RISK MANAGEMENT PRACTICES AND IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLAN IN HOMABAY COUNTY, KENYA

BY

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DECLARATION

I hereby declare that the work herein is my original production and has not been submitted to any other institution of higher learning for a masters' degree.

Signature:……. Date:……...

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Supervisor;

I, the undersigned university supervisor, confirm that the above signed researcher has met the threshold and has been allowed to submit the work.

Signature:……. Date:……...

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DEDICATION

I dedicate this project to my family for their unwavering support, motivation, and prayers throughout the journey.

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My utmost appreciation is to Dr. Jane Gakenia Njoroge, my supervisor, for her dedicated direction to improve this work. Thank for your precious time, patience, dedication and guidance all the way through. God’s blessings to you.

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ABBREVIATIONS AND ACRONYMS

ANOVA	:	Analysis of Variance
CEC	:	County Executive Committee
CIDP	:	County Integrated Development Plan
COVID-19	:	Corona Virus Disease 2019
DRM	:	Disaster Risk Management
FDGs	:	Focus Group Discussions
IDP	:	Integrated Development Plan
JKIA	:	Jomo Kenyatta International Airport
KES	:	Kenyan Shillings
KNBS	:	Kenya National Bureau of Statistics
MPT	:	Modern Portfolio Theory
NACOSTI	:	National Commission for Science, Technology and Innovation
PWDs	:	Persons with Disabilities
SARS-CoV-2	:	Severe Acute Respiratory Syndrome Coronavirus 2
SPSS	:	Statistical Package for Social Sciences
SWOT	:	Strength, Weakness, Opportunities and Threats
ToC	:	Theory of Change

OPERATIONAL DEFINITIONS OF TERMS

Implementation of CIDP: An approach by Homa Bay County towards development that is aimed at designing and coming up with a socially cohesive and sustainable economic development which caters for a wider range of variables and stakeholders whose end result is the achievement of optimal and community-shared outcome.

Risk Assessment: This is the process where the county government of Homa Bay prepares, plans, reports and performs risk analysis, and results evaluation against the acceptance criteria of risk.

Risk Communication: This is the perpetual process of actualizing a shared meaning among and between stakeholders of the county government of Homa Bay purposely to realize prudent preparation that will be key in responding, limiting and reducing harms and threats.

Risk Identification: This is the process of Homa Bay County establishing the kind of risks that have the likelihood of affecting the CIDP and subsequently document characteristics of the risks.

Risk Mitigation: This the process of developing containing plans by Homa Bay County whose aim is to successfully manage CIDP risks, elimination or reduction of risks to acceptable levels.

Risk Management Practices : This is the process whereby the county government of Homa Bay achieves set objectives, maximize opportunity and minimize losses through threat identification, communication, monitoring, analyzing and treating activities.

ABSTRACT

Risks continue to shape the implementation of County Integrated Development Plans (CIDPs) globally, yet limited evidence exists on how risk management practices influence CIDP outcomes in Homa Bay County. This study examined the effects of risk identification, risk assessment, risk mitigation, and risk communication on the implementation of the 2018–2022 CIDP in Homa Bay County. The study was anchored on the Modern Portfolio Theory and the Theory of Change. A descriptive research design was adopted, targeting 234 respondents, including the County Executive Committee (CEC) Member for Finance and Economic Planning, the Chief Officer for Finance and Economic Planning, project managers, business persons, youth groups, women groups, and Persons with Disabilities (PWDs) involved in CIDP implementation. A sample of 146 respondents was selected through stratified and simple random sampling. Data were collected using questionnaires and interview guides, and a pilot study was conducted in Migori County among 15 officials. Reliability was assessed using Cronbach's Alpha, while content, face, and construct validity were applied. Quantitative data were analyzed using descriptive statistics and regression analysis in SPSS, whereas qualitative data were analyzed thematically. The findings revealed that all four predictors—risk identification, risk assessment, risk mitigation, and risk communication—significantly influenced CIDP implementation, with regression beta coefficients demonstrating positive relationships. Based on the results, the study recommends institutionalizing county risk management frameworks, strengthening early detection systems, enhancing adaptive mitigation strategies, and improving community sensitization to promote participation and resilience in future CIDP implementation. All predicators influenced CIDP implementation significantly with the beta values indicating a positive relationship. From the results, the study recommends the need to institutionalize risk management frameworks to positively influence the implementation of the County Integrated Development Plan in the future. The risk management strategy for the county should also ensure strong, effective, and robust early detection systems, adaptive mitigation plans, proper and enhanced sensitization among the locals so as to build awareness, enhance participation and boost resilience.

CHAPTER ONE

INTRODUCTION

This section is the introduction bit and includes background to the study, problem statement, study objectives, research questions, justification, significance, scope, limitations and delimitation of the study.

