Int Journal of Social Sciences Management and Entrepreneurship 9(3): 312-323 2025

ISSN 2411-7323

www.sagepublishers.com

RISK IDENTIFICATION PRACTICES AND PERFORMANCE OF DONOR-FUNDED HEALTH PROJECTS IN SOUTHWESTERN KENYA

[1*] Morine Nyambura Wanjiku, [2.] Dr. Muchelule Yusuf, PhD, [2.] Dr. Susan Naikuru, PhD,

[1*] Master of Science in Project Management, Jomo Kenyatta University of Agriculture and Technology;

[2,3]. Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTARCT

Purpose: The objective of the study was to determine the influence of risk identification practices on performance of donor-funded health projects in Southwestern Kenya.

Methodology: The study adopted a descriptive-explanatory research design. The Southwestern Kenya region which for this study encompasses Migori, Homa Bay, Kisii, Nyamira, and Kisumu counties, hosts approximately 198 donor-funded health projects. The unit of observation in this study comprised project representatives drawn from these health projects. A census was adopted where the entire population of 198 respondents were studied. Primary data was collected using a questionnaire. Both descriptive and inferential analysis were used in this study.

Findings: The study found risk identification practices to be a significant predictor of project performance at 43.5%. From the descriptive statistics, the overall mean for risk identification is 3.26, suggesting a low level of effectiveness in identifying risks, though there is a more consistent perception of risk identification across projects. Risk identification is practised continuously but lacks consistency. It uses participatory approaches and historical data, but improving consistency and systematic classification could enhance project performance.

Recommendations: The study recommends strengthening the efficacy and consistency of risk identification by adopting standardized procedures and classification techniques across donor-funded health projects. Systematic risk categorization should be reinforced through participatory approaches that actively involve all stakeholders, supported by regular brainstorming sessions and expert input to capture diverse perspectives.

Keywords: Risk identification practices, Performance of donor-funded health projects, Southwestern Kenya

Background of the study

According to Makokha (2023), donor-funded initiatives, as well as the guidelines of stakeholders who were purposefully funding the advancement and restructuring of all segments of the Kenyan economy, pushed project management to spotlight in the early 1990s as a good option for delivering intervention programs. The number of factors influencing the success of development initiatives include: scope, time for intervention programs execution, and the funds supplied, which are all chosen by donors. As a result, non-governmental organizations (NGOs) have been compelled to do ongoing studies on risk management measures to aid in the success of their community projects.

Healthcare projects are highly prone to risks, which make them susceptible to failure or unsustainability. This is more prevalent for NGO's healthcare projects. The performance of the project can be determined by several indicators which include; cost, health, the satisfaction of the client, time, and project sustainability (Odhiambo & Senelwa, 2021). According to USAID (2020), donor-funded health projects have sustainability problems since the donors withdraw the project support after the completion of the projects. Development projects in Kenya's healthcare sector have proven to be operating inadequately and some have become non-operational regardless of the objectives. Challenges in health problems in Kenya continue despite the investment made by NGOs and the government. The projects fail to achieve objectives with the government reporting that 63% of the health projects fail (GOK, 2020).

Recent studies indicate persistent shortcomings in risk-mitigation and transition planning for donor-funded projects in Sub-Saharan Africa, with many programmes failing to sustain gains once external funding ends (Ilesanmi & Afolab, 2022; Kinuthia, 2023). County-level studies in the Southwestern Kenya cluster, particularly in HomaBay, Migori, Kisii, and Nyamira, report concrete weaknesses in procurement, monitoring & evaluation, supply-chain management, and institutional transition arrangements that undermine effective risk mitigation and the sustainability of donor investments (Ogise & Gachengo, 2023).

In sub-Saharan Africa, the project risk management concept gained prominence due to the recent COVID-19 pandemic prompting organizations and industry players to adopt different strategies for survival. In Ghana, a study on risk management procedures in the Ghanaian insurance sector discovered that companies insuring life, as opposed to companies insuring non-life, have their risk appetite levels documented. This allows for the identification of hazards to onboard compared to those to transfer. Furthermore, they demonstrated that the industry lacks appropriate skilled individuals and risk management is reactive in reaction to regulatory instructions (Almoradie, et al., 2020). In Rwanda, research on risk management in construction projects discovered that 92% of risk

Donor Funded Health Projects in Southwestern Kenya

South western Kenya refers to the part of Kenya bordering Lake Victoria and to be specific the counties of Migori, Kisii, Nyamira, Homa Bay, and Kisumu. Southwestern Kenya is geographic label rather than a formal administrative unit (Maarifa Centre, 2024). Despite Kenya recording significant progress in reducing HIV/AIDs, Southwestern regions in Kenya were among the regions that recorded new infections at 65% including Siaya, Kisumu, Migori, Kisumu, Kisii, Nyamira, and HomaBay counties (Republic of Kenya, 2023).

