Effect of Risk Identification on Project Implementation among Faith Based Construction Projects in the Diocese Of Ngong.

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ABSTRACT

Projects are marred with various challenges and uncertainties from the onset of their inception to implementation and completion phases. These uncertainties if not mitigated properly affect subsequent delivery of project objectives thereby causing delays, cost overruns and sometimes may lead to project failures. Therefore, risk management practices are major features in project management that project managers, project teams and related stakeholders must effectively employ to deal with the risks and uncertainties that may interfere with the projects in order to realize the project success. This study therefore sought to analyze the effect of risk identification on project implementation among Catholic Church construction projects in the Diocese of Ngong. Contingency theory informed the foundation upon which the study variables were reviewed to establish their relationships. The study adopted a descriptive case design to analyze how risk management practices affect the implementation of projects in Catholic Diocese of Ngong. The target population involved 240 members that were drawn from the PPC and PEC. The sample size was 72 members whom were selected by simple random sampling and purposive sampling techniques to give each member in the population a chance of selection and ensure that only those with relevant information are involved in the study. A structured questionnaire aided in gathering primary data for the study. The questionnaires were issued to the respondents through a drop and pick method and data collected were analyzed with the help of statistical packages for social sciences (SPSS) version 23. Quantitative data were analyzed using descriptive analysis while qualitative data were analyzed through content analysis and data presented in frequency tables, pie charts and graphs. The results also showed that there was a weak positive significant relationship between risk identification and project implementation though these had a direct link to a successful project implementation. The study recommended that organizations should formulate and put in place elaborate risk identification strategies to enable them succeed in their project implementation. The researcher further recommends for more studies to be conducted on risk management practices other than the ones the study concentrated as they only accounted for 86.8%.

Keywords: Risk Identification, Project Implementation

1.0 INTRODUCTION

1.1 Background of the Study

According to PMI (2004) a project risk is any uncertain event or condition that when occurs results to a negative or positive effect on the project objectives. Risk identification is the process of determining which risks may affect the project and documenting their characteristics. The key benefit of this process is documentation of existing risks and the knowledge and skills offered by the project team anticipate risk events (Murungi, 2020).

The main purpose of identifying risks is to obtain a list of potential risks that should be managed in a project (PMI, 2004). The project manager must be in a position to recognize and identify potential risks that may tamper with the project and try to correlate them with their effects on the project performance. Different techniques are applied in order to find all potential risks which might impact on a specific project. It is imperative to use a method that the project team is most familiar with and which the project will benefit from. This aims at highlighting the potential problems, in order for the project team to be aware of them and devise a mechanism of dealing with them so that they do not affect the project deliverables (PMI, 2004).

Kululanga and Kotcha, (2014) observe that risk identification involves understanding and determining the potential unsatisfactory results/outcomes that are likely to affect a project. Risk identification involves the use of expert judgment, brainstorming, Delphi technique and interviews techniques. During risk
identification, the project team primarily considers a range of potential events that are likely to affect the project performance and such events may be stemming from both internal and external sources. Kasamska (2017) also posits that one of the biggest challenges in project implementation is risk management and which is a crucial factor in the project completion and success. Risk management in projects is particularly sensitive to identifying and minimizing risk potential, so that the project completion is ensured.

Gitau, (2015) argues that the process of risk identification ordinarily starts before the project is initiated and the number of risks increase as the project matures through the lifecycle. When project managers and their teams identify a risk, they need to first assess it to ascertain whether it has a possibility of occurring, the degree of its impact to the scheduled plan, scope, cost, and quality, and then prioritized through ranking. Risk events may impact on only one or while others may impact the project with multiple impact categories. The basis of assigning risk priority is dependent on the probability of occurrence of the risk, number of categories impacted and the degree (low, medium, high) to which they impact the project. All identifiable risks should be entered into a risk register, and documented as a risk statement.

1.2 Statement of the Problem

The effective implementation of construction projects within faith-based organizations, particularly in the Diocese of Ngong, is crucial for achieving project time, cost, quality, safety, and environmental sustainability objectives. Despite significant efforts by key stakeholders in the construction industry, many projects in Kenya, including those within faith-based organizations, face challenges such as cost overruns and delays. These issues impact project schedules and budgets, ultimately hindering successful project outcomes.