1.1 Background to the Study

Effective risk management has become an essential pillar for the successful execution of public development initiatives across the world due to increasingly complex, uncertain, and dynamic governance environments. Globally, governments rely on risk identification, assessment, mitigation, and communication to ensure development plans remain resilient in the face of financial, environmental, political, and health-related shocks (Caroline et al., 2023). Many countries have institutionalized risk management frameworks to safeguard long-term development planning and prevent disruptions in implementing strategic programs.

At the regional level, both developed and developing economies face implementation setbacks when risk management mechanisms are weak, fragmented, or reactive rather than proactive. International development agencies continue to emphasize the role of structured risk governance systems in ensuring transparent, predictable, and accountable execution of development plans.

Across Africa, public development programmes continue to experience challenges related to limited resources, weak communication systems, insufficient coordination, and governance constraints that undermine risk preparedness and project continuity. The

COVID-19 pandemic further exposed significant vulnerabilities in risk communication, stakeholder engagement, and institutional readiness among African governments (Yusuff, Adrian & Don, 2021). These weaknesses disrupted national and sub-national development plans, highlighting the urgent need for integrated and participatory risk management practices. In the East African region, the disruption of public development programmes due to emergencies is well documented, with countries reporting gaps in risk governance structures, slow policy responses, and poor coordination among institutions (Mgunda, 2023). These challenges demonstrate the need for comprehensive risk management approaches to support the implementation of strategic development frameworks.

In Kenya, the implementation of development programmes at county level is guided by the County Integrated Development Plan (CIDP). The CIDP is a statutory five-year plan established under the County Government Act, 2012, and serves as the primary instrument for prioritizing county development goals, resource allocation, and service delivery (Republic of Kenya, 2012). Successful implementation of CIDPs depends on effective risk management practices that enable counties to anticipate, prevent, and manage threats that may delay or derail planned projects. Weak risk management has been associated with stalled projects, budget deficits, governance weaknesses, and poor public participation in several counties (Council of Governors, 2022). In Homa Bay County, the implementation of the CIDP has faced persistent challenges linked to financial uncertainties, weak institutional systems, governance constraints, and poor risk communication frameworks. The county continues to experience difficulties in mobilizing adequate local revenue, leading to budgetary shortfalls that compromise project execution and service delivery (Council of Governors, 2022). Governance inefficiencies including bureaucratic delays,

inadequate oversight, and procurement irregularities have further hindered the smooth implementation of planned development initiatives (Leonard, 2023; Abdi, Mbithi & Kithinji, 2021).

Additionally, limited public engagement and weak risk communication mechanisms have contributed to mistrust, community resistance, and misalignment between development priorities and citizen needs (Abedi & Njoroge, 2023). The absence of a systematic risk management framework has resulted in unanticipated project delays, financial inefficiencies, and stalled development interventions (Nkere, 2020). Counties with structured risk assessment mechanisms have been found to achieve more stable project delivery and better development outcomes (Thuku, 2021).

Therefore, the effective implementation of the CIDP—defined as the extent to which planned projects, programmes, budgets, and service delivery targets are executed as intended—remains significantly influenced by the quality of risk management practices adopted. Persistent financial, institutional, governance, and communication-related risks in Homa Bay County continue to weaken the successful operationalization of its development agenda. This background provides the basis for examining how risk management practices affect CIDP implementation in Homa Bay County.

1.1.1 Implementation of CIDP

Risk management practices is an integral aspect to enabling the CIDPs to be effectively implemented in Homa Bay County through identifying, assessing, controlling and communicating the risks that deviate from development in CIDPs. CIDPs implementation in Homa Bay County is greatly hindered with financial constraints, governance

inefficiencies and high infrastructure delivery cost affecting county-level planning and economic growth (KNBS, 2022; Homa Bay County Government, 2023). An example is the decline in county's own-source revenue from KES 107 million to KES 93 million annually, rendering the county ineffective in enforcing its development agenda (Council of Governors, 2022).

Risk identification is critical in bringing to light challenges such as project initiation delays and structural weaknesses within the administration. According to Murithi (2024), 30% of planned projects hit delays, arising from 12% failing to commence as a result of financial and administrative constraints. Structured risk assessment and mitigation can also improve resilience in CIDP implementation. A study by Thuku (2021) highlights that organizations conducting systematic risk assessment enhanced financial resilience by 65%, and Abdi, Mbithi and Kithinji (2020) study highlighted a positive relationship between administrative capacity and effective implementation of CIDP. According to Mamokhere (2022), risk mitigation is necessitated by strong institutions and accountability as evidence in South Africa. In Homa Bay County, there is need for effective and responsive budgeting (Begi, 2023). Clear risk communication is a catalyst for public trust and project success, with engaged counties noted to get 70% more approvals (Abedi, 2023). Thus, structured risk management practices are crucial for effective CIDP implementation and sustainable development.

1.1.2 County Integrated Development Plan Implementation in Homa Bay County

The degree to which Homa Bay County implements its CIDP is constrained by the capacity to identify, analyze, manage and communicate risks associated with development projects. It is necessary for effective risk identification so that the county can acknowledge the

possible financial insufficiency sooner and also devise a way of how an alternate source might need to be mobilized. The county is not immune though; without an effective risk identification framework this makes the county vulnerable to continuous budgeting shortfalls slowing or killing many development interventions.