Statement of the problem

The Kenyan government's public health objective is the achievement of universal health care for key services such as malaria, HIV nutrition, water and sanitation, and maternal neonatal, and child health. Most of these funds are normally directed through NGOs and Community-Based Organizations (CBOs), which makes it hard to measure the exact amount of money targeted toward public health projects (Adjagba et al, 2025) . Although Public health is key to

a nation's well-being, the national government only contributes about 30% while donor funding contributes to about 17% of the total share of public health financing. This donor funding is either given as a grant, donation, or in-kind. Despite the investment made by NGOs and the government, the challenges in health problems in Kenya continue and projects fail to achieve objectives with the government reporting that 63% of the health projects fail (GOK, 2020). The donor health-funded projects have been exposed to greater risks since they operate in environments where there are inadequate resources, complex donor requirements such as reporting requirements, unstable political environment, weak legal environment, high poverty rates, unqualified human resources, and even poor infrastructures (UNDP-Global Fund and Health, 2023). This study seeks to examine how risk identification influences the performance of donor funded health projects in Southwestern Kenya.

Objectives of the study

The study specifically sought to determine the influence of risk identification practices on performance of donor-funded health projects in Southwestern Kenya.

Research Questions

To what extent does risk identification practices influence on performance of donor-funded health projects in Southwestern Kenya?

LITERATURE REVIEW

Theoretical review

The prospect theory was formulated in the late 1970s and further developed in 1992 by Amos Tversky and Daniel Kahneman. The theory explains how individuals tend to be risk-averse when things are going as expected or planned, and when they lose, they tend to be risk-seeking, just like an example of a leader who is in the middle of a crisis. This is, in other words, about judgment and decision making. The prospect theory seeks to explain a descriptive and factual pattern of choices. Prospect Theory is a psychological account that describes how people make decisions under conditions of uncertainty (Tversky and Kahneman, 1979). The simplest way to choose between risky options is to choose the option with the highest expected value. These may involve decisions about nearly anything where the outcome of the decision is somewhat risky or uncertain. Prospect Theory predicts that people go through two distinct stages when deciding between risky options like these. In the first phase, decision-makers are predicted to edit a complicated decision into a simpler decision, usually specified in terms of gains versus losses. In the second phase, decision-makers choose between the edited options available to them. This choice is based on two dimensions: the apparent value of each attribute or option, and the weight (similar, although not identical to, the objective likelihood) assigned to those values or options. These two features—overall value its weight are then combined by the decision maker, and the option with the highest combined value is chosen by the decision maker (Tversky, 1967). People will commit more effort to preventing a loss than achieving a potential gain (Kahneman & Tversky, 2000). In addition, Kahneman and Tversky state that people's commitment increases when they are trying to prevent a loss, but decreases when they are trying to gain something (Kahneman & Tversky, 2000). For all practical purposes, this means that the energy and resources a person will use to prevent a loss will increase in proportion to the likely size of the loss. The converse is not true in respect of a gain (Adrianssen & Johannessen, 2016). This theory was useful in explaining the management of risk identification practices behaviours on the performance of donor-funded health projects in Southwestern Kenya.

Conceptual framework

In this study, the independent variable is risk identification practices while the dependent variable is performance of donor-funded health project. Figure 1 shows the conceptual framework.

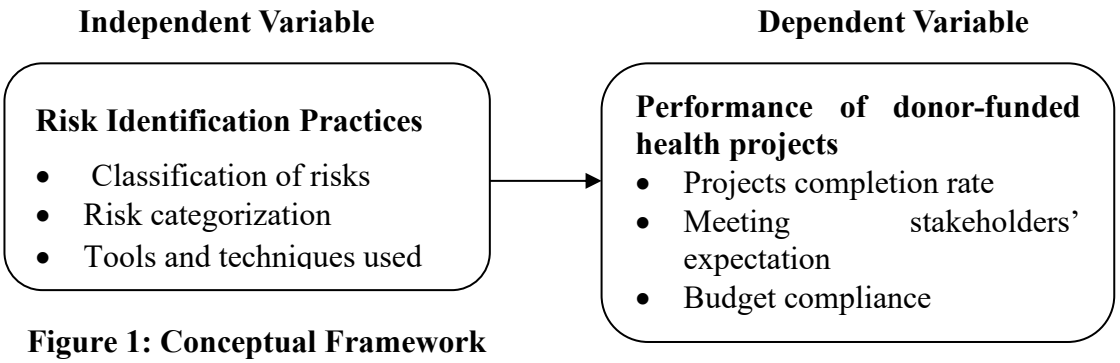

Figure 1: Conceptual Framework

Risk Identification

The PMI (2021) is the process of identifying prospective project risks. It entails documenting any dangers that may interfere with the project's ability to fulfil its aim. Risk identification is important in order to understand the risks related to the project and also be able to communicate. Risk identification also helps in the development of plans for dealing with potential project risks. The project team and project manager are also able to make better decisions in relation to the project. A strong risk identification process is important for attaining objectives or critical success factors (Roseke, 2020).