Past studies on risk management practices and project implementation across various sectors have consistently highlighted the detrimental effects of inadequate risk identification and management. Construction projects in Kenya, in general, have experienced poor cost and schedule performance, leading to project abandonment. Reports from Deloitte East Africa (2017) reveal that 48% of projects in Kenya exceed their budgets, and 87% experience time overruns, often attributed to procurement delays and irregularities.

Existing research in related fields, such as Mwangi, & Ndegwa, (2020), study on risk management practices in construction projects and Kiarie, (2017), investigation into the impact of risk management strategies on small and medium enterprises, underscores the need for effective risk identification in various project dimensions. However, no specific studies have focused on risk identification practices within faith-based construction projects in Kenya.

This research aims to fill this gap by examining the effect of risk identification practices on the implementation of faith-based construction projects in the Diocese of Ngong. By investigating how risk identification strategies impact project success, this study aims to contribute valuable insights to the enhancement of risk identification practices within faith-based construction projects, ultimately improving their overall performance.

1.3 Research Objectives of study

The general objective of the study was to examine the effect of risk identification on project implementation among faith based construction projects in the Diocese of Ngong.

1.4 Research Questions

What is the effect of risk identification on project implementation among faith based construction projects in the Diocese of Ngong?

1.6 Scope of the Study

The study was carried out at the Catholic Diocese of Ngong and involved ten parishes in Ngong Deanery. Ngong diocese was chosen because the diocese has experienced many project delays compounded by cost overruns, long time of completion, project designs etc. and therefore will interrogate risk identification practices initiated to ensure the project implementation is not affected by such uncertainties. The study concentrated on assessing the effect of risk identification practices on project implementation among faith based organizations. It majorly concentrated on assessing the risk identification practices on project implementation of construction projects that are carried out by the Catholic Church in the Catholic Diocese of Ngong. The study involved the catholic church development consortium members, development committee members and the parish council of all the parishes in Ngong Diocese, that oversee project
implementation in the study area. The study was carried out through the months of July to December 2022.

II. LITERATURE REVIEW

2.1 Theoretical Review
Contingency Theory, as elucidated by (Donaldson, 1995a, 1995b, 1996a, 2001), forms a pivotal foundation for understanding organizational design, particularly in the context of faith-based construction projects in the Diocese of Ngong. This theory posits that the effectiveness of an organizational structure is contingent upon its alignment with specific contextual factors. The Contingency Approach challenges traditional models advocated by theorists like Taylor and Fayol, emphasizing that organizations are unique entities with varying contingency variables, necessitating diverse management approaches. Mintzberg (1979) identified eleven contingency variables, encompassing environmental aspects and internal organizational design parameters. The chosen variable in this study is intricately linked to the Contingency Approach. Recognizing the significance of macro-environmental factors, the theory highlights that organizations, especially in the construction sector, need flexible management to adeptly respond to diverse challenges posed by the environment, such as economic, cultural, political, and social factors. The overarching objective is to tailor strategic plans and management practices to ensure successful project delivery aligning with the organization's goals, mission, and the specific demands of the Diocese of Ngong. Ultimately, the application of Contingency Theory in this research seeks to enhance the understanding of how risk management practices can be adapted to the unique context of faith-based construction projects, contributing to the successful realization of project objectives within specified constraints (Charles, & Benson, 2023).

2.2 Conceptual Framework
A conceptual framework is a structure of concepts and or theories which are put together as a map for the study and it shows the relationship of research variables (Mugenda & Mugenda, 2008). In order to provide an explanation for the link that exists between the independent factors and the dependent variable, the conceptual framework is utilized.