According to Abdi, Mbithi and Kithinji (2021), governance inefficiency and weak institutional frameworks have contributed to slowness in projects implementation. Risk assessment and mitigation are critical to guarantee the effectiveness of CIDP implementation in Homa Bay County. According to a KNBS (2022) report, issues such as poor roads, intermittent power supply, and insufficient clean water are obstacles to development and service delivery. A robust risk mitigation framework would help projects not only to be implemented but in enduring longevity, which is an aspect of the CIDP also towards its overall development objectives.

Risk communication plays an essential role in ensuring alignment of CIDP projects to community needs and aspirations. According to Abedi (2023), low public engagement in project development has resulted in ineffective use of resources and resistance to development projects. Stronger risk communication in counties is associated with higher project acceptance and minimization of delays.

For effective implementation of CIDP in Homa Bay County, the concept is pertinent to an interlinked risk identification and management that includes assessment, mitigation as well as communication process. Research by Momos and Kipchoge (2023) highlight risk management practices as a driver force behind sustainable development delivery. CIDP implementation will thus be more effective with an improved CIDP institutional capacity, intergovernmental collaboration and innovative risk management approaches. Homa Bay

County can begin to resolve some fundamental persistent challenges and work towards its end long-term development goals through heading off on these areas.

1.2 Statement of the Problem

The implementation of CIDP in Homa Bay County faces persistent setbacks as a result of weak risk management practices. Despite the availability of well-established and articulated CIDP projects, their implementation has often been delayed or disrupted due to inadequate risk identification, insufficient threat analysis, inadequate response mechanisms, and poor communication. These weaknesses have resulted in inhibited projects and misused resources, postponement in acting upon, and generally, wasted energies in turning planned development measures into achievable outcomes (Nkere, 2020).

The main issue that the study focused on addressing is persistent ineffective implementation of CIDP projects which has been contributed by inefficient and ineffective risk management system. In the absence of formal operating procedures to detect, evaluate, mitigate and communicate risks the county is open to future delays, budget overruns, governance failures, and frustrated development priorities. Thus, this research is restricted to how the risk identification, risk assessment, risk mitigation and risk communication impair success of the implementation of CIDP in Homa Bay County.

1.3Research Objectives

i. To examine the effects of risk identification on implementation of County Integrated Development Plan in Homabay County, Kenya.
ii. To establish the effects of risk assessment on implementation of County Integrated Development Plan in Homabay County, Kenya.

iii. To determine the effects of risk mitigation on implementation of County Integrated Development Plan in Homabay County, Kenya.

iv. To examine the effects of risks communication on implementation of County Integrated Development Plan in Homabay County, Kenya.

1.4 Research Questions

i. How does risk identification affect the implementation of County Integrated Development Plan in Homabay County, Kenya?

ii. In which way does risk assessment affect the implementation of County Integrated Development Plan in Homabay County, Kenya?

iii. What is the effect of risk mitigation on the implementation of County Integrated Development Plan in Homabay County, Kenya?

iv. To what extent does risk communication affect the implementation of County Integrated Development Plan in Homabay County, Kenya?

1.5 Justification of the Study

The study was necessary as Homa Bay County continues to face persistent challenges in the implementation of CIDP. This is largely associated with inadequately investigated weak strategic risk management practices. Despite counties regularly preparing development plans, limited attention is given to how gaps in risk identification, evaluation, mitigation, and communication lead to stagnating projects, wasted resource and unfinished development priorities. Governance and public participation have broadly been covered by existing research, creating a crucial gap about the effect of risk management on the implementation of CIDP at the county level. This study is therefore justified as it provides timely and evidence-based insights crucial in strengthening planning systems,

enhancing project execution, and supporting the county's pursuit of effective and accountable development in a context of devolved governance can be essential to county administrators and project managers

1.6 Significance of the Study

The findings of this study are significant as they will enhance the implementation of CIDP through demonstrating how effectiveness of risk management practices to better monitoring, decision making, and execution of projects. Policymakers benefit from the findings that can guide development of strengthened risk management frameworks promoting accountability and efficient use of public resources. The study further adds to the body of knowledge by filling the existing gap on risk management and county development planning, thus enabling scholars and researchers to gain useful insight on this subject for further studies. Consequently, the findings facilitate enhanced governance, better project performance and more responsive service delivery to the citizens of Homa Bay County and other devolved units.

1.7 Scope of the Study

The study was conducted in Homa Bay County where the focus was on departments within Homa Bay County Government. The geographical scope limited the selected departments at County Government of Homa Bay which are core implementers of the CIDP namely; finance, planning and infrastructure. Contextual scope centered on risk management practices and its implications in CIDP implementation especially; risk mitigation, risk identification, risk communication and risk assessment. Methodological scope was mixed methodology; both qualitative and quantitative research methods. Data collection was done from surveys, interviews and document analysis with the most important stakeholders who

include county officials, project managers and development partners. By employing this approach, the study provided a holistic picture of how risk management practices relate to the successful CIDPs' implementation in Homa Bay County.