According to Thurgood and Bugajenko (2023), the risk identification life cycle describes the tool to be used as well as the activities to be done in the initial steps of project risk management. Having a defined process for managing risk assists the project manager in deciding which tools to employ and when to use them. The risk identification cycle describes the process's steps, assisting the project manager in making decisions. The first phase includes: having a risk statement that describes what and why may happen, the timeframe for occurrence, and potential impact on the objectives. The second phase is basic identification which involves two main questions why or why not, which can be answered through a Swot analysis, and where have you seen that before, which is answered by comparing the experience from past and current projects (Indeed Editorial Team, 2022).

The third phase is detail identification where four main tools are used to help you understand the risks identified deeply. They include interviewing, brainstorming, document review, and assumption analysis. The fourth phase is external cross-checking where you find relevant information that is available outside the project. Checklists and categories lists are used. The fifth phase is internal cross checking where a Work Breakdown Structure (WBS) is mapped to a project document that lists the steps required for completion of the project. Finally, the risk statement is finalized and thus, determining if there are elements that are missing. It is crucial to double-check for accuracy and may involve the project team members in proofreading (Indeed Editorial Team, 2022; Thurgood & Bugajenko, 2023).

Risk categories are a hierarchy of risks organized in groups that are cognizant when planning for the project. By categorizing risks, the project team can avoid the risks that have been outlined (Girma, 2018). A Risk Breakdown Structure (RBS) organizes recognized threats into categories and documents their specifics. Using an RBS, the project team can identify both known and unknown risks, which are mostly contained in the work breakdown structure (PMI, 2021). Doval (2019) cited technical, operations, marketplace, and planning as examples of categories that can be further split down. There are many strategies used in identifying risks namely: historical data review, brainstorming, risk assessment checklists, Strength, weakness, opportunities, and threats (SWOT) analysis, flowcharting, root cause analysis, interviewing, risk register, Monte Carlo analysis, decision tree, and many others. In documentation review, the project team reviews project-related documents and other information in order to identify the risks (Kerzner, 2022). It is a common technique for identifying project risks. The documents are studied for completeness, accuracy, and consistency. Inconsistency or incomplete

information may indicate the possibility of risk. E.g. a schedule error or cost error could be identified that would otherwise lead to variance in the budget or the project timelines. The common documents reviewed for the risk identification process include: the project charter, procurement plan, WBS, project scope statement, project schedule, cost estimates, and many others (Doval, 2019).

Performance of Health Projects

Project performance has been a hot issue across the world for several years now, as most stakeholders want to get a good return on their investment. According to Willumsen et al (2019), performance is the degree to which an institution reaches a set of pre-defined targets that are distinctive to its mission. Project performance management is the ongoing assessment of a particular project's value and efficacy. This key concept is used in various business and professional contexts to understand and improve team, department, and individual performance. These assessments, which concentrate on evaluating data and processes to improve the technique, can be carried out in a variety of ways. Various elements contribute to project success depending on the project's initial objectives. Project performance management will involve comparing the before-and-after data, determining whether the project's strategy was sound, and weighing the cost of the efficiency drive against the profit or improvement it produced. For example, if the main objective is to increase office efficiency by 20% (Ingle & Mahesh, 2022).

Project success arguments have taken center stage in most donor funding organizations, as opined by Chapman (2019), that foundations are concentrating increasing emphasis on quantifying the benefits of their grant-making and increasingly considering tactically about their giving. A range of funding companies have argued for a clear focus on project performance in donor-funded health projects (Willumsen et al, 2019). Project risks are crucial components that have a negative impact on project performance. Financial, strategic, hazardous, and operational risks are some of the many sorts of risks that might harm a project. (Almoradie, et al., 2020).

Empirical review

Risk Identification and Performance of Projects

Demisse (2021) evaluated the implementation of project risk management in the Bole Arabsa housing project. The study utilized a descriptive research strategy. Data from a 259-individual cluster sample were collected using questionnaires. Findings showed that there were irregularities as far as handling of uncertainties that occur within the project. Careful planning is not designed for the projects to overcome or handle uncertain events that may take place. Few respondents reported the project used risk identification such as expert judgment, checklist, document review, information gathering, & assumption analysis, most of them disagreed with the existence of the practice of these methods in the project.