![Conceptual Framework Diagram]

3.0 RESEARCH METHODOLOGY
The research design for this study adopts a descriptive case design to investigate the impact of project risk management practices on the implementation of construction projects in the Catholic Diocese of Ngong. This design, as recommended by Orodho (2003), facilitates the systematic collection and interpretation of data for clarification purposes. Mugenda and Mugenda (2003) assert that a descriptive survey research design is suitable for exploring attitudes, perceptions, values, and behaviors of a population. The target population includes 240 members of the Parish Pastoral Council (PPC) and Parish Executive Council members (parish priests) involved in Catholic projects in the Diocese of Ngong. Sampling techniques, such as simple random and purposive sampling, are employed to select a sample size of 72 respondents, representing 30% of the population. Data collection involves structured questionnaires, utilizing Likert scale questions, to comprehensively evaluate objectives. A pilot study ensures questionnaire clarity and reliability. The reliability of the instrument is assessed through the test-retest method and the Cronbach’s alpha coefficient, while content validity is ensured through expert judgment. Data analysis utilizes both descriptive and inferential statistics, including correlation analysis and multiple regression models, with SPSS version.
23. Results are presented in tables, figures, and thematic narratives for clarity and understanding.

**RESEARCH FINDINGS AND DISCUSSION**

### 4.1 Response Rate

The study sought to examine the effect of project risk management practices on project implementation among faith-based construction projects in the Diocese of Ngong. The research targeted the parish pastoral council and parish executive council members. A total of 72 questionnaires were distributed to the respondents (PPC and PEC members) that were drawn from the 10 parishes in the Ngong Diocese. Out of these, only 61 were collected having been fully filled. This represented 85% response rate while 11 questionnaires were not returned, representing 15%. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for data analysis and reporting; a rate of 60% is good whereas a response rate of 70% and above is excellent. This implies that a response rate of 85% achieved by the study was sufficient and suitable for data analysis and reporting. (See Table 4.1) below.

#### Table 4.1 Response rate

<table>
<thead>
<tr>
<th>Response rate</th>
<th>No. of respondents</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned</td>
<td>61</td>
<td>85</td>
</tr>
<tr>
<td>Not returned</td>
<td>11</td>
<td>15</td>
</tr>
<tr>
<td>TOTAL</td>
<td>72</td>
<td>100</td>
</tr>
</tbody>
</table>

The study results show that 85% of the respondents participated in the study and answered the questions on the questionnaire whereas 15% did not. However, the 15% who did not respond by returning the questionnaires did not have an adverse effect on the study.

### 4.2 Descriptive Statistics

The overall objective of this research was to examine the effect of project risk management practices on project implementation among faith-based construction projects in the Diocese of Ngong. The focus of the research was on the Catholic church projects in Ngong diocese. The study covered all the diocesan parishes within the Ngong Deanery and involved the PPC and PEC members who are charged with the implementation of the projects within the church organization. This section provides descriptive analysis of the findings on the four research objectives and their effect on project implementation. Specific questions on various aspects of each of the four objectives were created to elicit responses about how they affect project implementation. The analysis yielded the following results.

#### 4.2.1 Risk Identification

The study investigated the extent to which the respondents agreed with some statements on risk identification practice as observed in their committees. A total of five items on risk identification were asked to the respondents. The items were measured on a five-point Likert scale where 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The results are presented in Table 4.2.

#### Table 4.2: Risk Identification

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>STD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Early identification of both internal and external sources of risk can lead to early identification of risks.</td>
<td>0.0</td>
<td>0.0</td>
<td>6.6</td>
<td>31.1</td>
<td>62.3</td>
<td>4.56</td>
<td>.62</td>
</tr>
<tr>
<td>Identifying risk type at early stage presents a clear path to managing various risks even the unforeseen risks.</td>
<td>0.0</td>
<td>4.9</td>
<td>1.6</td>
<td>34.4</td>
<td>59.0</td>
<td>4.48</td>
<td>.766</td>
</tr>
<tr>
<td>Risk classification technique has enabled our project managers to identify the risks in terms of potentiality to minimize risk handling and maximize project time.</td>
<td>3.3</td>
<td>6.6</td>
<td>23.0</td>
<td>41.0</td>
<td>26.2</td>
<td>3.8</td>
<td>1.014</td>
</tr>
<tr>
<td>Our organization has commonly employed risk categorization method to identify and anticipate potential problems, hence strategies to minimize or avoid impact.</td>
<td>6.6</td>
<td>4.9</td>
<td>18.0</td>
<td>41.0</td>
<td>29.5</td>
<td>3.82</td>
<td>1.118</td>
</tr>
</tbody>
</table>
Potential risk recognition helps in identifying and differentiating high potential risks from low potential risk, hence maximum utilization of resources.