1.8 Limitations of the Study

The study faced challenges associated with self-reported data, as key respondents such as county officials and project managers may find it hard to disclose sensitive governance or financial risks with regard to confidentiality concerns or time constraints. Furthermore, external political pressures and systemic problems outside the CIDP framework may not be fully reflected in risks factors to be analyzed potentially restricting the depth of the analysis. In order to address these challenges, the study ensured respondent anonymity and confidentiality encouraging honest responses, incorporated the triangulation of quantitative and qualitative methods to validate information across different sources and clearly defined its scope maintaining analytical focus and enhancing the credibility of the findings thus enhancing validity and reliability despite unavoidable constraints.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1Introduction

The chapter covers empirical review of related literature, theoretical review, summary of revied literature and gaps, and also presents the conceptual framework.

2.2Empirical Review

This section focuses on literature related to risk management practices and CIDP implementation. It reviews the works of other scholars in relation to the topic of the study and provides an analysis of existing gaps. The review uses the study objectives namely; risk identification and CIDP implementation, risk assessment and CIDP implementation, risk mitigation and CIDP implementation and risk communication and CIDP implementation.

2.2.1Risk Identification and County Integrated Development Plan Implementation

A study by Wang, Lin, Xuan, Xu, Wang, & Zhou (2020) explored risk communication on behavioral responses during COVID-19 among the Chinese general population. The research utilized cross-sectional survey research design where questionnaires were administered to a sample size of 5039 people. Generally, a significant number of respondents had an exposure to risk related messages and made a norm to engage in preventive practices against COVID-19. Further, the findings suggested that the respondents who were fond of adhering to preventive practices of countering the spread of the pandemic were those who paid close attention to risk communication messages. This

study above discussed behavioral responses whereas the current study is focusing on implementation of county integrated development plans.

A study by Huang, Bawa, Mullen, Hoghooghi, Kalin and Dwivedi (2022) in addressing instabilities in environmental and economic factors suggested a stochastic dynamic optimization approach for watershed design with an aim to optimize water-resource management thus resulting in sustainable land use amidst evolving land use patterns. Using dynamic modeling approaches the study offered a perspective on how policymakers can plan and alleviate the trade-offs between agricultural expansion, conservation efforts and urban development. The results emphasized the need of adaptive decision-making protocols to improve resilience and long-term sustainability in watershed.

In South Africa, a study by Shilumani, Bhengu, Mayet, Leburu, Maja Matlala and Jimoh (2022) explored the subject community engagement and risk communication with the view to underscore SARS-CoV-2 response. The study conducted document analysis with the intent of reflecting on the lessons emerging from multiple engagements and discussions at the national, provincial and district levels. The findings indicated that timely information flow was facilitated by trust building and communication with a range of stakeholders done prior to disease outbreak. Further, the survey revealed that COVID-19 communication efforts were enhanced by timely responses to rumors and use of multiple channels to promote public participation, strengthening public trust and empowering communities in order to act. The study above focused on response to COVID-19 whereas the current study is investigating the implementation of county integrated development plan.

In Nigeria, a study by Chikaire, Onoh, Godson-Ibeji, Ajaero, Osuji, Ugwoke, Ibe and Okonya (2024) examined the phenomenon Lassa, belief, risk communication sources, fever knowledge and information needs of the affected farmers in rural areas. A sample of 650 farmers was subjected to interviews and questionnaires. The study revealed that knowledge about Lassa fever was at the fingertips of the farmers. Further, the survey discovered that Lassa fever symptoms such as bleeding, fever, headache and general body weaknesses was something the farmers were aware about. Equally, the farmers were found to possess knowledge on being in contacted with infected persons, consuming rat contaminated foods and eating rats were some of the behaviors that enabled the transmission of the fever. The research above was on Lassa fever while the current study focused on risk communication.

Among 13 African countries where Kenya was among, a study by Adebisi, Rabe and Prisno (2021) investigated the subject COVID-19 community engagement strategies and risk communication. The study employed snowball sampling to collect data using a narrative review method. All the countries were found to have their risk communication and community engagement pre-occupied with public communication, management of misinformation, training and capacity building, addressing misperceptions, risk communication systems, contending uncertainty, and partner's and internal coordination. Further, the study revealed that religious resistance, distrust in government, cultural resistance, inertia and social resistance sum up some of the challenges risk communication and community engagement strategies were facing. The aforementioned study was comparative in nature while the current one is a case study.

Muzaare(2023) doctoral research used descriptive-correlational and survey research designs analyzing 314 households. This study revealed that although IDPs management was overall, effective rural development was moderate. There is a strong positive correlation between rural development and IDP management. Muzaare advised, proper training in leadership skills must be undertaken by leaders and due disbursement of funds for program implementation must be accelerated. Also, he stressed the importance of proper government policies or policies by which only formal credit institutions could be encouraged and rural areas could be accorded agricultural development.