Igihozo and Irechukwu (2022) examined “the risk management process and project performance in Kigali Rwanda”. The study adopted a descriptive research design with a mixed quantitative and qualitative and quantitative approach. The targeted population was 168 respondents and a sample of 118 was selected using a stratified sampling technique. The study discovered that identifying project risks had a favourable and significant impact on the performance of the Mpazi channel-building project. Twishime's (2023) study on “risk management and the performance of door-funded projects in Rwanda's urban development projects” discovered that risk identification was a significant aspect of project risk management, contributing to the 42.7% improvement in performance. The study indicated that risk identification had a positive significant association with the performance of donor-funded projects (β =.092) and also significantly affected project performance by 17.6% (Beta =.176, sig =.002).

Mwata and Mungai's (2023) study on the “influence of project risk management strategies on the performance of health projects in Mombasa County” discovered a significant positive (r

=.870) association between risk identification and project performance. The study demonstrated a positive correlation (β =.827) between risk identification and health project performance in Mombasa County. The study also discovered a substantial positive correlation (standardized Beta =.521, Sig =.040) between risk identification and health project performance in Mombasa County. The study used a nominal group technique to detect vulnerabilities in health projects in Mombasa County. An RBS was also used and maintained, despite the lack of a contingency plan.

RESEARCH METHODOLOGY

A descriptive-explanatory research design was adopted. In this study, the unit of analysis is the donor-funded health projects implemented in Southwestern Kenya. These projects include both standalone donor-funded initiatives and those implemented jointly by the Government of Kenya and international partners. Specifically, the Southwestern Kenya region which for the purposes of this study encompasses Migori, Homa Bay, Kisii, Nyamira, and Kisumu counties, hosts approximately 198 donor-funded health projects. The unit of observation in this study comprised project representatives drawn from these health projects. A census was adopted where the entire population of 198 respondents were studied. Primary data was collected using a questionnaire while secondary data came from journals, reports and other supporting documents. Both descriptive and inferential analysis used in this study.

RESEARCH FINDINGS

The questionnaires were administered to the sample size of 198 respondents in Southwestern region in Kenya, where 164 were duly filled and returned, giving a response rate of 82.8%. Thus, the response rate is adequate to make conclusive recommendations.

Descriptive statistics

The 5-point liker scale was used where the responses were coded as 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5 = Strongly Agree. The results were presented in tables and analysed and discussed. The descriptive statistics for the study variables are as follows:

Descriptive Statistics for Risk Identification Practices

The first objective was guided by the research question ‘To what extent does risk identification practices influence on performance of donor-funded health projects in Southern Western Kenya? The overall mean for risk identification is 3.26, suggesting a low level of effectiveness in identifying risks, though there is a more consistent perception of risk identification across projects (Std Dev = 1.068). The respondents moderately agreed on the early identification of individual risks in donor-funded health projects (M 3.39, Std Dev = 1.206). However, there is a difference in risk identification effectiveness across projects as indicated by the standard deviation. Early risk identification in donor-funded health projects is crucial, but its effectiveness varies significantly due to factors like project management capacity, stakeholder engagement, and the complexity of health interventions. Strong governance and better-trained teams tend to perform more consistent and effective early risk identification (Juma, 2024). The respondents didn’t indicate whether risk identification is a continuous process (M = 3.30), suggesting that it might be recognized as an ongoing process, but it's not consistent across all projects. The PMI (2021) highlights the importance of ongoing risk identification during the entire project lifecycle, enabling the timely detection and management of new risks, which ultimately strengthens project resilience and improves overall project management.

It was not agreed by respondents on whether risks were classified based on source and impact (M = 3.31, Std Dev = 1.382) as the mean and standard deviation suggest varying experiences in how systematically risks are classified. Effective risk management frameworks highlight the importance of categorizing risks based on their origin (such as technical, external, or organizational) and their effects (like financial, reputational, or operational) to effectively prioritize and customize mitigation approaches. Lock (2020) and the PMI (2021) by PMI note

that systematic categorization improves risk visibility and facilitates organized analysis. Respondents moderately agreed on brainstorming in risk identification (M = 3.45, Std dev = 1.235) suggesting a participatory approach in donor-funded health projects. The PMI (2021). In donor-funded health projects various stakeholders including donors, government entities, healthcare providers, and community representatives are engaged, making participatory methods such as brainstorming essential for thorough risk identification. The PMI (2021) acknowledges brainstorming as a powerful, inclusive technique for recognizing a wide array of risks through the utilization of diverse viewpoints. Kerzner (2022) further adds that brainstorming promotes active engagement from project stakeholders, aiding in the discovery of risks that may be missed by those working independently.