<table>
<thead>
<tr>
<th></th>
<th>0.0</th>
<th>1.6</th>
<th>6.6</th>
<th>27.9</th>
<th>63.9</th>
<th>4.54</th>
<th>.697</th>
</tr>
</thead>
</table>

Key: SD= Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree M=Mean, STD= Standard Deviation

The study sought to establish whether early identification of both internal and external sources of risk would lead to early identification of risks. The results of the study indicated that none of the respondents strongly disagreed nor disagreed on the statement. However, 6.6% had neutral opinion whereas 31.1% agreed and 62.3% strongly agreed that indeed early risk identification was critical and must start with identifying the sources in order to understand the nature of risks. On average $(M=4.56, \text{STD}= .62)$ majority of the respondents were in agreement with the statement and opined that the PPC and PEC always emphasized on project risk identification in order to put up measures to counter their effects on implementation of their church projects.

Similarly, the respondents were asked whether identification of risk types at early stage presented a clear path to managing various risks in the projects. 4.9% of the respondents disagreed that identification of risk types at early stages of project implementation presented a clear path of managing various risks while a paltry 1.6% were of neutral opinion. Though 34.4% agreed and 59% strongly agreed respectively. From the results it is observable that the organization have a priority on early risk type identification to enable them manage various risk types as presented by a mean of 4.48 and standard deviation of 0.766. these findings conform with Kululanga and Kotcha, (2010) observation that risk identification should involve a clear understanding and determining the potential unsatisfactory results/outcomes that are likely to affect a project.

The respondents were further asked whether risk classification technique enabled project managers to identify risks in terms of potentiality to minimize risk handling and maximize project time. 26.2% and 41% of the respondents strongly agreed and agreed respectively citing that their mode of risk classification greatly enables their project managers to identify risks in the order of their potentiality and hence minimizing risk handling while at the same time allow them realize the project objectives in time. A good percentage of the respondents (23%) had neutral position whereas a minority of 6.6% and 3.3% disagreed and strongly disagreed. On average, the respondents indicated that risk classification techniques employed by their PPC and PEC councils enabled the project managers to identify the risks hence creating a smooth environment for implementation of the church projects without delays.

It was also found that the organization has employed risk categorization method to identify and anticipate potential problems, hence strategies to minimize or avoid impact of risk on project implementation had always been in place to mitigate on the risk effect as indicated by the majority opinion (29.5% and 41% who agreed and strongly agreed respectively). 18% of the respondents had a neutral opinion on the statement whereas 4.9% disagreed while 6.6% of the respondents strongly disagreed with the statement. On average the results showed that the church had put measures that enabled them to identify and anticipate potential problems that would otherwise affect implementation of their projects $(M=3.82 \text{and } \text{STD}=1.118)$. Finally, when the respondents were asked if potential risk recognition helps in identifying and differentiating high potential risks from low potential risk in order to maximize utilization of resources, 1.6% disagreed, while 6.6% had neutral opinion. Majority had positive opinion as reflected by 27.9% who agreed and 63.9% who strongly with the statement. On average, the respondents indicated that potential risk recognition helped in identifying and differentiating high potential risks in order to maximize resource utilization $(M=4.54 \text{ and } \text{STD}=0.697)$.

The respondents were further asked how they would prioritize the identified risks in their organization. 52.5% stated that financial risk would be given priority whereas 47.5% preferred contractual risk to be considered first. The implication of this finding was that financial risks would impede the process of implementation and had a residual effect on the project schedule and resources.

4.2.2 Project Implementation

The study went ahead to investigate the extent to which the respondents agreed with some statements on
project implementation as the dependent variable of the study. A total of four items on project implementation were asked to the respondents.