A study by Wanyama and Muluka (2024) established that strategic leadership was the single greatest predictor of variance at 65.3% in change management results. With adding stakeholder engagement as a moderating variable in the model, it explained variance of 69.8 % thus a significant moderating effect. It shows that stakeholder engagement and active participation lead to effectiveness of strategic leadership in supporting change efforts at the County government. Management needed to enhance County Government of Bungoma strategic leadership practices in the areas of strategic direction, planning and controls for better managing their outputs, the authors recommended. Last but not least, step up and incorporate stakeholder engagement in leadership and change management to expedite success of change initiatives.

2.2.2Risk Assessment and Implementation of County Integrated Development Plan

In a study conducted in Bangladesh, Ghosh, Rahman, Haque, and Saha (2020) assessed the human health implications of consuming arsenic-safe groundwater characterized by elevated and fluctuating concentrations of iron and manganese. The investigation established that manganese and iron in drinking water from ground water samples

exceeded the limits by 87% and 73% respectively. Further, health risk assessment indicated the traces of non-carcinogenic health risks as a result of ingestion of manganese and iron present in ground water especially among the adult population. The focus on the study above centered on human health risk assessment whereas the current study is focusing on risk assessment on CIDP implementation.

A study by Kihara, Valimba and Nobert (2022) in Tanzania utilized secondary data fetched through document analysis from data in the period 1954 to 2010. The study established that across all return periods and catchments there was no single approach that could fit all situations. Further, flood risk assessment methods suitability was influenced by elements such as hydro-climatic data condition, parameters, model structures and spatial scale from which improved flood damage assessment framework will be founded. The aforementioned study primarily concentrated on evaluating the appropriateness of methods used in flood hazard assessment, thereby leaving a contextual gap that the present research seeks to address.

A study by Zhang, Li, Liu, Wang and Zhang (2024) encompassed the project in a whole way by combining economic modelling and the environmental risk assessment of Chengdu's economic programmes compatible with national carbon reduction aim with natural disaster advantages. Relevance of results, Chengdu needs sustainable land use and adaptive infrastructure planning to reconcile economic development with environmental sustainability as well disaster risk reduction needs to be enforced. The paper highlights the underpinning requirement for a consistent global policy response to net zero with a macro stable in regional economic stability and not higher natural hazards risk exposure.

Castillon (2022) findings underscored that good risk management strategies can build resilience among the most vulnerable urban populations, especially in disaster prone areas like those witnessing floods. Quantitative and qualitative research methods were utilized to examine the state of DRM frameworks to identify their gap in implementation and offered recommendations for increased policy integration and resilience through infrastructure planning and community engagement. The results underscored the importance of stakeholder integration and planning under uncertainty and resource management in reducing disaster vulnerability for sustainable urban development in Narok County.

In Reliability Engineering and System Safety, Liu, Tan and Ma (2024) introduced an integrated risk assessment method for chemical leakage accidents oriented urban areas. The work builds a complete framework integrating the quantified risk analysis, spatial modelling and evaluation readings of emergency response on chemical leaks in urban populations as well as infrastructures. The work supplies systematic approach to finding hot zone as well time binding real time data and probabilistic risk assessment for prediction fire locations, improved readiness with respect to emergency preparedness reducing associated threats. The results are a call to include risk assessment in policy making and urban planning for better safety and resilience in ultra dense environments.

Niragire and Kwena (2024) study looks at risk identification; mitigation strategies, monitoring and evaluation as determinants of project performance. This used quantitative and qualitative research methods stating that risk management is key to improve project sustainability, stakeholder engagement and goal attainment. Additionally, the study

proposed the need for proactive risk assessment frameworks in strengthening the resilience and contribution of community-driven initiatives in action in Rwanda.

A study by Agharroud, El Ghazali, Soudi and Ameziane (2023) analyzed the effects of climate change on coastal ecosystems and local communities as a risk of both sea level rise, temperature changes and enhanced frequency of extreme weather events. Researchers used a mix of climate models, spatial analysis and vulnerability assessments to assess this environmental change potential drivers on social-economy structures particularly agriculture but also fisheries in the region. It shows the necessity to adopt adaptive strategies for sustainable development and improve climate change resilience in the region.

2.2.3Risk Mitigation and Implementation of County Integrated Development Plan

Study by Sure and Mose (2024) adopted quantitative research approach and proportional stratified and simple random sampling techniques. The study explored how water supply projects' performance is affected by risk management practices. A sample of 98 project contractors was used in the study and questionnaires were used in collecting primary data. The study found out that risk prevention, risk transfer and risk control practices of risk mitigation significantly affected project performance. The survey above explored project performance whereas the current study is investigating the implementation of county integrated development plan.

