

**RISK MANAGEMENT STRATEGIES AND SUCCESS OF COMMUNITY WATER
PROJECTS IN KAJIADO COUNTY, KENYA**

BY

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**MASTER OF BUSINESS ADMINISTRATION
(PROCUREMENT AND SUPPLIES MANAGEMENT)**

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KCA UNIVERSITY

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**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
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OCTOBER, 2024

DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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I do hereby confirm that I have examined the master's dissertation of

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And have certified that all revisions that the dissertation panel and examiners recommended have been adequately addressed.

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ABSTRACT

Water plays a key role in citizens lives. The critical value of water even becomes more prominent when the resource is scarce like among the citizens in Kajiado County. The current study therefore seeks to assess how risk management strategies influence the success of community water projects in Kajiado County, Kenya. The specific objectives of the study are; To determine how project risk identification affects the success of community water projects, to establish how project risk analysis influences the success of community water projects and to ascertain the effect of project risk response and monitoring on the success of community water projects in Kajiado County, Kenya. The research is anchored on contingency and prospect theories targeting a population of 140 donor funded water projects. The study adopts a descriptive research design, purposive and random sampling technique will be used to achieve a sample of 217 respondents determined through use of Slovin's formula. Data will be collected through use of a self-administered questionnaire, analysed using both descriptive and inferential statistics and presented using tables. It is expected the study findings will find use among researchers, policy makers and community management committee members. From the model summary, risk identification, risk analysis and risk monitoring & response are all capable of explaining the variances in project success with remaining been accounted for by additional variables that were not taken into consideration when developing this model. In light of this, the model achieved statistical significance. The regressions results showed that project risk identification had significant positive beta coefficient. Based on result, it was concluded that improved risk identification would result to improved success of water projects in Kajiado County, Kenya. Additionally, the research findings showed that risk analysis had significant positive beta coefficient. Similarly, a conclusion was made that improved risk analysis would result to improved success of water projects in Kajiado County, Kenya. Lastly, risk monitoring and response had significant positive beta coefficient. A conclusion was made that improved risk monitoring and response would result to improved success of water projects in Kajiado County, Kenya. According to the descriptive statistics, it was shown that the community water project did not adhere to the allocated budget effectively. This study recommends that the management of different water projects fast track the implementation of different project to ensure they operate within budgets. Also, Of the three independent variables; Risk identification, Risk analysis and Risk monitoring/Response, Risk identification had greatest effect on success of water projects in Kajiado County. This study recommends that the management of these water project ensure that they put in place good risk identification framework so as to help make these projects successful.

DEDICATION

I dedicate this research DISSERTATION to my beloved parents and husband for their encouragement and sacrifices. Your boundless love, resilience, and wisdom continue to inspire me every day.

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LIST OF ABBREVIATIONS

GDP	Gross Domestic Product
PPPs	Public Private Partnerships
SMEs	Small and Medium-sized Enterprises
SNBS	Somalia National bureau of statistics
SPSS	Statistical Package for Social Sciences
SWOT	Strength, Weakness, Opportunity, Threat
TOC	Theory of Constraints

DEFINITION OF TERMS

Project:	To realize the business case to achieve the desired results, create unique products, services or benefits (PMI, 2004) and take action to achieve strategic goals.
Project Management:	Refers to the tools used to manage features and activities in a project to achieve goals and needs.
Risk:	it is defined as an uncertain event or situation that affects the target project positively (called opportunity) or negatively (primarily called threat).
Risk Management:	refers to effective ways of understanding risk management principles using appropriate methods and procedures according to PMBOK Guides (PMI, 2004) to proactively plan, identify, identify, respond to and monitor and manage project risks. Manage risk situations and overall project risks.
Project Success:	When a project is finished on schedule, under budget, satisfies stakeholders, and meets specifications, it is often deemed successful.

CHAPTER ONE

INTRODUCTION

1.1. Background to the study

Water is one of the crucial resources that the environment offers. Water is key to economic and social development; it preserves health, helps in food growth, manages the environment, and creates jobs. Managing water resources more effectively and efficiently will enable humanity to better respond to today's problem and troubles expected in a warming world (UN-Water in support of the International Water for Life Decade, 2005–2015). Most of the water projects in the globe are donor funded. Worldwide, studies have established that 40% of programs from NGOS and community organizations often dissolve in the first years after initial funding. This makes the projects unsustainable and hence do not attain their goals. Clean water has been a global concern over the past centuries. Most part of Kajiado County is semi-arid most water is found in riverbeds beneath the sand thus making the water source unsafe for consumption. This therefore necessitates the drilling of boreholes which is an expensive venture hence leaving a large population without water.

Governments at both International, Regional, National and County levels design and implement projects with the aim of attaining certain development milestones and change the current situation. Nokes and Sean (2007) argued that a project consists of a sequence of organized initiatives with a clear beginning and finish period and is focused on achieving clear objective with constraints on budget, time, scope and satisfaction of the client. A number of projects may require that their activities be continued for a long period in order to allow for a continuous stream of benefits that results to socioeconomic and cultural change among the project beneficiaries. However, there are challenges in the performance of most projects though their implementation may be successful. The challenge

of delay in implementation of project is a phenomena that is also experienced in developing countries.

In the Gulf region, studies have showed that many projects have been affected by time and cost overruns. However, there is currently no clear indication that this problem is a major consequence of a lack of understanding or poor definition of project planning and scheduling in practice. For example, in a survey on the schedule performance of Saudi projects, Assaf and Al-Hejji (2006) reported that 45 out of 76 projects investigated were delayed by more than 30% beyond the originally scheduled completion date. Another study revealed that more than 50% of the sample of projects in UAE experienced varying degrees of schedule deviations and cost overruns (Faridi & Elgsayegh, 2006).

In Africa, delays in project completion of government funded projects delivery is a common reality Hussin and Omran (2011) state that in Nigeria, seven out of ten projects surveyed suffered delays in their execution. Also cited by the same authors is Al-Moumani (2000) as observing that in Nigeria 5-10% of government pre contract cost is based on contingency. The Kenya Policy on Disaster Management (2009), indicates that within the member states of sub-Saharan Africa countries, Kenya is listed among members that experience water scarcity and access challenges.

The arid and semi-arid lands occupy 80% of Kenya's land surface. Out of the country's population of 42 million people; 25% derive their livelihoods from the arid and semiarid lands (GOK, 2009). The project delays have been attributed to various risks during each of stages in the project management.

According to Kendrick (2019), project risk management is the process of methodically locating, evaluating, and handling uncertainties during the course of a project in order to accomplish goals and satisfy stakeholders. It begins with project planning, where risks are

assessed and reduced to anticipate future roadblocks to success, according to Urbanski, Haque, & Oino (2019). According to Rafele (2015), the main goal is to reduce unfavorable occurrences and increase favorable results, which is a continuous process that begins with project planning and ends with project completion. This all-inclusive strategy comprises risk management scheduling, identification, assessment, monitoring, and control, all of which are updated continuously in response to emerging hazards. Understanding project dynamics is essential to reducing risks and maximizing possibilities. Furthermore, as Rane, Potdar, & Rane (2021) point out, building projects involve a lot of money, time, and inherent hazards. As such, careful planning, communication, and adherence to regulatory standards are necessary from the beginning to minimize potential setbacks.

Raymond and Syed (2019) note that while Pakistan's water resources projects have performed satisfactorily, there are substantial concerns about the reform process and the shift to farmer management of irrigation and drainage from dams. The sustainability and long-term viability of irrigation and drainage systems are expected to be impacted by these developments. According to Ahmed, Iftikhar, and Chaudhry (2020), the main obstacles they faced when implementing their dam water projects in arid regions are the lack of institutions and infrastructure that can be sustained, the decline in economic performance, and the inefficient use of the project as a result of delays in project initiation. Moreover, inadequate continuous assistance has been noted in a number of subsectors. Therefore, in order to promote synergy, stakeholders from all subsectors urgently need to collaborate more.

In Malawi, financing residential water use and agricultural operations is mostly dependent on water projects. There are now a number of government- and developer-funded projects that focus on many important themes. These initiatives' main goals are to increase agricultural output, reduce the incidence of waterborne diseases, boost industrial activity, and ultimately reduce poverty (Magomero & Park, 2018). Nevertheless, despite the

abundance of water projects, structural reforms have not significantly improved economic performance, and poverty levels appear to be rising, according to Chirwa, Kumwenda, Jumbe, and Chilonda (2019). Water projects in sandy and arid regions of Africa have long been promoted as a way to improve rural populations' quality of life and guarantee food security (Kyei-Baffour & Ofori, 2017). According to Dorsan, Anaç, and Akcay (2019), modern irrigated agriculture began in Ghana in the 1960s, and as of 2007, the country's multiple dam water projects were primarily responsible for the approximately 33,800 hectares of land under irrigation.

Like many other African countries, Kenya, according to Thairu (2020), has seen a slowdown in the growth of water projects due to subpar project management techniques, such as inadequate planning and risk mitigation. Unexpectedly, there have been cases of successful dam water project execution; this is especially true for large-scale, privately owned commercial irrigated farms like Dalamere, Delmonte, and Kakuzi. Furthermore, the nation has invested in a number of dryland water projects, especially in the North Eastern ASAL districts, with the goal of supplying water for industrial, agricultural, and residential uses. Amidst ongoing challenges with water scarcity and management in Somalia, the imperative to address these issues through initiatives like the donor funded water projects in Kajiado remains pressing.

1.1.1 Project success

Numerous criteria are categorized on the basis of interactions with a wide variety of project participants and observations of actual behaviors in projects that take place in the real world. The relevance of project success is widely accepted to be vital for long-term success and a sustainable business (Dvir, 2017). This is despite the fact that different writers define the significance of project success in a variety of different ways. The only way to determine whether or not a project was successful is to determine whether or not it delivered all or the

majority of what was promised (the scope), independent of the timeline or the financial performance.

Generally speaking, it is generally acknowledged that a project can be considered successful if it does what it promised, on time and/or within the budget that was agreed upon; third, if it completes what it promised, on time, within the budget that was agreed upon, and to the quality standards that were expected; and fourth, if it completes what it promised, on time. A project is considered successful if it meets all agreed-upon project objectives, scope, schedule, budget, quality, or outcomes-based requirements; and, finally, a project is considered successful if the end result generates a significant net value for the organization after the project is completed (Elonem & Arto, 2003).

The success of a project is contingent upon a number of factors, including the presence of a professional and motivated project team, proper management, enough organizational support, effective communication and coordination, strong leadership, and the participation of all stakeholders and beneficiaries. Other key criteria include tackling problems that are prevalent in the actual world and are prioritized by stakeholders. The ability of a project to be completed to the satisfaction of the client and the stakeholders while adhering to the budget and time limit that was stated is the determining factor in whether or not the project is successful. The successful completion of a project is contingent upon both the planning and the execution of the project (Zwikael, 2002).

The research conducted by Cooke-Davies (2002) indicates that success variables have an impact on performance, while performance is the factor that determines success. Cooke-Davies placed a strong emphasis on the significance of stakeholders in relation to the performance of the project in order to determine the variables that significantly contribute to the success of construction projects. Slevin and Pinto (1986) assert that in order for a project to be successful, it must first fulfill the requirements of the audience that it is intended for. Specifically, they highlight the importance of efficiency and effectiveness measurements as crucial variables in

determining the success of programs. The satisfaction of users and the use of the project are related with measures of effectiveness, whereas measures of efficiency are associated with effective management and the internal organizational structures of the organization. Consequently, the utilization of methods, systems, and standards is the only way to achieve this level of efficiency.

Increased risk management is required for projects in order to identify and manage any hazards that may still be there. Because of this, the components of risk management that are required in traditional management are significantly different from those that are required in project management (Dvir, 2017). On the other hand, for the objectives of this study, it concentrated primarily on the elements that such risk management strategies are essential for the success of the project and the outcomes of the performance. Due to the fact that it has a considerable influence on the likelihood of the project being successful or unsuccessful, it is imperative that the connection between project risk management and project success be brought to light.