The respondents also moderately agreed that experts are engaged in the risk identification process (M = 3.46, Std Dev = 1.437) suggesting reliance on specialized knowledge. However, the high standard deviation shows that expert involvement may not be uniformly applied across all projects. The finding is consistent with current research that highlights the significant importance of expert judgment in improving the precision and reliability of risk identification. The PMI (2021) emphasizes the participation of experts as a vital method indicating that specialized knowledge is crucial for recognizing both typical and unexpected risks in intricate projects. Additionally, Song et al (2025) point out that the engagement of subject matter experts during the risk identification phase results in more thorough risk registers and enhances the decision-making process. Lastly, respondents agreed on the use of historical data for identifying risks in projects (M = 3.69, Std Dev = 1.355). The high standard deviation suggests differences in the extent to which projects use past experiences for risk identification. Historical records, such as lessons learned and risk registers, are crucial for risk identification and risk management. Organizations may lack systematic mechanisms to capture and reuse risk-related experiences, while cultural factors, data availability, and project documentation practices significantly influence the effectiveness of historical data in risk identification (Abu-Aisheh, 2021).

Table 1: Descriptive Statistics for Risk Identification Practices

Risk Identification Practices	Mean	Stdv
Individual risks are detected early in the donor-funded health projects' development.	3.39	1.206
Risk identification is an ongoing process that ensures all risks relating to donor-funded health projects are identified.	3.30	1.411
Risks are classified according to their source and the influence they have on project objectives.	3.31	1.382
The project team employs brainstorming to uncover the risks associated with donor-funded health programs.	3.45	1.235
Experts participate in the process of identifying risks in donor-funded health projects.	3.46	1.437
Historical data is also utilized to detect similar risks for donor-funded health projects.	3.69	1.355
Average Risk Identification Practices	**3.26**	**1.068**

In what ways does the risk identification practices affect the performance of donor-funded health projects?

Respondents had varied opinions about the question. The responses were based on various themes. Firstly, the respondents believed that risk identification projects affect project efficiency and success. They argued that effective risk identification allows projects to mitigate potential disruptions, leading to improved performance and successful project implementation. Respondents also mentioned that risk identification has a significant effect on project budget and resource allocation. They explained that identifying risks early helps in better financial and

resource planning, reducing cost overruns and inefficiencies. Identifying risks early aids in improved planning, minimizes disturbances, and guarantees the best use of resources and budgets, in accordance with the best practices emphasized in the latest project management literature (Association for Project Management, 2025; Kerzner, 2022).

Stakeholder confidence was also mentioned as being affected by the risk identification process. They argued that projects with structured risk identification processes may gain more trust from donors and stakeholders due to proactive problem-solving. This observation aligns with Sithambaram et al (2021), who argued that early and transparent identification of risks enhances credibility and stakeholder engagement, especially in development-oriented and donor-funded projects. Some respondents also mentioned delays and challenges. They posited that if risk identification is weak, projects may experience delays due to unforeseen risks, affecting timelines and outcomes. These findings are echoed in Fazly et al. (2024), who found that inadequate risk identification was a significant predictor of time and budgetary inefficiencies in project execution, particularly in infrastructure and public sector projects. Lastly, the respondents mentioned knowledge-based decision-making. The respondents mentioned that the use of historical data and expert input supports evidence-based risk management, enhancing strategic decision-making. This view is supported by Erfani (2023), who found that integrating historical data and expert judgment significantly improves the precision of risk assessments and enhances project resilience.

Descriptive Statistics for Performance of Donor-Funded Projects

The main objective of the study was to examine the influence of project risk identification practices on performance of donor-funded health projects in Southwestern Kenya. The average performance rating for donor-funded projects is 3.50, indicating moderate satisfaction with project outcomes. The standard deviation (0.919) suggests some variations in how respondents perceive project success. Overall, donor-funded health projects perform relatively well, but improvements in risk planning, stakeholder engagement, and project timelines could further enhance success rates. Respondents agreed that the donor-funded projects have experienced fewer risks due to an effective risk management process. The highest-rated factor (Mean = 3.86, Stdv = 1.392) suggests that effective risk management has helped projects experience fewer risks, implying that well-implemented risk strategies directly improve project stability. The finding indicates that respondents view effective risk management as a stabilizing force, enhancing project predictability, minimizing disruptions, and safeguarding deliverables, thereby supporting the argument that risk management is not just a compliance function. As reported by PMI's Pulse of the Profession (2020), organizations that have well-developed risk management practices experience greater project success rates, fewer delays, and lower instances of budget overruns. Efficient risk management plays a crucial role in enhancing project stability by recognizing and managing potential risks before they arise.

Respondents also agreed that the adoption of risk management practices has ensured project stakeholders are satisfied. Stakeholder satisfaction (Mean = 3.80, Stdv = 1.301) indicates that engaging stakeholders effectively enhances project performance. This finding supports existing literature that underscores stakeholder satisfaction as an important aspect of project success, especially in contexts involving development and donor funding. As noted by Fang (2023), actively communicating about risks and involving stakeholders in planning for risk mitigation boosts their confidence, encourages cooperation, and minimizes resistance during the implementation of projects. Additionally, the PMI (2021) points out that stakeholder engagement is vital not just for managing risks effectively, but also for making sure that risk priorities represent the values and concerns of those who will be most affected by the project's outcomes.