In Kigoma Tanzania, Laurent (2024) study focused on evaluation of the success of financial enterprises in relation to risk management strategies. This research utilized the cross-sectional and multistage sampling techniques to meet the expectations of research questions. Primary data was collected from 300 financial enterprises. The study established

that profit generation was negatively but significantly affected by risk-adjusted pricing and liquidity risk preparedness. Further, the survey suggested that profitability was significantly enhanced enterprise size, enterprise category, enterprise location regulatory compliance and capital adequacy. It was also noted that effective risk management majorly was hindered by regulatory complexity, cultural resistance, data quality issues, lack of skilled personnel, technology adaptation and financial constraints challenges.

Sitienei, Korir and Koske's (2023) study sought to answer the question whether risk management had contribution to firm financial performance. The methodological approach was anchored in the positivist paradigm and employed an exploratory research design. Document analysis was adopted to collect data from annual audited reports of thirty-five banks. The study established a significant correlation between a firm's financial performance and risk management. The study above targeted private sector's financial firms while the current survey targeted the county government of Homa Bay, a public sector.

A study by Chari (2024) addressed the importance of well-proven risk management practices that can help promoting service delivery performance in local government agencies. The study, based on comprehensive analysis highlights some of the critical challenges that district council is grappling with like lack of resources, weak risk mitigation measures and structural weaknesses which act as a bottleneck for effective service delivery. The results stress the importance of adopting actionable risk management practices, of building institutional capacity and involving communities for improved services and sustainable development in the region.

A study by Niragire and Kwena (2024) investigated the interrelation of successfully led community-based initiatives and risk management practices in the success. A detailed analysis followed and it was established that risk identification and management, especially the risks related to resources, community participation and external risks were critical to project success. The study made a case in favour of a systematic risk management to mitigate obstacles and to optimize the results of a project, thus enabling better community development in the district.

A study by Harriet and Omwenga (2024) assessed how risk management practices such as risk monitoring and mitigation, assessment and identification affect financial performance of an airport. The study established found effective risk management strategies to be having significant positive effect on the performance results of JKIA. Findings such as the reduction in financial losses of risk management practices both proactive measures for solving security risks, operational waste and financial vagaries were observed leading to more value-added services added at the airport making it adversely profitable. The study recommended that JKIA needed a holistic risk management strategy so as to optimize financial performance and sustainably.

A study by Oluoch and Kisimbii (2021) evaluated the link between risk management approaches and implementation of healthcare projects in resource-constrained settings. Specifically, how risk management practices can help in resolving the issues observed during healthcare projects more with setting of cost-conscious enterprises in resource limited settings. The authors outlined a number of risk management strategies, namely assessment, identification, monitoring, mitigation and analyzed how these factors influenced healthcare project success. The results demonstrated that proper risk

management practices greatly help in the successful accomplishment of health projects in middle and low income countries through better efficiency, mitigated delays and sustainability for project execution. In addition, the study showed that in resource-constrained settings the appropriate use of risk management strategies can enable health care projects to overcome challenges involving finance, operations and politics. The research concluded that improved risk management capabilities in low-resource settings would have the potential to markedly improve not only outcome but also sustainability of healthcare projects.

2.2.4 Risk Communication and Implementation of County Integrated Development Plan

The research conducted by Heydari, Zarei, Moradi, Akbari, Mehralian, and Bagheri (2021) sought to explore the impact of risk communication on individuals' adoption of preventive and protective actions during the COVID-19 pandemic, with risk perception serving as an intermediary factor in this relationship. The study sample size comprised 3213 adults aged from 15 years. Inferential results showed that protective behaviors had a direct and indirect effect on risk communication. Further, the survey noted that the relation between risk communication and preventive behaviors was mediated by risk perception. The aforementioned study was conducted in Iran an Arab jurisdiction hence the inferences cannot be locally generalized. The study used structured questionnaire and cross-sectional survey to analyze risk perception, communication and behavior while the current study used descriptive research design gathering data from qualitative interviews and quantitative data from structured questionnaires allowing for generalizability of data.

Shrivastava and Shrivastava (2020) explored ways of enhancing risk communication and community involvement to help manage the spread of COVID-19. The survey's aim was to unravel the importance of community engagement and risk communication containing outbreaks. The study findings suggested that successful response towards public health emergencies hinges on the most crucial and integral elements of community engagement and risk communication. The study was aimed at outbreak containment while the current study seeks to understand the implementation of county integrated development plan.

Ataguba and Ataguba (2020) study established that in the developing jurisdictions the most crucial things are the effective crisis and risk communication. The COVID-19 pandemic burden is effectively reduced by social determinants of health more particularly effective crisis and risk communication. The study noted also that accountability, transparency, honesty, credibility and trust building are realized on the account of risk communication and effective crisis handling during COVID-19. Further, the survey noted that for effective crisis and crisis communication to be achieved in developing countries, crucial to consider is ethnic diversity, linguistic, cultural and regions. The study focused on the social determinants of health while the study at hand focused on the risk management practices CIDP implementation in Homa Bay County.