1.1.2 Risk Management

Following the conclusion of World War II, the literature and study of risk management began to emerge. It has been known for a long time that risk management is connected to the utilization of market insurance in order to safeguard individuals and enterprises from a variety of losses that are brought about by accidents. Assuring compliance with foreign regulations and laws while simultaneously addressing risks and concerns is the component of international risk management that managers consider to be the most significant. When a company engages in commercial transactions with businesses located in other nations, it exposes itself to a wide range of varieties and degrees of risk. If the company wishes to achieve success in the international market, its managers are obligated to take into consideration and eliminate these dangers.

Having competent staff, clear leadership, user involvement, proper planning, clear coordination and communication, proper planning, realistic expectations, organizational management support, and risk management procedures are all essential components of a successful project (Dvir, 1997). A successful project will also address real-world issues that are important to stakeholders. As a consequence of this, project risk management is a time-consuming procedure that is designed to investigate and mitigate the effects of occurrences that have the potential to have a negative correlation with projects.

The inability of a project to achieve its goals within the restrictions that have been agreed upon is evaluated using risks. There are a number of factors that can be considered restrictions, including cost, schedule, and technical performance. There is a consensus among researchers and academics that risk management strategies are essential for the management of companies and for resolving the problem of organizational performance. Academics have produced a wide variety of risk management theories and methods in order to handle a variety of organizational circumstances. They have also defined and debated a number of different approaches to risk management. It demonstrates that risk management is the most important aspect of project cycle management and that it has a substantial influence throughout the planning stage. Additionally, it is responsible for performing a continuous role throughout the phases of commencement, planning, execution, monitoring, and assessment, as well as the stage of close-up (Dvir, 1997).

The Risk Management Process (RMP) outlines the actions that ought to be followed in order to handle the risks and threats that have been discovered during the process. The process of identifying options and/or actions to increase opportunities to fulfill the project objectives is what is meant by the term "respond in response to risks." 2012 work by Pejman. The risk management process results in a number of important outputs, one of which is risk response, which is also included in risk planning.

Providing contractors with backup plans, contingencies, and corrective actions to be taken in the event of a risk occurrence, as well as preventive actions to prevent the risk from materializing in the first place, is what defines a successful risk management process implementation. This is because it provides contractors with the ability to take corrective actions. This is defined by the risk response approach that is utilized, which may be to protect against risk exposure or to lessen its severity. It is important to note that the risk response strategy is the more extensive part of the risk response stage. This results in risk response approaches that are adapted to the complexity of the project as well as the conditions that it is operating in.

It was Hashim (2013). A variety of risk response strategies have been proposed by a number of authors. Taking early actions, adopting fewer complex processes, conducting more tests, choosing more stable supplies, prototyping, and redundancy are some of the strategies or techniques that are listed in the PMBOK (2004) for managing risks in construction projects. Other strategies or techniques include avoiding (expanding the schedule, reducing the scope, and shutting down the project), transferring (financial risk exposure, insurance, warranties, and guarantees), mitigating (taking early actions), and accepting (passive acceptance: no action except to document the strategy. According to the Project Management Institute, each risk must be assigned a supervisor who will be responsible for monitoring the development of the response. This supervisor will be chosen by the actors who are participating in the risk management process.

Avoidance, reduction, transfer, and retention are the four risk management strategies that are utilized the most frequently (Ropel, 2011). The implementation of a risk response plan, the tracking of identified risks, the monitoring of residual risks, the identification of new risks, and the evaluation of the efficiency of the project risk management process are all components of the monitoring and reviewing of risks (Rezakhani, 2012). Risk monitoring and control was recognized by Walke et al. (2011) as a process that involves monitoring and controlling the

effectiveness of responses while simultaneously recognizing and analyzing newly emerging threats. During this stage, every engineering subspecialty should make use of a specialist risk management technology in order to do risk analysis according to the phase of the project.

Monitoring and controlling risks are processes that are ongoing throughout the entirety of the life cycle of the project. As the project moves forward, the risks will shift and diversify. Either fresh dangers materialize or the hazards that were foreseen vanish. Processes that are effective in risk monitoring and control give information that assists in the creation of decisions that are most effective before risks occur. Constantly looking for new risks, reevaluating current risks, and reevaluating risk mitigation methods are all things that the project manager is required to do. Because each member of the project team possesses a particular area of expertise and is able to provide a distinct point of view to the process of risk identification, the project manager ought to involve the entire project team in this endeavor.

Due to the fact that the risk management worksheet is incorporated into the process of status reporting, it is expected that this review and reevaluation will take place automatically whenever a new status report is generated. It is more likely that an organizational culture that has previously battled with the execution of projects will continue to make the same mistakes in the future. Each of these problems have to be recognized and managed as serious hazards associated with the project. Due to the fact that failures will occur repeatedly, management measures are need to be implemented in order to mitigate them. The record of risk variables, impact, probability, date of impact, level of priority, and risk response activities, as well as the risk management strategies that are utilized in the execution and control of the project (Corcione, 2023) that is regularly monitored and updated.

1.1.2 Water Projects in Kajiado County

Kajiado County spans an area of 21,292.7 km², with a recorded population of 1,117,840, representing 316,179 households with an average size of 3.5 persons per household and a population density of 51 people per square kilometer (KNBS 2019 Census). Kajiado County is divided into 5 sub-counties (Kajiado Central, Kajiado East, Kajiado West, Kajiado North & Kajiado South) and 25 Wards with Kajiado West being the largest and Kajiado North Sub-county being the smallest in terms of area in square kilometers. Kajiado County is predominantly semi-arid, thus plagued by frequent droughts, yet livestock rearing and crop farming are the main economic activities in the County. Tourism is also a major attraction.

The County has inadequate unimproved water resources (ponds/pans, dams, streams/ rivers, springs) and thus relies on improved water sources such as boreholes, protected springs and piped water. Water shortage, mainly due to borehole failures is therefore a perennial challenge affecting both urban and rural communities. It also affects the County Government since it could not give timely and adequate water services to its residents due to a lack of information for specific assets, i.e. pump/motors and gensets resulting in delayed response to repair boreholes. Thus, while seeking to improve water services, the County Government of Kajiado had challenges with water monitoring in lower source settings, making it difficult to know which areas had boreholes and which ones needed new boreholes, for example. The other challenge was knowing the functionality status of the water systems, making it difficult to service the boreholes that needed repair and maintenance. This translated into water shortages due to delayed response to calls for repair since the technicians would have to first find out the location of the boreholes for them to go and assess and determine what parts needed to be repaired. They would sometimes discover that the parts that needed replacement were obsolete, i.e. spares were no longer

available, causing further delay in restoring the boreholes. The County Government was aware of privately-owned boreholes, but the drilling was not evidence-informed, and thus boreholes were being sunk everywhere, sometimes close to one another, while some areas completely lacked boreholes.

According to data from the Water Department in Kajiado County Government, there are 140 community water projects with 1460 households who are beneficiaries of the projects. According to the County Water Policy 2019, there are a number of water service providers in the county which are classified as either small, medium or large water service providers depending on the number of connections. These include Olnjoro Orok Water and Sanitation Company, previously known as the Namanga Water Users Trust, which serves Namanga town, Maili Tisa town and the environs in Mailua Ward, and this is classified as a small water service provider with less than 5,000 household connections.

There is Olnjoro Orok Water Resource Users Association (WRUA) in Mailua/Namanga water catchment area. The WRUA has got 100 members. WRUAs exist to promote good water resources management practices; safeguard the reserve flows for downstream ecological demands and basic human requirements; reduce and solve water resource use conflicts; promote catchment conservation measures to improve water quantity and quality. At community level, women spend long hours and long distances every day to fetch clean water and there is a conflict with men driving their livestock to the communal water sources and making the water dirty, although the sources are shared by users for both domestic uses and livestock.

Water management in Kajiado communities follows the patriarchal and cultural systems where men solely manages the affairs excluding women in critical water related decisions (Nafula, 2020). The main water sources for livestock are boreholes that are mostly permanent water sources. The longterm average distance that livestock trekked

from the grazing field to the watering points is 4.3 kms and 5.9 kms during rainy and dry season respectively (NDMA, 2022).

1.2 Statement of the Problem

According to UNICEF and WHO monitoring plan report, only one in three individuals in rural areas have access to safe drinking water. Ending Drought Emergencies Common Programme Framework, EDE, (2015) estimates that 70-80% of Kenya's landscape is affected by drought. The areas that are moderately and severely affected include most ASALs. Seventy-five percent (75%) of Kenya's population depends on agriculture for a living which in turn is dependent on rainfall. The seasonality of rainfall will affect the flow of incomes and food security of the households (NDMA, 2015). Operating and maintaining most rural water supply facilities in good working condition is a big challenge and these may threaten or reverse the gains already made in provision of potable safe drinking water and quality of life for populations in Kenya and particularly in Kajiado County. In Kenya, the scenario is even different with nearly twenty-five to thirty per cent of newly finished water supply projects in rural areas reported not working in the first three years following completion. Further statistics from Government of Kenya (GoK) reveal that 63% of water projects fail after a short period after implementation, hence not sustainable (GoK, 2012). Similar observations were reported by The Official Development Assistance (ODA) which observed that most water projects that are managed by communities in Kenya collapse one year after completion (ODA, 2014).

Throughout their lifecycle, projects are vulnerable to uncertainties, risks, and insufficient risk management. Consequently, there was a delay in completing the project on schedule. Jean (2015) said. A project's leadership techniques and efficient project risk management techniques are critical to its success. (PMI, 2018). The procedures cover all phases of the

project life cycle, including planning, carrying out, overseeing, assessing, and concluding. Even when billions of shillings are set out for development initiatives, perceived needs are not always sufficiently addressed by the project's end results, but on occasion they are. The World Bank estimates that by 2016, the percentage of projects in African countries that fail reach over 50%. (Kwak, 2017).

The majority of donor funded initiatives fall short of their goals because of problems with organizational structure and management. Managerial and organizational factors include, but are not limited to, inadequate communication with stakeholders, mishandled finances and poor coordination, faulty project conception, delays in project execution, and delays between project identification and the start-up stage (Gunawan & Ahsan, 2020). According to Arditi et al. (2017), financial and macroeconomic factors are the main reasons why construction companies fail in the US. Five variables accounted for over eighty percent of the failures: insufficient earnings (27 percent), the sector's weakness (23 percent), intensive operations, and insufficient.

According to Turner's (2020) study, forty-seven percent of building initiatives in Tanzania fail due to inadequate risk management practices, including disregarding risk identifications, doing inadequate risk assessments, and responding to project hazards after the fact. On the other hand, according to Kalamagye (2021), 33% of them of educational building projects in Rwanda fail due to poor management of construction supplies, financial difficulties, and volatility in international prices. Additionally, projects that had cost 1.01 billion Rwandan francs more than budgeted were postponed for a year. According to Tuyisenge in 2021, ineffective risk project design, inadequate risk assessment and analysis, risk responses, and risk control account for the bulk of socioeconomic project performance issues in African nations.

However, none of these studies address how to identify risk, how to evaluate risk, how to respond to risk, and how to evaluate ownership. The launch of the community water projects in Kajiado County, supported by the World Bank and executed by the Kenyan government, signified a pivotal moment in addressing water resource management challenges. However, despite this initiative, the construction of such projects has faced persistent issues such as exorbitant costs, deficient planning, and inadequate risk management. These challenges have resulted in ongoing construction processes characterized by delays, substandard outputs, wasted resources, increased expenses, and decreased productivity. It is on this basis that the current study seeks to establish the influence of risk management on the success of community water projects in Kajiado County, Kenya.

1.3 Objectives of the study

1.3.1 General Objective

The main aim of this investigation is to assess how risk management influences the success of community water projects in Kajiado County, Kenya.

