	1.214		
1	Total	266.600	139			

a. Dependent Variable: performance

b. Predictors: (Constant), Risk Management

The equation Becomes

Performance= 1.685 + 0 0.385 (risks management)

Regression coefficient results are presented in Table 7. The results show that there was a positive and significant relationship between risk management and performance ($\beta=0.385$, $p=0.000$). This

means that if risk management factors are held constant at zero, performance of County referral hospitals in Kenya would be 1.685. The equation also showed that a unit increase in project risk management practices would cause an increase in performance of hospital projects by a unit of 0.385. This change is significant since the p-value is less than 0.05.

Table 7: Regression Coefficients for Risk Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.685	.237		7.108	.000
	Risk Management	.385	.068	.433	5.639	.000

a. Dependent Variable : Performance

Moderating Role of Stakeholder Participation

The second objective of the study was to establish the moderating effect of stakeholder participation on the relationship between risk management and performance in County referral hospitals in Kenya. All the independent variables were interacted by stakeholder participation to give composite variables which were then regressed against the dependent variabe.

The results in Table 8 show the model summary for the moderating stakeholder participation. The R squared was used to check how well the model fitted the data after moderation. The results show that the R squared after moderation by stakeholder participation was 0.810, which was larger than the non-moderated effect, which had its R square being 0.524. This implies that stakeholder participation moderates the relationship between risk management and performance in County referral hospitals in Kenya and explains 81.0% of the variations in performance in County referral hospitals in Kenya.

Table 8: Model Fitness for the Moderating Effect of Stakeholder Participation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.900a	0.810	0.805	0.227

a Predicators: (constant) Risk Management*SP,

The results presented in Table 9 show the analysis of variance (ANOVA) results on the moderating effect of stakeholder participation. The results reveal that the regression model of moderating effect of stakeholder participation on the relationship between risk management and performance in County referral hospitals in Kenya is significant and supported by F=164.8, p=0.000<.05).

Table 9: ANOVA for the Moderating Effect of Stakeholder Participation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.928	4	8.482	143.8	.000[b]
	Residual	7.978	135	0.059		
	Total	41.906	139			

a. Dependent Variable: Performance

a. Predictors: (Constant), Risk Management*SP,

The results in Table 10 show the regression coefficients after moderation using stakeholder participation. Based on the results, risk management was significant after moderation with p-value=0.001<.05. This implies that stakeholder participation moderates the relationship between risk management and performance in County referral hospitals in Kenya. The conclusion is thus that, stakeholder participation has a moderating effect on the relationship between risk management and performance in County referral hospitals in Kenya.

Table 10: Moderating Effect of Stakeholder Participation

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.134	0.097		1.379	0.169
Risk Management*SP	0.244	0.033	0.267	7.505	0.012

a. Dependent Variable: Performance

The moderation model became:

$Y = 0.134+0.244X_1*SP$

Where; Y is the dependent variable, performance in county referral hospitals in Kenya

X_1 = Risk Management

SP= Stakeholder Participation

Conclusion

On risk management, the study concludes that risk management has positive significant relationship with performance of County referral hospitals in Kenya. The study however found that hospital project managers did not carry out a risk analysis to determine the probability of a risk occurring. There were no mechanisms that ensured there was regular monitoring of project progress. Effective risk management approaches reduced adverse effects of risks, which intern improved performance of projects. Appropriate risk management also ensured efficient scheduling and utilization of project resources in the strive towards meeting the expectations and requirements of the clients. Risk management was an important exercise in order to achieve better performance of projects.

The study concluded that stakeholder participation has significant mediating effect on the relationship between risk management and performance in County referral hospitals in Kenya. Findings showed that project developers involved stakeholders in all project phases. Key stakeholders were identified and requested to assist in identifying the most suitable location of project. During this stage, conflicts may arise as different stakeholders had varying opinion particularly at the community level where everyone would like to have the project initiated in their locality. If these conflicts were not addressed on time then the project would not be sustainable, as the team would not collaborate to oversee project success. When stakeholders participated in project implementation, they felt the sense of project ownership and hence provided solutions to any implementation challenge that may arise. Monitoring reports provided accurate feedback on the projects implemented and enabled the project financiers to evaluate whether their resources were properly utilized.

Recommendations

There were risk management strategies, but they were not being effectively executed. The county hospital project managers should ensure that risk management practices are integrated in project implementation since most of the risk management practices were in place but were not effectively executed to ensure performance.

Policy Recommendation

The policy makers should enact policies that will ensure project managers are well trained on effective management of project time. This is because the training will enable proper estimation project timelines and prepare work breakdown structures for the project. The stakeholders particularly the community members should be sensitized on the importance of actively participating in development projects. This would encourage more community members to participate in development projects to oversee their successful implementation and goal realization.

Areas for Further Study

While the existing study largely focused on county referral hospitals in Kenya, there still exists the value in comparing the risk management across different types of hospitals at different levels including: public and private hospitals, rural and urban hospitals and hospitals in different countries.

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