A qualitative study in Kenya by Khaoya and Mogambi (2023) delved into behavior change and risk communication in cigarette health warning labels. Using focused group discussion (FDGs), the study collected primary data from cigarette smokers who were aged between 30-40 years in Machakos and Kitui counties. The survey findings suggested that risk health perception among Kenyan adult smokers was influenced by cigarette warning labels. The study by Khaoya and Mogambi (2023) focused on cigarettes smokers whereas the current

study is focused on the influence of risk management practices on CIDP implementation in Homa Bay County.

Bongo (2022) revealed that community radio was an effective instrument for engagement between local government and the people, for building inclusivity and transparency. Additionally, it was identified that community radio drives community engagement which makes sure that local communities are out-informed of county projects, policies and opportunities. This research highlighted the importance of strengthening community radio to support development programs success through ownership in the process of decision-making. Contribution to knowledge on media integration in governance and development processes at county level in Kenya, while the current study focused on the effects of risks management practices on the implementation of CIDP.

Research by Tzioutzios (2022) examined citizens communicative conduct in the sense of risk communication and management strategies. This study has compared an approach risk communication of natural hazard to both natural and human-nature dependent technological risks. This study demonstrates that a participatory way of governance boosts awareness and citizenship by influencing better practices for risk reduction. Also, the research noted that, the more citizens are involved in communicating the process; the better are the response and effectiveness of risk management. This research advances the emerging integrated risk management literature by illustrating a community to authority feedback as critical in managing systemic risks.

A study by Esokomi (2024) highlights the significant role that community organizations, local stakeholders, and non-institutional bodies play in county-level with regard to road

infrastructure planning, implementation, and sustainability. The findings show that the presence of non-institutional actors increases responsibility and commitment with local ownership with better road policy implementation outcomes. Second, the research suggests coordination impreciseness, non-defined roles and resources that might drive non-institutional actors towards next level. The study is in line with trend towards the devolution of policy making powers and the entry of stakeholders in local development projects as well as appropriate infrastructure investment in Kenya.

2.3Theoretical Framework

The study's anchor theories were institutional theory and enterprise risk management theory.

2.3.1 Modern Portfolio Theory

Harry Markowitz developed the Modern Portfolio theory (MPT) in 1952 and later extended by William Sharpe (1964) and Merton. The theory emerged from finance and investment discipline as it considers a portfolio building of investors to the highest expected return for a given level of risk through diversification. MPT posits that risk is only relative to the yield, and with diversifying risk across different assets within a portfolio, overall portfolio risk can be lowest while at the same time achieving an optimal return by doing so. This theory set the framework for a risk-based mindset and subsequently been leveraged for beyond financial portfolios in the areas of project management, public investment planning and development as well.

The theory posits that decision-makers should not evaluate projects or investments in a vacuum but rather understand the interplay of each component in this overall portfolio of

risks and return. This view informs development planning, particularly for the context of CIDP implementation seriously argue that county governments should treat the different development projects as an interdependent set of investments managed by controlling risks exposures relative to maximizing socio-economic returns for each. This perspective in development planning, especially related to CIDP implementation would assert county governments have to coordinate multiple development initiatives on an interdependent set of investments with balancing risk exposure and maximal socio-economic returns that they are looking from their investment. In this view, risk management practices entail evaluating the trade-offs across various development priorities and spending resources to reduce collective risk to county development goals.

This study used Modern Portfolio Theory as a lens to comprehend how Homa Bay County can better manage its risk in CIDP implementation in terms of financial, operational and governance risk. Due to restricted county resources available and proximity to fiscal turnarounds, MPT underscores that risk asset deployment is key for a diversified sectors like infrastructure, health and agriculture arrangement. The absence of a structured risk appraisal and prioritization will always mean indebting resources, dead projects with fiscal stress. This study employs MPT as a way of perceiving the entry of portfolio-based risk strategies for helping county administrators to make better decision, hedge against concentration and higher-risk sectors and how such helps to improve effectiveness and sustainability of CIDP execution in Homa Bay County.

The MPT underpins this study as optimal risk-return trade-offs are emphasized in decision-making. When we apply it to public project planning, risk identification and assessment would serve as the requirement of identifying as well assessing other risks; asset risks in

portfolio. Risk mitigation has parallel diversification strategies that lower possible loss, and risk communication ensures that the stakeholder will be in a more informed decision-making position. MPT aids the rational allocation of resources for effective implementation of CIDPs in Homa Bay County by addressing various risk factors. MPT spotlights the need for data grounded analysis in public investment planning. Risk-return modeling can help Homa Bay County devise a CIDP strategy that is resilient not only to underlying project risks but also systemic risks through developing a strategy. With MPT this study aligns with strategic resource allocation to curb volatility, failure reduction and support sustainable development.

2.3.2 Theory of Change

Carol Weiss conceptualized Theory of Change (ToC) in the 1990s and then expanded upon as an analytical and planning-evaluation tool in development and policy circles. This became popular in international development agencies and governments for its clarity about how specific interventions contribute to long-term goals via a chain of intermediate logical outcomes (Weiss 1995). The ToC framework specifies what are the desired impacts, prerequisites that need to be in place for change, what is assumed away and what actually are the interventions that drives such change, so organizations have clarity on how change comes and what needs to be there to make that happen. Over the course, ToC has been woven into global systems of governance, public sector reform and risk management.