1.3.2 Specific Objectives

- i. To determine how project risk identification affects the success of community water projects in Kajiado County, Kenya
- ii. To establish how project risk analysis influences the success of community water projects in Kajiado County, Kenya
- iii. To ascertain the effect of project risk response and monitoring on the success of community water projects in Kajiado County, Kenya

1.4 Research Questions

- a) How does project risk identification affect the success of community water projects in Kajiado County, Kenya?
- b) How does project risk analysis influence the success of community water projects in Kajiado County, Kenya?
- c) What impact does project risk response and monitoring have on the success of community water projects in Kajiado County, Kenya?

1.5 Significance of the Study

This study has important implications for Africa and developing economies as it will help identify, group and quantify unique indicators of risk management in Kenya in general. Another important aspect of the research is the ability to evaluate the impact of the risk management process on performance measures such as cost, time and quality. Additionally, state institutions and the government will profit from the research. The project management team at Kajiado County is in a unique position to organize and oversee the building of your next pool in a way that is more timely, cost-effective, and efficient.

Experts in risk management and those in charge of policy will also learn more important facts about how risk management influences project success. Project managers will also benefit from this study's understanding of how well PRM techniques work to complete projects.

For scholarly reasons, this study will serve as the foundation for the growth of PRM as a field of study and for upcoming studies on risk management and project implementation. Additionally, the study's findings will provide fresh insight into PRM Kajiado County and serve as a foundation for future investigation.

The research results may have a positive impact on the evaluation of the characteristics of risk management strategies and their effectiveness for the management of water service

companies. Findings from this study will also help identify gaps in practice, which will provide the basis for more informal training, capacity building and training.

1.6 Scope of the Study

The research will take place in Kajiado County in Kenya. The researcher selected Kajiado county due to its persisted water challenges and many NGOs working on water projects. The aim of this study is to establish the effect of risk management practices on success of community water projects. The primary focus of the research will be on how project risk management influences the success of community water projects in Kajiado County, Kenya. In order to do this, the study will take into account evaluating the impact of monitoring, project risk response, project risk identification, and project risk analysis as independent study factors. The majority of the study will focus on the years 2020–2023. This time frame is thought to be sufficient to give significant details regarding the work that was done, the opportunities, and the obstacles associated with donor funded water projects at this time. The study will be completed in three months, from August to October of 2024.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examines both theoretical approach and empirical investigations of the study. In addition, a conceptual framework is offered, which serve as a systematic basis for integrating many factors and guiding the examination of the research subject.

2.2 Theoretical Framework

Constructing a theoretical framework involves formulating hypotheses that support a researched argument. A theory serves as an elucidation for an observed phenomenon over a period (Wambugu,2015). In this study, the guidance will be drawn from the contingency theory and prospect theory.

2.2.1 Contingency Theory

According to Otley (2016), the very first version of the contingency theory was developed in the 1950s. When it comes to particular conditions that have an impact on a project, the manner in which uncertainties are addressed will be the determining factor in determining how successful the project is (Donaldson, 2001). According to Linton (2014), when an organization's internal and external environments are appropriately matched, it has the potential to have a favorable impact on the performance of the organization. According to Galbraith (1973), there is a widespread belief that there is no one technique of organization that is considered to be the perfect approach, and that no method of organization can be equally successful. There are a great number of variables that are subject to change at any one time. Some of these variables include the environment of the project, the size of the organization, and the methodologies that are employed.

In their 2018 article, Nedaei et al. describe the connection between risk management and successful project completion, highlighting the ways in which market competition and transitions enhance both operational and market risks. When it comes to risk management, it is necessary to take into consideration project-specific aspects such as size and operations in order to achieve the objectives of the project. According to Nedaei et al. (2015), who emphasize the holistic approach to risk management, in order for project managers to effectively increase performance, they need address all of the risks that are associated with the organization. Despite the fact that there are concepts that are already known for project risk management, Kaplan and Mikes (2018) are of the opinion that the field is still in the process of developing, and that the optimal strategy is contingent on the particular requirements and conditions of each company. These ideas are vital for overcoming barriers and ensuring the success of projects in the context of Kajiado water projects in order to alleviate the water problems that the nation is experiencing.

In order to gain an understanding of how risk management strategies in water projects influence performance, the contingency theory offers a framework that can be utilized. This shows the continuing process of locating and analyzing risks, which is necessary because hazards are constantly changing. In order to develop risk response plans, which in turn provide contingency reserves for activity time and cost, the ideas of contingency theory are utilized within the construction process. While conceding that there is no one method that can be applied universally to risk management, the concept places a focus on the relevance of tailoring risk control measures to specific risk characteristics. The hypothesis that the performance of water projects is influenced by risk identification, assessment, reaction planning, and control is supported by this theory, which serves as the foundation for the theory. In order to provide an explanation for the factors of risk response and monitoring, this theory will be applied.

2.2.3 Prospect Theory

The subject of behavioral economics underwent a profound transformation as a result of the introduction of prospect theory in 1979 by Daniel Kahneman and Amos Tversky. This theory called into question the conventional rational choice theory. However, Kahneman and Tversky argue that people do not make decisions only on the basis of maximizing utility or expected value. This is contrary to the standard economic models that have been developed. Within the context of this theory, the reasons why decisions ought to be made in the real world as opposed to in a scenario in which rationality is perfect are made clear. Decision-making that is based on a reference point, loss aversion, declining gain or loss sensitivity, and probability-based weighting are the four concepts that form the foundation of prospect theory. According to Barberis (2016), the first assumption is that utility is not derived from actual income levels but rather from gain and loss that is defined in respect to a reference point. This is the idea that is presented in the first assumption.

Prospect theory is gaining popularity in the field of behavioral economics, despite the fact that it was first condemned by academics. This is due to the fact that it offers significant insights into the decision-making process (Barberis, 2016). According to Barberis (2013), one of the criticisms that may be leveled against the original concept is that it can only be used to situations involving gambling in which there are only two possible outcomes that are not zero. This also means that dominated gambles cannot be selected. Rosu (2019) draws attention to the challenges that are involved in discovering weighting functions that are in accordance with the requirements of prospect theory, determining reference points, and coding gains or losses. Due to the fact that the utility function makes it difficult to compare different types of lotteries, there is a degree of uncertainty when applying the concept to other types of lottery forms (Rosu, 2019). On the other hand, prospect theory acknowledges that risk has an impact on project

performance, which lends support to the premise that risk management practices have an impact on the outcomes of the community water project.

The theory of prospects enables us to gain a better understanding of how individuals make decisions when confronted with risks and unknown outcomes. Specifically, it argues that people tend to place a greater emphasis on prospective losses than they do on similar advantages. In the case of the community water project, for instance, stakeholders can be more concerned about the potential risks of failure than they are about the potential advantages of success. It is possible for project managers to modify risk management procedures to account for this bias if they have a solid understanding of prospect theory. This will ensure that risks are adequately detected, evaluated, and mitigation strategies are implemented. By taking into account how individuals understand and react to potential dangers, the water project has the potential to increase its odds of being successful in resolving Somalia's water problems. This hypothesis will be helpful in determining the extent to which risk analysis has an impact.

2.2.3 Enterprise Risk Management Theory

Nocco and Stulz (2006) state that the Enterprise Risk Management (ERM) hypothesis promotes the measurement and management of important risks that are faced by a given institution as a whole, as opposed to the management of each risk on its own. This is in contrast to the traditional approach of managing each risk individually. The main purpose, which is ultimately the most important objective, is to include risk mitigation throughout the entire business into a unified framework that encompasses everything. This theory proposes that senior management and other employees should be included in the process of risk management, as well as the process of monitoring and reacting to important organizational opportunities and threats, as stated by Augustine et al. (2018). In addition, this theory suggests that organizations should be able to better manage risks.

According to Amandin and Kule (2016), this theory provides support for the concept that if ten companies were to implement procedures and rules that govern their appetite for risk, plan of action objectives, and well-arranged processes, they would be able to improve their capability of managing risks by identifying, evaluating, and reacting to the risks. This theory was developed to explain the phenomenon that ten businesses would be able to improve their capability of managing risks. Within the framework of this theory, the construction of a risk management philosophy that provides all employees with the opportunity to participate in the process of risk reduction is given a significant amount of importance. The authors Bennett, Chekaluk, and Batchelor (2016) proposed that activities associated with enterprise risk management (ERM) have the potential to enhance competitiveness, customer happiness, and organizational sustainability.

Cagliano, Grimaldi, and Rafele (2015) state that the application of the ERM concept in the construction business is a sensible move since it is applied to industries that have a very high probability of failure, such as the building sector. This is the reason why the ERM concept is implemented in the construction industry. Because of this, enterprise risk management is an essential component in the process of identifying and managing risks in road construction projects. According to Ali et al. (2019), the Enterprise Risk Management (ERM) theory provides a more comprehensive framework for managing risks throughout an organization, including the management of project hazards. Also included in this framework is the management of project hazards.

The application of project risk management ideas that are influenced by ERM theory has the potential to have a significant impact on the performance of the project in the context of road construction projects in Kenya. This is because ERM theory is a theory that deals with the management of risks. Alsadi and Norhayatizakuan (2021) state that the Enterprise Risk

Management (ERM) theory promotes the adoption of an all-encompassing strategy for risk management. This strategy considers hazards at both the organizational and project levels.

In Kajiado, water projects agencies are able to identify and evaluate risks that are not only related to the project but also those that arise from external causes, such as changes in regulations, political instability, or economic situations. This is made possible through the implementation of the concepts of enterprise risk management (ERM), which enable these agencies to identify and evaluate risks. It is feasible to build a risk management plan that is more comprehensive and considers both risks that are specific to the project as well as risks that are more general to the business (Didraga, 2017). This is made possible by the broader perspective that is presented here. The purpose of this study was to examine the impact that project risk management has on the overall performance of the project, and as a result, this theory was applied in order to accomplish this evaluation.

2.2.4 Balanced Scorecard Model

The balanced scorecard approach was developed by Kaplan and Norton (1992) in the early 1990s with the intention of assisting businesses in evaluating their performance by adding both financial and non-financial characteristics into the evaluation process. When it was first developed, the scorecard was intended to supplement traditional financial measurements by including criteria that evaluated performance from three additional perspectives: the customer, the internal operations of the organization, and learning and growth (Kaplan and Norton, 1996). The Balanced Scorecard was designed with the intention of achieving the following goals: synchronizing business activities with the vision and strategy of the organization; improving communication both internally and externally; and evaluating business performance in relation to strategic objectives. The balanced scorecard provides a complete collection of statistics and information, both financial and non-financial, that assists in the efficient administration of a corporation. A thorough perspective of an organization's entire well-being cannot be provided by a single indicator, which is the principle upon which the Balanced Scorecard is based.

Instead of relying on a single statistic, why not make use of a composite scorecard that incorporates a number of distinct measurements? As a consequence of this, they went ahead and established a framework that was centered around four different perspectives: financial, customer, internal, and learning and growth. As a consequence of this, the corporation ought to select key indications specifically for each of these perspectives.

A cause-and-effect link exists among the measurement categories, a strategic plan and/or business strategy exists and is in place, and the most critical drivers (measures of success) have been appropriately recognized (Flamholtz, 2003). These are the three fundamental assumptions that the balanced scorecard is based on. Existing constraints are intrinsic to the BSC. The numerous hypotheses that have surfaced in relation to the BSC concept are the source of the objections that have been made towards it. First and foremost, there is a contention that the idea is not the first of its kind.

The notion that BSC is a novel management method is one that is mocked and disregarded. On top of that, there is a debate going on about the idea that BSC can be implemented universally across all different kinds of businesses. There are a number of key challenges that materialize when the balanced scorecard is utilized for the implementation of the strategy. As Thomson and Strickland (1998) explain, management style is largely concerned with the role that managers play in the process of putting strategies into action. It is imperative that the leader places a high priority on organizational reform and culture change, as stated by them. The writers believe that the company will go through a transformation if the managers of the companies recognize the need of change and make it a priority while also giving sufficient time for it. Thomson (1995) asserts that there is an innate resistance to change that exists in every organization, irrespective of the degree of hierarchy or the level of authority that they have. In comparison to economic variables, the significance of social contacts is far higher. Employees are experiencing feelings of fear and insecurity as a result of the changes and uncertainties that have occurred, which may result in anxieties around the possibility of losing their jobs or

experiencing a decline in their position (Thomson, 1995). According to Thomson and Strickland's findings from 1998, this statement is applicable to the highest level of leadership that exists inside an organization that is currently in place.