**Table 4.3: Project Implementation**

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD %</th>
<th>D %</th>
<th>N %</th>
<th>A %</th>
<th>SA %</th>
<th>MEAN</th>
<th>STD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled project completion program has ensured majority of the projects undertaken by the organization gets to successful completion</td>
<td>0.0</td>
<td>3.3</td>
<td>4.9</td>
<td>50.8</td>
<td>41.0</td>
<td>4.30</td>
<td>0.715</td>
</tr>
<tr>
<td>Unforeseen cost overruns affect the project implementation program hence need for measures to avert the risk of overrun</td>
<td>1.6</td>
<td>4.9</td>
<td>9.8</td>
<td>44.3</td>
<td>39.3</td>
<td>4.15</td>
<td>0.910</td>
</tr>
<tr>
<td>A good project outcomes clearly indicate that the project managers applied risks management techniques</td>
<td>1.6</td>
<td>3.3</td>
<td>4.9</td>
<td>37.7</td>
<td>52.5</td>
<td>4.36</td>
<td>0.857</td>
</tr>
<tr>
<td>The key aspect of quality is essentially the extent to which the company is able to meet stakeholder expectations on certain dimensions that have value for them</td>
<td>0.0</td>
<td>0.0</td>
<td>6.7</td>
<td>38.3</td>
<td>55.0</td>
<td>4.48</td>
<td>0.624</td>
</tr>
</tbody>
</table>

Key: SA=Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree, M=Mean, STD=Standard Deviation

The study sought to establish whether project completion programs ensured projects undertaken by the organization are successfully completed within project schedule. Findings from Table 4.10, indicate that 3.3% of the respondents disagreed with the statement, 4.9% had a neutral opinion whereas 50.8% agreed and 41% strongly agreed. On average the study found that successful project completion was influenced by the scheduled project completion programs designed for the projects. This provided the basis upon which project success would be evaluated when other factors are taken into consideration (Leshinka, & Nyaberi, 2023).

When the respondents were asked whether unforeseen cost overruns affect project implementation with a well-planned implementation program, 1.6% of the respondents strongly disagreed, 4.9% disagreed and 9.8% held a neutral opinion on the statement. On the other hand, 44.3% of the respondents agreed and 39.3% strongly agreed with statement affirming that cost overruns will only affect project implementation when not considered during project planning. On average, the respondents agreed that unforeseen financial risks could jeopardize project implementation and need consideration during project planning to avert such risks (Mean=4.15, STD = 0.910). This conforms with El Nawawy et al., (2017) position that unanticipated cost overruns and delays in project schedule could negatively affect project implementation if not take care of by the project managers and project team.

When the respondents were asked whether good project outcomes were an indication of project managers’ application of risk management techniques, 1.6% of the respondents strongly disagreed, 3.3% disagreed and 4.9% gave a neutral opinion on the statement. On the other hand, 37.7% of the respondents agreed to the statement while another 52.5% of the respondents strongly agreed. The respondents affirmed that it was critical for project managers to employ risk management techniques to guarantee good project outcomes as represented by a mean of 4.36 and standard deviation of 0.857.

Lastly, the respondents were asked whether key aspect of quality is essentially the extent to which the company is able to meet stakeholder expectations on certain dimensions that have value for them, none of the respondents neither strongly disagreed nor disagreed with the statement. Only 6.7% of the respondents held a neutral opinion whereas 38.3% and 55% of the respondents agreed and strongly agreed with the statement. This showed that quality was an essential factor in projects deliverables in meeting stakeholder expectations of value from diversified dimensions as indicated by a mean of 4.48 and standard deviation of 0.624.

**4.3.1 Pearson Correlation**
The correlation analysis was carried out in order to determine the relationship between the independent
variables and the dependent variable of the study. The Pearson correlation coefficient \( r \) was used to establish the degree of relationship between the variable. Pearson correlation coefficient \( r \) is a statistical measure of strength of linear relationship between paired data. It is denoted by letter \( r \) and is by design constrained as \(-1 < r < +1\). Positive values indicate positive linear correlation; negative values indicate negative linear correlation; 0 indicates no linear correlation; the closer the value is to 1 or \(-1\), the stronger the linear connection. If the coefficient of correlation between two variables is more than 0.5, they are considered to be correlated. If any two predictor (independent) variables have a correlation, one of them must be eliminated from the analysis (Yule & Kendall 1991). As can be seen in table 4.4, none of the predictor variables had a coefficient of correlation greater than 0.5, hence they were all included in the model.