On ensuring quality health services (Mean = 3.35, Stdv = 1.262) and minimizing project delays (Mean = 3.23, Stdv = 1.231), respondents were not convinced suggesting that while risk management contributes to project success, delays and quality inconsistencies still exist. The

results suggest that risk management practices by themselves may not be adequate to completely eradicate operational inefficiencies in health projects funded by donors. The quality-of-service delivery and promptness frequently rely on a variety of interconnected factors, such as resource availability, coordination among stakeholders, reliability of the supply chain, and external disruptions. This is consistent with the conclusions drawn by Khan (2020), who highlight that while risk management frameworks improve project readiness, their success depends on the quality of implementation and their integration into wider project governance frameworks.

In addition, it wasn't clear whether project risk management strategies have helped ensure that donor-funded health projects are implemented within their desired project timelines (Mean = 3.30, Stdv 1.325). The fining that although risk management procedures may exist, their effect on project scheduling is often inconsistent or limited. The timely execution of projects frequently hinges on various external and internal elements including procurement efficiency, regulatory approvals, stakeholder coordination, and unexpected disruptions like public health crises or political instability that risk management approaches may not be able to fully manage. This perspective is echoed by Okumu et al. (2024), who noted that even with established risk management plans, numerous development projects continue to encounter delays due to systemic and contextual challenges.

Lastly, there was a slightly moderate agreement that the risk management strategies make it possible to complete donor-funded projects within the budget (Mean = 3.46, Stdv = 1.293). This indicates that although respondents acknowledge the potential importance of risk management in fostering adherence to budgets, their confidence in its effectiveness remains moderate and inconsistent. The average score reflects a general belief that risk management techniques like identifying cost-related risks, preparing financial contingencies, and conducting ongoing monitoring can aid in controlling budgets. Nonetheless, the experiences vary across different projects, likely due to differences in planning quality, resource availability, adherence to implementation, or unexpected cost-related issues like inflation, delays in procurement, or currency changes. This observation is consistent with the existing literature, such as Hidalgo (2025), who argued that while risk management is essential for cost control, its efficacy is frequently hindered by challenges in execution, scope creep, or insufficient integration with financial controls. Consequently, risk management plays a role in securing financial stability, but may not be enough on its own to ensure strict compliance with budgets without robust project governance and financial oversight mechanisms.

Table 2: Descriptive Statistics for Performance of Donor-Funded Projects

Performance of Donor-Funded Projects	Mean	Stdv
Project risk management strategies make it possible to complete donor-funded projects within the budget.	3.46	1.293
Project risk management strategies have helped ensure that donor-funded health projects are implemented within their desired project timelines.	3.30	1.325
The project risk management approach has ensured that quality health services are provided by donor-funded health projects.	3.35	1.262
The implementation of project risk management practices in donor-funded health projects has resulted in reduced project delays.	3.23	1.231
The projects have experienced fewer risks due to an effective risk management process.	3.86	1.392
The adoption of risk management practices has ensured that project stakeholders are satisfied.	3.80	1.301
Average Performance of Donor-Funded Projects	**3.50**	**0.919**

Correlation Analysis

Correlation analysis was used to establish the strength and direction of the relationship between the dependent and the independent variables. From the Table above, risk identification practices has a positive strong significant positive correlation with the performance of donor-funded projects in Southwestern Kenya ($r = 0.777$, $p = 0.000$). This implies that donor projects with effective risk identification tend to perform better. Table 3 shows the correlation analysis matrix.

Table 3: Correlation Matrix

		Project Performance	Risk Identification
Performance of Donor Funded Projects	Pearson	1	.777**
	Sig. (2-tailed)		. 000
	N	164	164

Regression analysis

Regression analysis was conducted to establish the relationship between the independent variable with the dependent variable. Risk identification practices has a direct (β1=.374) relationship with the performance of donor-funded health projects in Southwestern Kenya. Thus, an increase in Risk identification practices by .374 will lead to an increase in project performance by a unit. The relationship is significant since the p-value .000<.05 and the t-statistic (4.939) > ± (1.975) further indicate the significance of the Risk identification practices on the performance of donor-funded health projects in Southwestern Kenya. Thus, Risk identification practices significantly influences the donor-funded health projects in Southwestern Kenya. The standardized beta coefficient (Beta) also indicated the level of influence where risk identification practices had a significant (43.5%) influence on the performance of donor-funded health projects in Southwestern Kenya (.435). It was also the had high impact on the performance of donor-funded health projects in Southwestern Kenya.