There are just a few management teams that are capable of efficiently developing strategies for the current circumstances while simultaneously fostering acceptance and supporting a culture of change within the organization. A restricted number of management teams possess this skill. It is not the intention of the Balanced Scorecard to be used as a means of implementing a plan that was developed by senior management or as a form of retribution against specific individuals. It is a tool that gives individuals the ability to actively participate in the process of strategic planning and to establish targets and measurements that are in line with the contribution that their particular business area makes to the overall corporate strategy.

In the event that the management style is highly centralized, which is defined by a top-down approach to decision-making and control, the effectiveness of the balancing scorecard may be impaired. The management should embrace a decentralized management style and encourage the active engagement of workers who are directly involved in the operations in order to achieve success. This will allow the management to achieve its purpose. When a firm is unable to successfully explain and implement its vision and strategy, as stated by Kaplan and Norton (1996a), this presents the first challenge that the company must overcome. When there is a fundamental disagreement over the manner in which the vision and mission statement should be implemented, it results in an inefficient utilization of efforts. Many organizations may pursue competing agendas based on their own perceptions of the vision and strategy since there is a lack of unity and clarity among the groupings. Because there is no real connection between their activities and an overarching strategy, their endeavors do not have the ability to integrate and have a cumulative influence. It should be noted that the Balanced Scorecard does not include any independent initiatives or systems. The performance management and monitoring system incorporates a number of distinct systems, measures, and monitoring approaches into

its overall structure. For this reason, in order to accomplish successful implementation, it is necessary for all sectors to work together cohesively towards a strategy that is effectively executed.

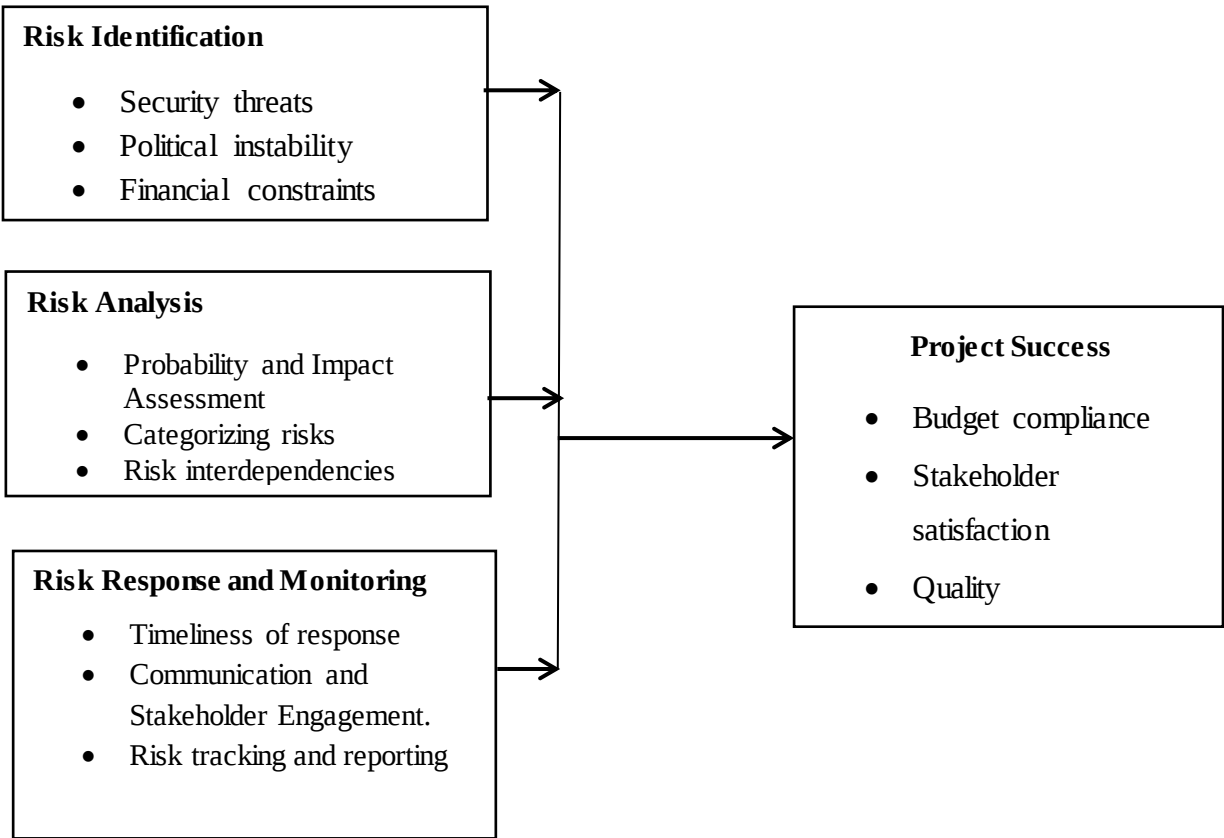
2.3 Conceptual Framework

A conceptual framework serves as a theoretical framework that outlines the connections between independent, intervening, and dependent variables within a research study. Functioning as a guide, it visually represents the hypothesized relationships and directs the overall research design (Peeters, Krahmer & Maes, 2021)

FIGURE 2.1

Conceptual Framework

Independent Variable Dependent Variable



2.4 Empirical Review

The empirical literature review comprises published works sourced from published research theses, periodicals and books, articles, discussing theories and presenting empirical finding relevant to the subject of investigation.

2.4.1 Project Risk Identification and Project Success

It was established by Juliane and Alexander (2018) that portfolio risk management had an effect on the success of projects in information technology businesses in the United Kingdom. The identification of risks within the portfolio of information technology projects has been demonstrated to increase performance. The assessment, on the other hand, did not consider the influence that risk identification has on the accomplishment of water projects. Jiwani and Gupta (2019) investigated on the impact that risk management strategies have on the success of information technology projects in Thailand. Their findings were based on the procedures and end dimensions. The recognition of risks was demonstrated to have a significant and favorable impact on overall performance, as well as on the performance of both processes and products separately. However, due to the fact that the study focused on the success of information technology projects in Thailand, it generates a contextual gap.

Through their research, Alsadi and Norhayatizakuan (2021) discovered that the implementation of risk management practices considerably improves the performance of construction projects. However, because this study did not demonstrate how risk identification, risk assessment, risk monitoring and control influence project performance, the conclusions of the study cannot be extrapolated to the particular study that is being discussed here.

Stewart and Qureshi (2022) investigated the performance of Tanzanian infrastructure development projects in relation to the methodologies of project planning and risk detection. For the purpose of their analysis, the construction project on Mwanza Road functioned as a case study. One of the primary objectives of the study was to determine the extent to which the methods of identification, mitigation, monitoring, and evaluation influenced the performance

of the Mwanza Road construction project. The study utilized a combination of descriptive and case study techniques, taking into consideration a population of 435 participants, in order to acquire sufficient information on a subject that could be the subject of further investigation. Sixty-eight percent of respondents strongly agreed with the statement that risk identification during project planning adds to the performance of the Mwanza Road development project, while twenty-eight percent of respondents just agreed with the statement. On the other hand, respondents revealed that there is a strong correlation of 0.91 between the success of a project and the method in which project risks are recognized and evaluated throughout the planning process of the project. After doing the research, the researchers came to the realization that the performance and effectiveness of an infrastructure development project are influenced by risk management strategies such as risk identification, risk reduction, monitoring, and assessment. In addition, the research revealed that the implementation of efficient risk management strategies throughout the planning stages is critical to the successful completion of the project.

The research conducted by Turner (2020) investigated the influence that risk management strategies have on the overall performance of Tanzanian building projects. Explanatory and correlational methods were utilized in the research project, and 328 participants were chosen at random from a total population of 1324 individuals through the utilization of a stratified and random random sample approach. When determining the validity and reliability of the study, Alpha Cronbach was utilized. Based on the findings of the study, it was determined that forty-six percent of the unsuccessful construction projects in Tanzania were the consequence of neglecting risk identifications, failing to undertake a comprehensive assessment of risks, and submitting project risk responses after the deadline. According to the findings of the study, the implementation of risk management strategies boosts the overall performance of construction projects. The findings of the study, on the other hand, suggested that the utilization of effective risk detection strategies is essential to the improvement of project success.

In Nairobi City County, Kenya, Ndavi (2019) conducted research to evaluate the relationship between the educational achievement of projects and the approaches used to detect risks associated with those initiatives. Within the scope of the investigation, a descriptive design was used. The findings indicated that the sum of money that was intended to be allocated was sufficient, and that the project was being finished with very little difficulty. In addition, the study indicated that all of the material resources that were allotted to the project had been utilized, and that the outcome of the project had been accurately documented. It was also evident that the planning phase had been successful in completing the project scope, time schedules, and activity length projections. All of these things had been accomplished. Time management, financial planning, material planning, and human resource planning were found to have a significant and beneficial impact on the success of socioeconomic initiatives, according to the findings of the study.

With a particular emphasis on critical factors such as risk identification, assessment, mitigation, and monitoring, Mugwiza and Sikubwabo (2024) aimed to conduct an empirical investigation into the extent to which risk management methods influenced the success of the project that was described before. The research was conducted using a mixed-methods approach, which included both quantitative analysis of project data and qualitative insights obtained through discussions with participants and questionnaires. The major participants in the data gathering process were identified as project stakeholders. These stakeholders included project managers, members of the team, and local communities. For the purpose of presenting the findings, the research applied a method of systematic random sampling, collected data through the use of questionnaires and interviews, and utilized both quantitative (statistical) and qualitative (narrative) analysis methodologies. The results of the multiple regression analysis indicated that the identification of risks ($\beta=0.83$, $p=0.017$) and the monitoring and control of

risks ($\beta=0.523$, $p=0.002$) had a substantial positive impact on the success of the project. The model was able to explain 28.2% of the variance in the success of the project (the adjusted R-squared value was 0.282). At the 5% level, the null hypotheses that risk identification and risk monitoring/control do not have a meaningful effect on the success of the project were both rejected. This suggests that there is a correlation between improved risk identification methods and risk monitoring and management practices and increased project success for the intensification of the vitamin B-rich bean project in the Gakenke District of Rwanda.

2.3.2 Project Risk Analysis and Project Success

Within the context of Brazilian vendor organizations, Roque and de Carvalho (2018) conducted research to evaluate how risk assessment and management impacted the performance of projects. It was demonstrated that doing risk assessments has a positive impact on the success of the project. In addition to this, it was found that the staff working on the project were aware of potential risks and took the appropriate measures to mitigate them. It has been demonstrated that analyzing the uncertainties associated with a project influences the performance of the project in a significant and positive way. On the other hand, the influence of risk assessment on the efficiency of water projects was not investigated in this study. The existence of a methodological gap can be attributed to the fact that the study utilized a correlational methodology.

Ali et al. (2019) conducted a study that proved that the use of efficient risk management strategies has a beneficial impact on project performance, which ultimately results in the successful completion of the project. On the other hand, the scope of this study was restricted to Malaysia, which makes it difficult to generalize the findings of the study to a study that is now being carried out in Kenya.