### Table 4.4: Pearson Correlations

<table>
<thead>
<tr>
<th></th>
<th>PI</th>
<th>RI</th>
</tr>
</thead>
<tbody>
<tr>
<td>PI</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.004</td>
</tr>
<tr>
<td>N</td>
<td>61</td>
<td>61</td>
</tr>
<tr>
<td>RI</td>
<td>Pearson Correlation</td>
<td>.363**</td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.004</td>
</tr>
<tr>
<td>N</td>
<td>61</td>
<td>61</td>
</tr>
</tbody>
</table>

#### 4.3.2 Regression Analysis

Regression analysis was used to determine the relationship between the dependent variable and independent variables of the study. The model was then put through a series of testing to see if it was satisfactory. The aim was to establish a linear relationship between the dependent variable and the independent variables.

### Table 4.5: Model Summary

<table>
<thead>
<tr>
<th></th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
<td>.363a</td>
<td>.132</td>
<td>.124</td>
<td>.342</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), RI,

The study found that the independent variables in the study explained a significant proportion of variance in implementation of faith based construction projects in Ngong Catholic Diocese, where, \( R^2 = .132 \). This implied that the model could explain 13.2% of the proportion in the implementation of construction projects.

#### 4.3.3 Analysis of Variance (ANOVA)

The analysis of variance (ANOVA) test was used to determine the model's significance in this study. This was done expressly to see if the variation in the independent variables could account for the observed variance in the outcome (Dean & Illowsky 2013). The outcomes were shown in Table 4.6 below.

### Table 4.6: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.731</td>
<td>1</td>
<td>7.731</td>
<td>7.021</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>15.416</td>
<td>59</td>
<td>.275</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>23.148</td>
<td>60</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: PI
b. Predictors: (Constant), RI

The results shown in table 4.6 above, showed that the F-value for regression is 7.021 which is significant at \( p \) value of 0.000, hence indicated that the regression relationship was significant in predicting how risk management policies, risk identification, stakeholder inclusion and risk response planning, affected project implementation of faith-based construction projects at the Catholic Diocese of Ngong.
SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 Summary Of The Study

5.1.1 Effect of Risk Identification on Project Implementation Among Faith Based Construction Projects in The Diocese of Ngong

Findings revealed that risk identification was an essential risk management practice that influenced an organization’s resolve to develop strategic measures to reduce the effect of risks on project implementation. Further it was established that with good risk identification framework in place, project implementation would realize its goals of delivering the benefits to its stakeholders in general. Elaborate risk classification techniques enabled project teams to design methods upon which potential and anticipated risks are handled to minimize/reduce their effects on project implementation. The results also showed that risk identification should involve understanding and determining the potential unsatisfactory outcomes that are likely to affect a project implementation.

5.1.5 Project Implementation

The general objective of the study examined the effect of risk management practices on the project implementation of faith-based construction projects in the catholic diocese of Ngong. Based on the results of the study, it was established that successful project completion was influenced by the scheduled project completion programs that had been designed for the projects and this provided the basis upon which project success would be evaluated when other factors were taken into consideration. The research also found that as much most faith-based projects succeeded in their implementation, the implementation processes was majorly affected by cost overruns. The cases of cost overruns were found to be as result of project manager’s overlooking of unforeseen financial risks that could jeopardize project implementation process. The results also showed that project quality, cost, and timelines were essential elements when considering projects’ deliverables in meeting stakeholder expectations of value from diversified dimensions.

5.2 Conclusion

Risk identification and project implementation had the third largest positive relationship. The study established that project execution would achieve its aims of delivering benefits to its stakeholders in general if a solid risk identification strategy was in place.

5.3 Recommendations

It can be noted that the study revealed that risk identification was a key element in achieving project implementation success, therefore the study recommended that other than faith-based organization, there is a need for incorporation of risk identification frameworks by organizations to enable them to deliver their projects objectives on time and within the budget.

5.4 Areas For further Study

The study concentrated on effect of risk identification practices on implementation of faith-based construction projects in the Catholic Diocese of Ngong. The study mainly examined risk identification practices though there are a number of other risk identification which have not been exhaustively covered by this study.

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