The objective of the study was to determine the influence of risk identification practices on the performance of donor-funded health projects in Southwestern Kenya. The study found that risk identification significantly influences the performance of donor-funded health projects in Southwestern Kenya. Thurgood and Bugajenko (2023) outlined the risk identification life cycle as a structured method for project risk management, which aids project managers in making informed decisions about the use of tools and their timing. Tworek (2019) found that effective identification of the effects of the risk is especially vital as it guarantees increasingly compelling assurance against risks. The study found that brainstorming is the most popular technique among construction companies in Poland. SWOT analysis was also found to be another popular technique used in Poland and was also followed by a checklist. Similarly, Igihozo and Irechukwu (2022) found project risk identification to have a significant positive influence on the performance of the Mpazi channel construction project.

Table 4: Regression Coefficients for Risk identification practices and performance of projects

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.723	.235		3.071	.003
	Risk Identification practices	.374	.076	.435	4.939	.000

a. Dependent Variable: Performance of donor funded health Projects

Model fitting

From the results in Table 4, the constant was 0.723, risk identification practices (β_1 = 0.435) had a positive and significant influence on the performance of donor-funded health projects in Southwestern Kenya. An increase in risk identification would lead to an increase in performance while holding the other variable constant.

The regression model was fitted as below.

$$\gamma = \beta_0 + \beta_1 X_1 + \varepsilon, \text{`} \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\text{(i)}$$

Y = performance of donor-funded health projects

X_1 = Risk Identification Practices

Performance of Donor funded Projects = .723+ .374RI..... (ii)

CONCLUSION

The study found that risk identification practices has a significant influence on the performance of donor-funded projects in Southwestern Kenya. The study concludes that risk identification is the most significant predictor of donor-funded health project performance in Southwestern Kenya, with a 43.5% impact. However, its effectiveness is low. Risk identification is practised continuously but lacks consistency. It uses participatory approaches and historical data, but improving consistency and systematic classification could enhance project performance.

RECOMMENDATION

The study found that risk identification practices has a significant influence on the performance of donor-funded health projects in Southwestern Kenya. However, the effectiveness of risk identification was inconsistent. The study recommends strengthening the efficacy and consistency of risk identification by adopting standardized procedures and classification techniques across donor-funded health projects. Systematic risk categorization should be reinforced through participatory approaches that actively involve all stakeholders, supported by regular brainstorming sessions and expert input to capture diverse perspectives. To enhance accuracy, projects should integrate historical data and ensure frequent updates of risk assessments to reflect emerging challenges. Finally, a centralized risk database is recommended to facilitate continuous, systematic identification processes and knowledge exchange across projects.

REFERENCES

Abu-Aisheh, Y. I. (2021). "Lessons Learned, Barriers, and Improvement Factors for Mega Building Construction Projects in Developing Countries: Review Study". *Sustainability, 13*(19). Retrieved from https://doi.org/10.3390/su131910678.

Adjagba, A.O., Oguta, J.O., Akoth, C. *et al (2025).* Sustainability starts with spending: public financial management lessons from Kenya's universal health care pilot. *BMC Health Serv Res* **25**, 1029 doi:10.1186/s12913-025-13194-7

Almoradie, A., de Brito, M. M., Evers, M., Bossa, A., Lumor, M., Norman, C., & Hounkpe, J. (2020). "Current flood risk management practices in Ghana: Gaps and opportunities for improving resilience". *Journal of flood risk management, 13*(4).

Association for Project Management. (2025). *"APM Body of Knowledge"* (8th ed.). Association for Project Management: Buckinghamshire.

Chapman, J. (2019). Exploring the value of risk management for projects: improving capability through the deployment of a maturity model, IEEE Engineering Management Review, 47(1), 126-143

Demisse, A. G. (2021). *"Assessment of risk management practices on housing projects: the case of Bole Arabsa housing project".* St Mary's University.

Doval, E. (2019). Risk management process in projects. *Review of general management, 30*(2), 97-113.

Erfani, A. (2023). *"Data-Driven Risk Modeling for Infrastructure Projects Using Artificial Intelligence Techniques".* PhD thesis, University of Maryland.

Fang, Y. (2023). *"Stakeholder Behaviour and Management During the Course of a Project: A Case Study on Green Energy Project Operation".* Master's in industrial management and innovation, Uppsala University.

Fazly, R., Raees, N., Shafi, M. Q., & Iqbal, S. (2024). "Impact of project planning and project risk management on project success: moderating role of project managers' competencies in the construction sector in Afghanistan". *Journal of Humanities, Social and Management Sciences, 5*(2), 1-20. Retrieved from http://dx.doi.org/10.47264/idea.jhsms/5.2.1

Girma, S. (2018). *"Practice of project risk management: The case of challenge TB projects under management science for health".* Thesis for Master's in Project Management, St Mary's University School of Graduate Studies, Addis Ababa, Ethiopia.