The research conducted by Ali and Chege (2024) focused on the impact that risk mitigation practices had on the overall performance of road construction projects in Garissa County, Kenya

of Kenya. In spite of the fact that there are research that have discovered that risk mitigation is optimal and brings efficiency, this study investigates the influence of such on roadway building and construction tasks, which is the niche that past studies have focused on. In addition, the gap that has to be bridged was brought to light by the disparity in performance between road building projects that had a success rate of 20.8% and those that had a failure rate of 70.2%. As a result, the purpose of this study was to explore the impact that risk identification has on the performance of road construction projects in Garissa County, Kenya. The research was meant to make use of a descriptive research design, and it focused on eight road building projects located within Garissa County. The participants included fourteen road engineers, four road supervisors, eight road inspectors, twelve road surveyors, and eleven hundred and forty contractors. According to the Slovin sample size determination formula, the total number of respondents in the study was 145. A method known as stratified random sampling was utilized in the research project in order to ascertain the distribution of the sample size among the respondents. In order to obtain primary data, the researcher used a questionnaire as the instrument for data collection. In order to determine whether or not the data collecting instrument was valid and reliable for the purpose of data collection, it was first put through a pilot test before the actual study was carried out. An equal amount of qualitative and quantitative data was gathered for the study. In order to conduct an analysis of the quantitative data, both descriptive and inferential analysis were utilized. As demonstrated by the R value (0.895), the findings of the study suggested that there was a strong positive link between the independent factors and the dependent variable (the performance of road projects in Garissa County, Kenya). Such a relationship was found to exist. It was determined that there is a significant connection between risk mitigation procedures (risk identification, evaluation, handling, and control) and the performance of road construction projects in Garissa County, Kenya. This conclusion was reached after the investigation was comprehensive.

A case study of a yam bean project in the Guinea savanna region was included in the research conducted by Boateng, Ameheyaw, and Mensah (2020) on the evaluation of risks associated with the effectiveness of agricultural projects in Nigeria. A questionnaire, interview guides, and documentary evaluations were utilized in the process of data collection as a component of the research design for the explanatory study. With a robust mean of 4.7 and a low standard deviation of 0.06, the results demonstrated that the utilization of both qualitative and quantitative approaches results in a significant improvement in the performance of agricultural projects. Based on the findings of the study, it was determined that the utilization of effective techniques for evaluating project risk increases the probability that the project will be completed on time, without exceeding the budget, and with the scope that was planned. Due to the fact that frictions are necessary for the successful completion of a project, the researchers suggested that project managers ensure that the risk assessment for the project is carried out in an efficient manner.

Nyarangi (2021) investigated of the ways in which risk analysis approaches led to changes in the performance of Nyabikenye Hospital in the Muhanga district. The utilization of a case study and a descriptive design was necessary in order for this research to get the desired outcomes. The sample size consisted of sixty-four individuals who participated in the data collection process. These individuals included sponsors, contractors, builders, and local leaders. According to the findings of the survey, 33 percent of projects are unsuccessful due to a lack of professional judgement and inadequate historical data when it comes to the assessment of project risks. It may be concluded that the failure of the project manager to conduct a risk assessment during the implementation phase of the project led to the failure of the project to be delivered on time, within budget, and within scope. Based on the findings of the study, it is necessary to conduct a prompt project risk assessment in order to maximize the likelihood of

successfully completing the project within the triple constraints of the schedule, budget, and scope limitation.

An investigation on the efficiency of a fishing project in Zanzibar, as well as an evaluation of the associated risks, was carried out, as stated by Fang et al. (2019). A correlational inquiry and a descriptive design were utilized in the research project in order to collect the necessary data. The data collection tools that were utilized included document review, questionnaires, and interview guides. A total of 78 persons filled out questionnaires that they had self-administered. When doing the analysis of the data, both quantitative and qualitative approaches were utilized. Based on the findings, it was revealed that risk assessment approaches that make use of historical data, expert judgement, and a semi-quantitative methodology have the potential to improve the performance of fishing programs. The study suggested that the project team be aware of the dangers that are connected to the project and that have the potential to result in the project's failure.

2.3.3 Project Risk Response and Monitoring on Project Success

In order to guarantee the success of a project in the United States of America, risk response and monitoring are extremely important. According to the findings of a study that was conducted not too long ago by Smith and colleagues (2023), effective risk response techniques make a considerable contribution to the results of projects in the American environment. Organizations are able to reduce the number of disruptions that occur and improve the overall performance of projects by methodically identifying and managing possible risks throughout the lifecycle of the project. In addition, continual monitoring of recognized risks enables proactive adjustments to be made to risk management plans, which guarantees quick reactions to new threats. According to Smith et al. (2023), this method is in line with the best practices in project management, which state that dynamic risk management processes are extremely important for accomplishing the goals of the project.

Water projects in France are confronted with a variety of one-of-a-kind issues, which calls for extremely rigorous risk response and monitoring measures. A study that was conducted by Dupont and Leclerc (2022) emphasizes the significance of incorporating risk management strategies into the implementation of water projects by the French government. The implementation of efficient risk response strategies is absolutely necessary in order to guarantee the long-term viability and success of water projects, given the growing concerns over the scarcity and quality of water. In addition, it is essential to maintain a continual monitoring of environmental, legal, and financial risks in order to react to shifting conditions and reduce the likelihood of potential disruptions to the project. According to Dupont and Leclerc (2022), French water projects have the potential to improve their resilience and contribute to the achievement of long-term water resource management goals if they take proactive measures to mitigate risks and continuously evaluate project performance over time.

The purpose of the study conducted by Gichohi, Iravo, and Muchelule (2024) was to investigate the impact that project risk management has on the performance of road construction projects in Kenya, as well as to determine the moderating effect that organizational culture has on the relationship between project risk management and the performance of road construction projects in Kenya. In this particular study, a positivist research paradigm was utilized, and a cross-sectional research design was utilized. The road building projects that were carried out by the National Government road agencies (KURA, KeRRA, and KeNHA) in Kenya served as the unit of analysis, while the management workers who were involved in the implementation of these road construction projects served as the unit of observation. Consequently, the population of interest for the research was comprised of 695 respondents, which included director generals, directors, project engineers, resident engineers, site engineers, and surveyors who were involved in the implementation of these projects. After applying a technique developed by Krejcie and Morgan, the overall sample size for this study was determined to be

248 individuals who participated in the survey. The selection of the study sample was carried out using a method known as stratified random sampling. A questionnaire with a semi-structured format was utilized to collect primary data, which was employed in the study. Pilot tests of the questionnaire were administered to a total of twenty-four respondents in order to evaluate its reliability and validity. The Statistical Package for the Social Sciences (SPSS) version 25 software was utilized in order to perform the analysis on the data. A theme analysis was performed on the qualitative data that was collected, and the results were presented in prose format. The descriptive statistics were used to analyze the quantitative data, and the results were presented in the form of tables and figures. In addition, correlation and regression analysis were calculated in the study in order to assess the hypothesis of the research and determine the nature of the link between the variables under investigation. According to the findings of the study, there is a favorable and significant association between the utilization of project risk management and the performance of road construction projects in Kenya. In addition, it was discovered that the culture of the company had a favorable and significant moderating effect on the relationship between project risk management and the performance of road construction projects in Kenya. On the basis of the findings of the study, it is suggested that companies that are participating in road construction projects in Kenya should place a higher priority on the management of project risks and the culture of the organization.

The research that was conducted in Ghana by Naji (2018) looked into the influence that the project risk response approach had on the success of the mining production project. The study employed the correlational method in order to ascertain the extent to which the independent variable has an effect on the variable that was being studied (the dependent variable). During the data collection process, questionnaires and documentation reviews were utilized as means of administration. A mining project's performance can be improved by avoiding risks, according to the data, because 55 percent of respondents strongly agreed with this statement, and 44 percent agreed with it. In addition, nearly ninety percent of all respondents stated that

risk reduction and risk response tactics have a role in determining the success of a project. According to the findings of the study, risk avoidance, risk reduction, and risk transfer are the three strategies that guarantee that the project will be completed on time, without exceeding the budget, and within the scope that was intended. The National Hospital Insurance Fund (NHIF) in Kenya was the location of the research that Aduma and Kimutai (2018) conducted in order to investigate the impact that different methods to project risk management have on the performance of the project. For the purpose of this study, a descriptive research approach was utilized. The research was conducted with a sample size of 222 employees and a target population of 640 management staff members. The primary data was collected through the use of questionnaires. Based on the findings, it was determined that risk response and monitoring had the greatest influence on the overall performance of NHIF projects. They were followed by risk acceptance and management, and then risk response occurred. Within the context of the project, risk transfer had the least significant impact.

An investigation of the influence that risk management has on the success of a project was carried out by Carvalho and Rabechini (2015). This study was unable to demonstrate that the identification of risks, the evaluation of risks, and the monitoring and control of risks all had an impact on the performance of projects. A further point to consider is that the study utilized a descriptive research design, whereas the current study utilized a cross-sectional research style; hence, the findings of the study cannot be utilized in this study.

2.5 Research Gaps

The gaps in contextual, knowledge, methodological, and policy information that the current study aims to fill are brought to light by the literature that was thoroughly reviewed. The majority of the research is carried out in industrialized nations and in the building and construction industry. Furthermore, the majority of them are based on the research of factors that lead to the sustainability of projects, however they fail to reflect the role that risk management plays in the success of projects. Despite the fact that water management is still

a murky subject in Africa as a whole, the limited resource continues to be an essential component of development, particularly in terms of its worth at the level of household livelihood. At the county level, the majority of the water management policies are still in the process of being introduced.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter contains methodological strategies, which shall be utilized in the study.

These will include research design, the study area, target population, sample size and sampling procedures, research instruments and data analysis.

3.1 Research Design

A guiding plan for the study's execution is part of the research design, according to Creswell & Creswell (2018). To facilitate the analysis of the research variables under consideration, this study will make use of a descriptive research design. Descriptive research is a design that describes the characteristics of the population being studied, according to Siedlecki (2020). The primary benefit of employing a descriptive research strategy is that it provides a clear picture of the situation.

3.2 Location of the Study

The study will be carried out at Kajiado county, specifically on all the 140-donor funded community water projects.

3.3 Target Population

According to Ragab and Arisha (2018), the population is defined as the entirety of everything that is contained inside any region of research, which is also generally referred to as the universe. The management team (Chairman, Treasurer, and Secretary) of the 140 community water projects that serve more than 14,000 homes in Kajiado is the population that the study intends to focus on. Including the chairman, secretary, and treasurer of the management committee, as well as a few important informants from the non-governmental

organizations (NGOs) and the county government of Kajiado, the department of water and sanitation, there are a total of 420 members.

3.5 Sampling Procedures and Techniques

The method used in a study to choose those participating from the population of interest is known as the sampling design (Etikan and Bala, 2017). The sampling plan will involve the selection of some employees from Kajiado County government, department of water and sanitation, NGOs and the community water project management committee members. These will be selected because they are determined to contain important information regarding the research topic. This approach is necessary because the selected sample consists of experienced individuals who will provide enough detailed information to provide a good perspective on the problem.

The key informant will be purposefully selected while the representatives of the project management committee members will be selected using random sampling, participants will be chosen at random from the population. That means every member will thus have an equal chance of being chosen in this manner.

3.6 Sample Population

The study's sample size, which will be established using purposive and random sampling techniques, will be made up of 217 respondents. This is true because different approaches will be needed depending on the type of data to be gathered in order to fully comprehend the study subject to be studied. Furthermore, this methodology is widely recognized for attaining elevated levels of validity and reliability, in addition to the eradication of biases.

The minimum sample size will be ascertained using Sloven's formula (1978).

$$n = \frac{N}{1 + Ne^2}$$

$$n= 470/(1+470(0.05)^2)$$

$$= 217 \text{ Respondents}$$

TABLE 4. 1
Sample Population and Sample size

Category	Target Population	Sample size	Sampling Techniques
Officials from NGOs	30	30	Purposive sampling
Officials from Kajiado County Government	20	20	Purposive sampling
Kajiado Community water project Management Committee.	420	167	Random sampling
Total	470	217	

Source: Primary Data, 2024

3.7 Data Collection

A lot of data will be collected using a self-administered questionnaire from the respondents. Closed questions are designed to make it easier for a large number of respondents to respond quickly. The use of questionnaires saves time, money, and allows for easier data processing (Oyolla, 2019). The variables pertaining to the main objectives of the study will be assessed using interval scales on a five-point Likert scale (1 representing "Strongly disagree", 2 disagree, 3 neutral, 4 agree and 5 representing "Strongly agree") to ascertain respondents' levels of agreement.

A structured interview guide for key informants will be developed and utilized to gather comprehensive qualitative data from officials representing the NGOs and County Government of Kajiado. These interviews will be conducted in person to ensure direct interaction with the aforementioned officials. The researcher will use this tool because it involves persons-to-persons inter-action of two or more people, and the researcher will gather the data through direct and or verbal interaction with the informants.

3.8 Pilot Study

3.8.1 Validity

The extent to which sampling test structures portray the measure that they are meant to (Sekaran & Bougie, 2019) is referred to as validity. Furthermore, it is the degree to which the stud correctly represents what the study is assessing. When a new instrument is being developed, content validity offers proof of the instrument's validity by evaluating how well it serves its intended purpose (Almanasreh et al., 2019). As a result, the study will rely on content validity of the questionnaire, as defined by the literature. My project supervisor will also carefully review the instrument to make sure it effectively addresses the study's objectives.

3.8.2 Reliability

According to Privitera and Ahlgrim-Delzell (2018), instrument reliability implies consistency in the sense that surveys would capture identical data if used again. Furthermore, the level of constituency within the questions (Sekaran & Bougie, 2019). Cronbach's alpha will be used in the study, and an alpha of 0.7 or more will be approved.

3.9 Data Analysis and Presentation

Data analysis is regarded as an important part of a research study because it generates findings and results that can be inferred from the population (Siedlecki, 2020). After data collection, the quantitative data from the questionnaire will be arranged, categorized, and coded. This study will comprehensively use descriptive statistics by use of SPSS to analyse quantitative data and inferential statistics to make inferences about the sample findings. Descriptive methods help generate frequencies of data collected and measures of central tendencies such as mean and standard deviations, inferences such as the correlations and ranges (Siedlecki, 2020). Descriptive characteristics will be presented in terms of means and standard deviation. Relationships between variables will be presented in terms of correlation analysis. The degree to which the independent factors account for variations in the dependent variables will be revealed by regression analysis. Analysed data will be presented in graphs and tables.

3.10 Diagnostic Test

According to Glasser (2014), the purpose of diagnostic research is to analyze the degree to which a diagnostic test can confirm or rule out specific features that are present in a sample under investigation. According to Rommel (2013), diagnostic tests are designed to address the many sorts of predispositions that may crop up throughout the course of an investigation that is intended to investigate the precision. The researcher wanted to determine whether or not they could move forward with the regression model of the study, and the purpose of the assumption test was to check this. A number of presumptions will be examined to see whether or not they are true. In this investigation, two tests—namely, the normalcy test and the multicollinearity test—will be taken into consideration.

3.10.1 The Test for Normality

This study assumes that the data follows a normal distribution. According to McInnes (2018), the normality test has the purpose of determining whether or not the sample data was collected from a population that follows a normal distribution. According to Doornik and Hansen (2008), the normality test is utilized to determine whether or not a data collection is well represented by a normal distribution. The Shapiro-Wilk statistic will be utilized in order to conduct the normalcy test for the investigation. According to Priyatno (2017), the criteria for making decisions on the test have been stated as follows: if the significance level is more than 0.05, then the null hypothesis that the data originated from a population that is normally distributed cannot be rejected.

3.10.2 Test for Multicollinearity

According to the definition provided by Cohen et al. (2013), multicollinearity is an occurrence that occurs when two or more predictor variables in a multiple regression model are substantially associated with one another. In this particular instance of multiple regression, the predictor variables and the dependent variable are significantly associated with one another (Paul, 2006). A better understanding of the ways in which different independent variables influence dependent variables is the objective. The presence or absence of multicollinearity is not a decisive factor; rather, it is an issue of degree. A variance inflation factor (VIF) analysis will be performed in order to test for multicollinearity. As a general rule of thumb, the presence of multicollinearity can be inferred from VIF values that are more than 10.

3.9 Ethical Consideration

An ethical consideration is when a researcher makes sure that the ethical standards are followed in order to avoid falsifying any work or the research itself. Thus, by making sure that the study adheres to ethical norms, the final research will be accurate and knowledgeable (Quadri, 2018).

The researcher will begin by requesting formal authorization from the institution to go to the field and gather data. The researcher will seek approval and ethical clearance from the Board of Postgraduate Studies (BPS) so as to acquire research licence from National Council of Science, Technology and Innovation (NACOSTI). The texts and journals that are cited in empirical and theoretical reviews will be properly recognized. The respondents will be allowed to participate voluntarily. The researcher will ensure informed consent where participants will freely participate in research after full information about the research will have been given to them. The researcher will take care throughout data gathering and analysis to make sure that the material presented in the thesis accurately represents the genuine data obtained from the respondents.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the findings of the research that was conducted with the purpose of determining the extent to which risk management affects the success of community water projects in Kajiado County, Kenya. The results are presented by evaluating the dependability of the data and presenting the summary statistics presented in this chapter. To be more specific, the chapter includes the findings of the reliability test, the response rate, descriptive statistics, inferential statistics, and diagnostics tests.

4.2 Reliability Test Results

A pilot research for the study was conducted with the participation of five project managers from Nairobi City County, which is located nearby. After that, the data from the pilot study were put through the cronbach's alpha test in order to determine the extent to which the data displayed internal consistency. You may find a thorough explanation of the findings in table 4.1, which is located below.

TABLE 4. 2

Reliability of research instrument

Variable	Cronbach's Alpha	Number of Items
Project successes	.709	5
Risk identification	.712	5
Risk analysis	.810	5
Risk monitoring and response	.774	5

For the purpose of determining the instrument's level of dependability, a Cronbach's alpha coefficient was utilized. This refers to establishing whether or not a questionnaire has repeatability, stability, or internal consistency in the context of the research that is being

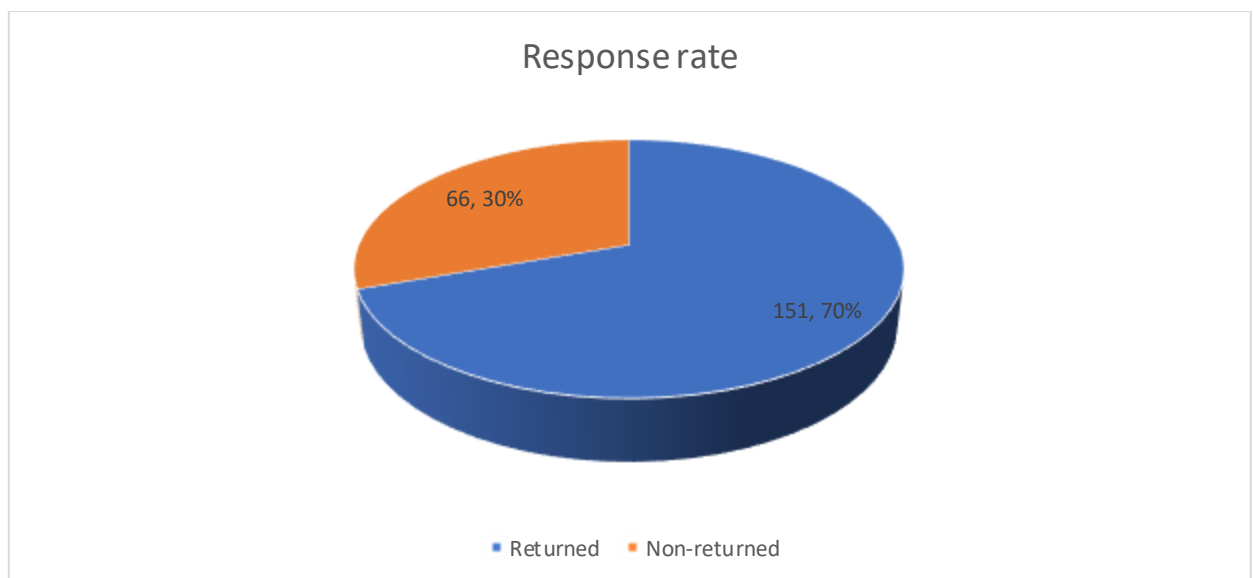
conducted. For their respective Cronbach's alpha coefficients, the project successes, risk identification, risk analysis, and risk monitoring and response each had a Cronbach's alpha coefficient of 0.709, 0.712, 0.810, and 0.774 respectively. Other factors that contributed to the success of the project included risk identification. According to the findings, every single one of the Cronbach's alpha coefficients is higher than the figure of 0.7 that was suggested by Bryman (2008). Based on these findings, it appears that the questionnaire has the potential to be applied in the process of data collecting for all five elements included.

4.3 Response Rate

Among the respondents who were selected for the sample, a total of 217 questionnaires were issued. Following the completion of the filling process, the researcher gathered said items for subsequent analysis. Figure 4.1, which can be found below, illustrates the results.

FIGURE 4. 1

Response Rate



For the purpose of doing additional research, only 217 of the 151 questionnaires that were distributed to the respondents were completed in their whole and returned. This was done so that the inquiry could proceed. As a consequence of this, the overall response rate was estimated

to be 81%. According to Kothari (2014), who stated that a response rate of sixty percent or higher is considered to be satisfactory, and that a response rate of seventy percent or above was considered to be extremely satisfactory, the response rate is considered to be sufficient for the analysis of the data. Only 26% of the total respondents either did not respond to the survey or did not complete it and hence did not participate.

4.4 Demographic Analysis

In total, there were 151 people who participated in the study as respondents from community water projects that were situated in Nairobi City County. The background information was acquired and documented, and it included the respondent's gender, highest academic credentials, and employment experience, among other things.

TABLE 4. 3**Demographic Analysis**

Demographic analysis	Frequency	Percentage
Respondent's Gender		
Male	89	59
Female	62	41
Total	151	100
Highest Academic Qualifications		
Doctorate	3	2
Masters	19	13
Undergraduate	111	73
Other	18	12
Total	151	100
Work Experience		
1 – 5 years	37	26
6 -10 years	74	49
11 -20 years	24	16
Over 20 years	13	9
Total	151	100

As seen in Table 4.2, 59% of respondents described themselves as male, whereas 41% of respondents identified themselves as female. The data indicate that there is a balanced representation of both genders in this study; however, they also reveal that the bulk of people who are traveling via border crossings are male. As a result of the data, it was discovered that just two percent of the individuals who took part in the study had a PhD as their greatest academic qualification, while thirteen percent of them stated that their highest level of education was a master's degree. The majority of respondents (73%) stated that the level of education they had completed at the undergraduate level was their highest level of education. Last but not least,

twelve percent of the people held other qualifications. According to the findings of the study, the majority of respondents had completed some level of formal education, which enabled them to independently complete the questionnaires on organizational performance by eliminating the requirement for an interpreter.

Twenty-six percent of respondents had one to five years of job experience, forty-nine percent had six to ten years, sixteen percent had eleven to twenty years, and nine percent had more than twenty years of experience. Based on the data, it appears that the majority of respondents had a greater amount of professional experience, which is linked to a higher probability of being competent in carrying out their responsibilities.

4.5 Descriptive Statistics

The findings were obtained by the use of a Likert scale with five points, which was incorporated into the surveys. A specific statement was presented to the respondents, and they were asked to indicate the degree to which they agreed or disagreed with the statement. In the following step, descriptive data from the responses, which were based on 151 respondents, were presented in tabular form.

4.5.1 Project Success

Project Success was the dependent variable in this comparison. Table 4.3 displays the descriptive statistics that were derived from the responses of 151 individuals who offered their opinions. When it comes to concerns concerning Project Success, the findings display the means as well as the standard deviations.