GOK. (2020). *'The First National Communication of Kenya to the Conference of the Parties to the United Nations Framework Convention on Climate Change'.* Nairobi: Government Printers.

Hidalgo, A. (2025). *"What is Integrated Project Controls?".* Retrieved from https://www.mastt.com/blogs/integrated-project-controls

Igihozo, L., & Irechukwu, E. (2022). "Project Risk Management Process and Performance of Mpazi Channel Construction Project in Nyabugogo, Kigali-Rwanda". *Journal of Strategic Management, 6*(2), 31–44.

Ilesanmi, O. S., & Afolab, A. A. (2022). "Sustainability of Donor-Funded Health-Related Programs Beyond the Funding Lifecycle in Africa: A Systematic Review". *Cureus, 14*(5). doi:10.7759/cureus.. 24643

Indeed Editorial Team. (2022). *"What Is Risk Identification? Definition and Tools".* Retrieved from indeed.com: https://www.indeed.com/career-advice/career-development/risk-identification

Ingle, P. V., & Mahesh, G. (2022). Construction project performance areas for Indian construction projects. International Journal of Construction Management, 22(8), 1443-1454.

Juma, C. (2024). *"Project risk management and sustainability of donor-funded projects in Nairobi County, Kenya".* MBA thesis in project management, Kenyatta University.

Kerzner, H. (2022). *"Project management best practices: Achieving global excellence".* John Wiley & Sons.

Kinuthia, T. K. (2023). *"Influence of risk management strategies on performance of donor-funded projects: A case of Water, Sanitation and Hygiene projects in Turkana County, Kenya".* MA thesis in project planning and management, University of Nairobi.

Lock, D. (2020). *"Project Management"* (10th ed.). Gower Publishing.

Maarifa Centre. (2024). *"South Nyanza".* Council of Governors.

Makokha, P. S. (2023). *"Project Management Strategies and Implementation of Donor Funded Health Care Projects in Mathare Constituency, Kenya.".* University of Nairobi.

Mwata, M. T., & Mungai, A.-M. W. (2023). "Project risk management practices and performance of health projects in Mombasa County, Kenya". *International Journal of Management and Business Research, 5*(2), 344-356.

Odhiambo, Y. A., & Senelwa, A. (2021). 'Effect of project risk transfer strategy on project sustainability of NGO healthcare projects in South Nyanza, Kenya'. *International Journal of Social Sciences and Information Technology, vii*(xii), 18-28.

Ogise, A., & Gachengo, L. (2023). "Monitoring & Evaluation Systems and performance of OF Disease-Specific health projects in Homa Bay County, Kenya". *The Strategic Journal of Business & Change Management, 10*(4), 1388-1406. doi:10.61426/sjbcm.v10i4.2825

PMI. (2021). *"A Guide to the Project Management Body of Knowledge: PMBOK Guide"* (6th ed.). Newtown Square, PA: Project Management Institute, Inc.

Republic of Kenya. (2023). *'Sector Plan for Health'.* Nairobi: Government of the Republic of Kenya.

Roseke, B. (2020). *'The Risk Planning Process'*. Retrieved from projectengineer.net: https://www.projectengineer.net/the-risk-planning-process/

Sithambaram, J., Nasir, M. H., & Ahmad, R. (2021). "Issues and challenges impacting the successful management of agile-hybrid projects: A grounded theory approach". *International Journal of Project Management, 39*(5), 474-495.

Thurgood, C., & Bugajenko, O. (2023). *'Risk Identification Definition, Process & Methods'*. Retrieved from study.com: https://study.com/academy/lesson/risk-identification-process-analysis.html

Tversky, A. (1967). Additivity, utility, and subjective probability. *Journal of Mathematical Psychology, 4*, 175-201.

Tversky, A., & Kahneman, D. (1979). Prospect Theory: An Analysis of Decision under Risk. *Econometrics, 47*(2), 263-291.

Tworek, P. (2019). Methods of risk identification in companies' investment projects. *ResearchGate*.

UNDP-Global Fund and Health. (2023). *'Global fund Operational risk management'*. Retrieved from ndphealthimplementation.org

Urbanski, M., Ul-Haque, A., & Oino, I. (2019). The moderating role of risk management in project planning and project success: evidence from the construction business of Pakistan and the UK. *engineering management in production and services, 11*(1), 23-35.

USAID. (2022). *'U.S investments in Kenya per County'*. Retrieved from usaid.gov: www.usaid.gov

Willumsen, P., Oehmen, J., Stingl, V., & Geraldi, J. (2019). "Value creation through project risk management". *International Journal of Project Management, 37*(5), 731-749.