Table 4. 4
Project Success

Statement	Mean	Std. D.
The community water project adhered to the allocated budget effectively	2.5695	1.03608
The community water project was completed within the scheduled timeline.	4.2053	.94034
Stakeholders, including beneficiaries and partners, express satisfaction with the project outcomes.	4.5960	.80976
Resources, including human, financial, and material, were utilized efficiently throughout the project.	4.7219	.59058
The community water project met the quality standards set for its deliverables and outcomes.	4.5828	.82751

Valid N (listwise)

According to the descriptive statistics, it was demonstrated that the community water project did not adhere to the budget that was allotted in an effective manner (Mean = 2.5695, Standard Deviation = 1.03608). In addition, it was found that the majority of the community water project was finished successfully within the allotted time frame (mean = 4.2053, standard deviation = 0.7264). Stakeholders, who include beneficiaries and partners, have expressed satisfaction with the outcomes of the project, according to the findings (mean = 4.5960, standard deviation = 0.80976). It is suggestive of the fact that the respondents provided responses that are comparable to one another in relation to the statement if the standard deviation is minimal. Additionally, it was demonstrated that resources, which included human, financial, and material resources, were utilized effectively while the project was being carried out (Mean = 4.7219, Standard Deviation = 0.59058). The descriptive findings also revealed that the community water project was successful in meeting the quality standards that were established for its deliveries and outcomes (mean = 4.5828, standard deviation = 0.82751). Given the high value of the standard deviation, it can be deduced that the respondents did not have a common opinion with regard to the statement in question.

4.5.2 Risk Identification and Project Success

The first objective was to ascertain the extent to which the identification of project risks influences the accomplishment of community water projects in Kajiado County, Kenya. These are the descriptive statistics derived from the responses of 151 individuals who participated. When it comes to queries concerning distress orders, the findings include the means as well as the standard deviations.

TABLE 4. 5
Risk Identification

Risk Identification	Mean	Std. D.
The community water project adequately identified and assessed potential security threats in the project area.	4.3642	.77875
The project team thoroughly evaluated the political landscape and potential risks of instability in the project area.	4.4834	.98559
Risks related to budget limitations, funding delays, or economic instability were effectively identified	4.6556	.73979
The project team conducted a thorough SWOT analysis to identify internal strengths and weaknesses, as well as external opportunities and threats.	4.3046	1.13721
The community water project adequately identified and assessed potential security threats in the project area.	3.5166	.92991
Valid N (listwise)		

The respondents agreed, as indicated by the descriptive statistics, that the community water project had adequately identified and evaluated potential security threats in the project region (Mean = 4.3642, Standard Deviation = 0.77875). In addition, it was discovered that the project team had conducted an exhaustive analysis of the political climate and the potential dangers of instability in the project area (mean = 4.4834, standard deviation = 1.28687). A statistical investigation demonstrated this to be the case. Additionally, it was demonstrated that risks associated with financial constraints, delays in funding, or economic instability were successfully detected (mean = 4.6556, standard deviation = 0.92016). In addition, it was

discovered that the team working on the project carried out a comprehensive SWOT analysis in order to determine the internal opportunities and threats, as well as the internal strengths and weaknesses (Mean = 4.3046, Standard Deviation = 1.13721). Given the huge value of the standard deviation, it can be deduced that the respondents did not have a common opinion with regard to the statement. Last but not least, it was found that the majority of community water projects were successful in identifying and evaluating potential security concerns in the project area (mean = 3.5166, standard deviation = 0.92991). On the basis of the low standard deviation, it can be deduced that the responses provided by the respondents were comparable to those provided by other respondents in relation to the statement.

4.5.3 Risk Analysis and Project Success

The second objective was to establish how project risk analysis influences the success of community water projects in Kajiado County, Kenya. The statistical analysis of the results, based on 151 individuals that participated in the survey. When it comes to queries concerning Risk Analysis, the findings include the means as well as the standard deviations.

TABLE 4. 6
Risk Analysis

Risk Analysis	Mean	Std. D.
The community water project conducted thorough assessments of the probability and potential impact of identified risks	4.3179	.68674
Risks were analyzed based on their likelihood of occurrence and the severity of their consequences	4.5033	.91560
Root cause analyses were used to develop targeted interventions and preventive measures to address underlying issues.	4.6490	.80165
Risks were categorized based on their nature, source, and potential impact on project objectives.	4.2914	.99055
Relationships between risks were assessed to understand how the occurrence of one risk may influence others.	2.8543	1.06080

According to the descriptive statistics, the respondents agreed that the community water project carried out comprehensive assessments of the likelihood and potential impact of the hazards that were identified (mean = 4.3179, standard deviation = 0.68674). Given that the standard deviation is quite low, it may be deduced that the responses provided by the respondents were comparable to those provided by other respondents in relation to the statement. Additionally, it was discovered that Risks were evaluated according to the severity of their repercussions and the likelihood that they would occur (Mean = 4.5033, Standard Deviation = 0.91560). Additionally, it was demonstrated that root cause analyses were utilized in order to establish targeted treatments and preventive measures in order to address the underlying concerns (mean = 4.6490, standard deviation = 0.80165). In addition, it was discovered that risks were classified according to their characteristics, point of origin, and the possible influence they could have on the project's goals (mean = 4.2914, standard deviation = 0.99055). In conclusion, it was found that the majority of the linkages between risks were evaluated in order to gain an understanding of how the occurrence of one risk may influence other risks (mean = 2.8543, standard deviation = 1.06080).

4.5.4 Project Risk Response and Project Success

The third objective was to ascertain the effect of project risk response and monitoring on the success of community water projects in Kajiado County, Kenya. The descriptive statistics from the responses based on 151 respondents. The results show the means and standard deviations about questions on distress orders.

TABLE 4. 7

Project Risk Response

Project Risk Response	Mean	Std. D.
Responses were tailored to the nature and severity of each risk, ensuring appropriate mitigation measures were applied.	4.4702	.83911
Responses to identified risks were executed in a timely manner to prevent or minimize potential negative impacts.	4.5629	.83727
Stakeholders were actively engaged in the risk management process, providing input and feedback on response strategies.	4.6887	.84998
The project implemented robust systems for tracking and monitoring identified risks throughout the project lifecycle.	4.4570	.83054
Risks were regularly reviewed and updated to reflect changes in their status or impact on project objectives.	3.3245	1.30920

Valid N (listwise)

A collection of experiences, assumptions, and expectations of managers and employees regarding how they should conduct themselves may be obtained from the descriptive data (N=105, Mean=3.1810, Standard Deviation=1.10750). This set of experiences, assumptions, and expectations can be found in the narrative. (N = 105, Mean = 3.3905, Standard Deviation = 1.13082) The bank is in agreement with the notion that ethical concerns ought to be handled in a professional manner inside organizations (N = 105, Mean = 3.3905, Standard Deviation = 1.13082). Number of subjects: 105, mean: 3.0476, standard deviation: 1.30370 A commitment to honesty, fairness, and equity is demonstrated by the employees of the bank in their professional as well as their interpersonal connections. It is clear from the extraordinarily high standard deviation that the responses provided by the respondents were extremely unlike to one another. Furthermore, it was proved that there is a code of conduct that guides the behavior of employees with regard to what is suitable and inappropriate in terms of the behavior and decision-making of the company (N=105, Mean=3.7143, Standard Deviation=0.78095). This was demonstrated by the fact that the code of conduct was demonstrated to exist. Statistical study provided evidence to support this assertion. According to the findings of the study, the

majority of consumers do not necessarily want to conduct business with banks that are deemed to be morally responsible organizations (N=105, Mean=2.9048, Standard Deviation=1.07885). This was evidenced by the fact that the majority of customers did not choose to do business with banks. The standard deviation, which is extraordinarily high, is a measurement of the degree to which the responses of the 105 respondents differ from one another. Within themselves, they had different opinions regarding the matter. Given the high value of the standard deviation, it can be deduced that the respondents did not have a common opinion with regard to the statement in question.

4.6 Correlation and regression analysis

In this section of the study, the findings of the correlation and regression studies are discussed alongside their respective conclusions. The primary purpose of the study was to determine whether or not any of the elements that were explored demonstrated any form of connection with one another. This was the primary objective of the research. For the purpose of achieving the objective of discovering the nature of the connection that exists between the variables that are independent and those that are dependent, a correlation research was carried out through the use of statistical analysis. All the way down to zero, which indicates that there is no relationship between the two variables, the correlation coefficients range from a value of -1, which indicates a perfect negative link, to a value of +1, which indicates a perfect positive association, and all the way down to zero, which says that there is no relationship between the two variables. The following table, which is number 4.8, has a summary of the results that can be found in the table.

TABLE 4. 8
Correlation Matrix

		PS	RI	RA	RM
Project Success	Pearson Correlation	1			
	N	151			
Risk Identification	Pearson Correlation	.556**	1		
	Sig. (2-tailed)	.000			
Risk Aanalysis	N	151	151		
	Pearson Correlation	.495**	.611**	1	
	Sig. (2-tailed)	.000	.000		
Risk Monitoring and Response	N	151	151	151	
	Pearson Correlation	.502**	.572**	.528**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	151	151	151	151

According to the findings that are provided in table 4.8, there was a correlation of 0.556 between the identification of risks and the performance of the project. This correlation was highly positive and statistically significant. When compared to the significance level of 0.05, the correlation coefficient was 0.556, and the p-value was 0.000, which is considerably lower than the threshold. A substantial body of evidence was discovered to back up this connection. According to the evidence that has been acquired, it is anticipated that both of the variables will continue to move in the same direction. Additionally, it was established that there is a Pearson correlation coefficient that is not only relatively positive but also statistically significant between risk analysis and the success of the project ($r = 0.495$; $p = 0.000 < 0.05$). The data reveal that there is a strong and substantially positive pearson correlation between risk monitoring and response and project performance. The correlation coefficient is 0.502, and the p-value is 0.000, which is statistically significant. Having this knowledge brings to light how essential it is to comprehend the connection that exists between these two aspects.

4.7 Diagnostic Tests

In order to obtain estimates of the research parameters that are free from bias, several different assumptions regarding regression were investigated. These tests comprised examinations of the normality and multicollinearity of the three variables that were independent.

4.7.1 Multicollinearity

A test for multicollinearity was carried out in order to establish whether or not one or more of the independent variables in the regression model are extremely correlated. When testing for multicollinearity, the tolerance value and the Variance Inflation Factor (VIF) are both useful tools. A tolerance number that is lower than one and a VIF value that is higher than ten are both indicators of the possible occurrence of multicollinearity.

TABLE 4. 9
Multicollinearity Test

Model	Collinearity Statistics	
	Tolerance	VIF
Risk identification	.540	1.851
Risk analysis	.579	1.726
Risk monitoring and response	.622	1.608

According to the findings presented in table 4.9 of the research findings, the VIF for risk identification, risk analysis and risk monitoring and response each stood at 1.851, 1.726 and 1.608 respectively. Since the VIF of each of the three independent variables was less than 10, there is no multicollinearity; hence, a regression analysis was carried out to determine the impact of the four independent variables on the dependent variable.

4.7.3 Normality Test

The study assumes that the data follows a normal distribution. According to McInnes (2018), the normality test has the purpose of determining whether or not the sample data was collected from a population that follows a normal distribution. According to Doornik and Hansen (2008), the normality test is utilized to determine whether or not a data collection is well represented by a normal distribution. The Shapiro-Wilk statistic will be utilized in order to conduct the normalcy test for the investigation. According to Priyatno (2017), the criteria for making decisions on the test have been stated as follows: if the significance level is more than 0.05,

then the null hypothesis that the data originated from a population that is normally distributed cannot be rejected.

TABLE 4. 10

Normality Tests

Variable	Shapiro-Wilk		
	Statistic	Df	Sig.
Project successes	.348	151	.098
Risk identification	.765	151	.106
Risk analysis	.454	151	.072
Risk monitoring and response	.350	151	.053

According to the findings of the normality test, the p-values for project successes, risk identification, risk analysis and risk monitoring & response were respectively 0.098, 0.106, 0.072 and 0.053. Razali and Wah (2011) conclude that the data were collected from a normally distributed population because the p-values of all 3 predictor variables and the outcome variable were found to be lower than the predetermined alpha level.

4.8 Regression Analysis

This study used multiple regression analysis. Regression analysis aimed at generating model summary, analysis of variance (ANOVA) and regression coefficients was done.

4.8.1 The model summary

The R. value, the R square value, the adjusted R squared value, and the standard error of the estimate are the components that make up the model summary section.

Table 4. 11

Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Sig. F Change
1	.615 ^a	.379	.366		.39594	.000

According to the summary of the model, the coefficient of correlation R was 0.15, which indicates that there is a strong link between the variables that were deemed independent (predictors) and the variable that was considered dependent (the research outcome). The value of the coefficient of determination, which is sometimes referred to as R square, was 0.379. This value shows that the predictor variables in the study were responsible for 37.9% of the variation in the variable that was being studied. Consequently, risk identification, risk analysis, and risk monitoring and response are all capable of explaining 37.9% of the variations in the success of a project. When creating this model, other factors that were not taken into consideration can be used to account for the remaining 62.1% of the variance.

4.8.2 Analysis of Variance

The regression model was subjected to an analysis of variance, which is also referred to as an ANOVA. This was done in order to gain a better comprehension of the significance level of the connection between the predictor variables, which are also referred to as independent variables, and the dependent variable, which is also referred to as the research outcome.

TABLE 4. 12
Analysis of variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.039	3	4.680	29.852	.000b
	Residual	23.045	147	.157		
	Total	37.084	150			

The conclusion that the model summary is statistically significant was reached as a result of the fact that the p -value was discovered to be less than five percent of the threshold that had been established for significance. As a result of this, the model was able to attain statistical significance at the 0.05 level of alpha. In accordance with the findings, the regression model is accurate. Furthermore, the results demonstrate that there is a connection that is statistically significant between each of the predictor variables and the variable that is being modeled. As a

result, the model was suitable for the goal for which it was designed, which was to provide an explanation of the correlations that exist between the independent variable and the dependent variable.

4.8.3 Regression Coefficients

Due to the fact that it was established that there was a connection between the dependent variable and each of the independent factors, it was necessary to conduct a regression analysis in order to evaluate the combined influence of the independent variables with the dependent variable. The results of this investigation are presented in table 4.12, which may be seen below.

TABLE 4. 13
Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.316	.312		4.216	.000
Risk identification	.265	.074	.316	3.570	.000
Risk analysis	.186	.087	.183	2.147	.033
Risk monitoring/Response	.214	.079	.224	2.717	.007

The specific model therefore becomes

$$Y = 1.316 + 0.265X_1 + 0.186X_2 + 0.214X_3$$

Upon analysis, it was determined that the value of the constant term (β_0) was 1.316. Additionally, the p value was discovered to be 0.000, which is less than 5% of the alpha level that was selected. Based on this, it may be concluded that the value that was observed is statistically significant. Taking into consideration all of these facts, one can get the conclusion that the operational performance would be 1.316 units if none of the independent factors were present. When these findings are taken into consideration, this is the conclusion that can be drawn. The regression coefficient for risk identification (β_1) was discovered to be 0.265, with

a significance level of 0.000, below the threshold of 0.05. This indicates that the significance level is less than the threshold. The conclusion that the regression coefficient was significant at the 5% level was reached after thorough consideration followed by meticulous consideration. If all other parameters remain the same, it is conceivable to attribute a change of 0.265 units in project success to an increase or decrease of one unit in risk identification. This is the case provided that one unit is increased or decreased. Furthermore, the statistical analysis revealed that the coefficient of determination (β^2) was 0.186, accompanied by a significance level of 0.000, which is lower than the threshold of 0.05. It can be deduced from this that a modification to a single unit of risk analysis resulted in a change in the success rate of the project by 18.6% in the same direction. It is possible to draw the conclusion that the impact of risk analysis on the successful completion of operational projects was, in fact, considerable. This is because the p value that was estimated, which was 0.001, was lower than the crucial value of 5%. Furthermore, it is worth noting that the value of β_3 is 0.214, which indicates that a change in a single unit of risk monitoring/response will result in a change in project success of 21.4% (the significance threshold is $p = 0.000$, which is less than 0.05). In light of the fact that this is the case, it may be deduced that the link between the two variables is quite robust. After extensive research, it was determined that a critical value of 5% was necessary in order to achieve statistical significance. This conclusion was reached after considerable consideration. For the purpose of determining each and every one of these results, a significance level of 5% and a confidence level of 95% were utilized in the method. It is possible to draw the conclusion that it was reasonable to make a forecast regarding the relationship between the three independent variables and the success of the project. This conclusion can be reached because the regression model was statistically significant in general. It is possible to draw the conclusion that the predictor factors have a considerable impact on the outcome of the project as a result of the fact that the p values for the independent variables are accompanied by large t values.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

As a result of the objectives, this chapter includes a summary, conclusions, and suggestions. Policymakers, practitioners, and academics were all included in the dissertations that were made. In the summary, the relationship between the dependent variable and the independent factors is demonstrated.

5.2 Summary of Findings

According to the summary of the model, risk identification, risk analysis, and risk monitoring and response are all capable of explaining 37.9% of the differences in project performance. The remaining 62.1% of the variances can be accounted for by additional variables that were not taken into consideration when constructing this model. The conclusion that the model summary is statistically significant was reached as a result of the fact that the p-value was discovered to be less than five percent of the threshold that had been established for significance. As a result of this, the model was able to attain statistical significance at the 0.05 level of alpha. In accordance with the findings, the regression model is accurate. Furthermore, the results demonstrate that there is a connection that is statistically significant between each of the predictor variables and the variable that is being modeled. As a result, the model was suitable for the goal for which it was designed, which was to provide an explanation of the correlations that existed between the independent variable and the dependent variable. The examination of correlation revealed that there was a correlation that was both extremely positive and statistically significant between the identification of risks and the successful completion of the project. Strong evidence was found to support this connection. Both of the variables are expected to continue moving in the same direction, according to the evidence that has been

gathered. Furthermore, a Pearson correlation coefficient that was found to be fairly positive and significant was found to exist between risk analysis and the successful completion of the project. The data reveal that there is a significant and robustly positive Pearson correlation between risk monitoring and response and project success. This is the last but not the least of the findings. It was determined that the regression coefficient for risk identification was positive and significant, which means that when all other parameters remain the same, a change in project success can be attributed to an increase or decrease of one unit in risk identification. This agreed with the correlation results, which were corroborated by the regression results. Furthermore, the findings revealed that a change in one unit of risk analysis resulted in a change in project success in the same direction. This was shown by the fact that that change occurred. Alterations to a single unit of risk monitoring and response would also result in alterations to the level of success achieved by the project. The fact that this is the case indicates that the association between the two variables is significantly robust. After careful consideration, it was concluded that a critical value of was required in order to demonstrate statistical significance. Because of this, the regression model was statistically significant in general, which indicated that it was reasonable to foresee the relationship between the three independent variables and the performance of the project.

5.3 Conclusion

The regression results indicated that project risk identification exhibited a significant positive beta coefficient. The findings indicate that enhanced risk identification is likely to lead to greater success in water projects within Kajiado County, Kenya. The research findings indicated that risk analysis exhibited a significant positive beta coefficient. Similarly, a conclusion was drawn that enhanced risk analysis would lead to greater success in water projects within Kajiado County, Kenya. Finally, the analysis revealed that risk monitoring and response exhibited a notably positive beta coefficient. The analysis indicates that enhancing risk monitoring and

response mechanisms is likely to lead to greater success in water projects within Kajiado County, Kenya.

5.4 Recommendation

According to the descriptive data, it was demonstrated that the community water project did not adhere to the budget that was allotted in an effective manner. Based on the findings of this study, it is recommended that the management of various water projects expedite the completion of some projects in order to guarantee that they remain within their budgetary constraints. In addition, out of the three independent variables—Risk identification, Risk analysis, and Risk monitoring/Response—Risk identification was the one that had the most significant impact on the accomplishment of water projects in Kajiado County. According to the findings of this study, the management of these water projects should make certain that they establish a reliable risk identification framework in order to increase the likelihood that these projects will be successful.

5.5 Suggestion for Further Studies

The model demonstrated that the coefficient of determination R^2 (R square) was 0.379, which indicates that 37.9% of the variance in the dependent variable was due to the predictor variables that were used in the study. This indicates that the remaining 62.1% of the variation can be explained by other variables that were not utilized in this model. Based on the findings of this study, it is recommended that a reach be made utilizing other variables in order to determine which other variables influence the effectiveness of water projects in Kajiado County from Kenya.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION 1: Background information

Gender

☐ Male

☐ Female

Age

☐ 15 – 24 ☐ 25-35 ☐ 36-45 ☐

46-55 ☐ 56-60 above 61

Level of Education

☐ No education ☐ Certificate ☐ Diploma ☐

Undergraduate ☐ Masters ☐ PhD

Section B: Community Water Project Success

The questions below are designed to gather quantitative data on the dependent variable, the success of community water projects within Kajiado County. Answer appropriately. Scale: Strongly Disagree represented by 1: Disagree represented by 2: Neutral represented by 3: Agree represented by 4: Strongly Agree represented by 5.

S/N	Statement	1	2	3	4	5
a)	The community water project adhered to the allocated budget effectively					
b)	The community water project was completed within the scheduled timeline.					
c)	Stakeholders, including beneficiaries and partners, express satisfaction with the project outcomes.					

d)	Resources, including human, financial, and material, were utilized efficiently throughout the project.					
e)	The community water project met the quality standards set for its deliverables and outcomes.					

Section C: Risk Identification

The questions below are designed to gather information on the effectiveness of risk identification on the success of community water projects within Kajiado County. Answer appropriately. Scale: Strongly Disagree represented by 1: Disagree represented by 2: Neutral represented by 3: Agree represented by 4: Strongly Agree represented by 5.

S/N	Statement	5	4	3	2	1
a)	The community water project adequately identified and assessed potential security threats in the project area.					
b)	The project team thoroughly evaluated the political landscape and potential risks of instability in the project area.					
c)	Risks related to budget limitations, funding delays, or economic instability were effectively identified					
d)	The project team conducted a thorough SWOT analysis to identify internal strengths and weaknesses, as well as external opportunities and threats.					
e)	Information sources, such as stakeholder consultations, data analysis, and expert opinions, were effectively utilized.					

Section D: Risk Analysis

Your input is invaluable in evaluating the influence of project risk analysis on the success of community water project. Please use the Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree) to rate the following statements:

S/N	Statement	5	4	3	2	1
a)	The community water project conducted thorough assessments of the probability and potential impact of identified risks.					
b)	Risks were analyzed based on their likelihood of occurrence and the severity of their consequences					
c)	Root cause analyses were used to develop targeted interventions and preventive measures to address underlying issues.					
d)	Risks were categorized based on their nature, source, and potential impact on project objectives.					
e)	Relationships between risks were assessed to understand how the occurrence of one risk may influence others.					

Section E: Risk Response and Monitoring

Your feedback is crucial in assessing the Risk Response and Monitoring for the community water Projects. Kindly use the Likert scale from 1 (Strongly Disagree) to 5 (Strongly Agree) to rate the following statements:

S/N	Statement	5	4	3	2	1
a)	Responses were tailored to the nature and severity of each risk, ensuring appropriate mitigation measures were applied.					
b)	Responses to identified risks were executed in a timely manner to prevent or minimize potential negative impacts.					
c)	Stakeholders were actively engaged in the risk management process, providing input and feedback on response strategies.					

d)	The project implemented robust systems for tracking and monitoring identified risks throughout the project lifecycle.					
e)	Risks were regularly reviewed and updated to reflect changes in their status or impact on project objectives.					

Thank you for your participation

APPENDIX III: WORK PLAN

Activity/Month	June 2024	July 2024	Sept 2024	Oct 2024
Development of DISSERTATION				
Review of Supervisor's comments				
Collection of Data				
Data Collection				
Data Analysis				
Writing of Reports				
Submission of Report				