The theory is all about backward mapping starting from the end state to identify required pre-conditions and actions in order to streamline planning and accountability. It is able to enable participatory processes that decide response roles together with risks, assumptions and solutions. In development settings, ToC makes institutions to steer through complexity

by declaring in advance how and why a change process will happen under which conditions, enabling policymakers to skip project failures via informed adaptive management.

Homa Bay County using its CIDP aims at attaining sustainable development outcomes in health, infrastructure, agriculture and economic empowerment. Unfortunately gaps in risk management practices particularly risk identification, assessment and community engagement have hindered the implementation. When ToC is used with CIDP, a picture of how the inputs from structured risk management can help better intermediate outcomes as efficient resource allocation, decrease in project delays and stakeholder trust leading to sustainable county development. Toc underscores this study by mapping how risk management practices influence CIDP implementation in Homa Bay County. Risk identification and Risk assessment aids in uncovering and evaluating challenges that affect planned development goals thus aligning with ToC. ToC emphasis on stakeholder engagement and transparency is supported by risk communication thus ensuring shared understanding and progress tracking. Risk mitigation is operational in nature and more operational with its linkages to execution, but it helps ToC by working on risks identified in the change pathway. Hence, ToC explains how managing risks is related to successful and sustainable implementation of CIDP.

The employed ToC in this study provides understanding on how risks management at each step of CIDP planning to execution would fill the gaps within development plans and results. The theory above helps in the sense that it draws critical assumptions, like financial viability, governance support and public participation in its CIDP projects to explain why and how Homa Bay might experience project failure and risk management practices shifts

could trigger positive transformation. If fully embraced, ToC directs the county to develop actionable objectives for realistic goals with visible risk response mechanisms and strategies that situate citizen needs and systemic resilience with its CIDP performance and outcomes.

2.4 Summary of Reviewed Literature and Gaps

Table 2:1: Research gaps

Author	Title	Gaps	Gaps Filled
Shrivastava & Shrivastava (2020)	Strengthening risk communication and community engagement for the containment of the Corona Virus Disease 2019 outbreak.	The study lacked empirical analysis of structured risk communication in long-term governance and CIDP implementation, relied on conceptual frameworks without statistical validation.	This study addressed the gap by examining structured risk communication in CIDP implementation using a descriptive design, structured sampling,
Ghosh *et a*l., (2020)	Human health risk assessment of elevated and variable iron and manganese intake with arsenic-safe groundwater	Focused on contamination risk with no regard on the assessment of risk management practices in CIDP implementation, relied on lab analysis without stakeholder perspectives or real-world challenges.	This study addressed the gap by examining risk management practices in CIDP implementation, using a descriptive research design to assess mitigation measures and socio-economic impacts in Homa Bay County.
Kihara, Valimba & Nobert (2022).	Suitability of Flood Hazard Assessment Methods for Tanzania: A Case of Little Ruaha and Upper Ngerengere Catchment.	This study focused on flood hazard assessment using GIS and hydrological modeling but lacked stakeholder perspectives and policy considerations in risk management practices for CIDP implementation, which this study addressed.	This study addressed the gap by examining risk management practices strategies in CIDP implementation in Homa Bay County, using triangulation with quantitative surveys and qualitative interviews to assess real-world impact.
Sure & Mose (2024)	Project risk management and project performance in national referral hospitals in Kenya	This study examined risk management in hospitals using a case study approach but did not address risk management practices in CIDP implementation, which this study explored through triangulation approach for broader applicability.	This study examined risk management practices in CIDP implementation in Homa Bay County using triangulation with both quantitative data and qualitative insights for empirical validity.

Wang *et al*. (2020)	Risk communication on behavioral responses during COVID-19 among general population in China: A rapid national study.	The study lacked an assessment of job satisfaction and engagement in risk communication, relied on rapid surveys without deep statistical analysis or diverse sampling.	This study examined risk management practices in CIDP implementation in Homa Bay County, focusing on governance and stakeholder engagement, using a descriptive research design, and SPSS analysis for deeper insights.
Wanyama & Muluka (2024)	Strategic Leadership and Change Management in the County Government of Bungoma, Kenya: The Moderating Effect of Stakeholder Engagement.	The study lacked empirical analysis of risk management practices in CIDP implementation, relied on conceptual analysis without structured sampling or statistical modeling, which this study addressed.	This study focused on risk management practices in CIDP implementation in Homa Bay County, using a descriptive research design, structured sampling, and SPSS analysis for empirical validation.
Huang *et a*l. (2022)	Risk Identification and Its Impact on the Implementation of County Integrated Development Plans (CIDPs) in Kenya: A Focus on Stakeholder Engagement and Governance Challenges	The study lacked analysis of risk mitigation and communication in CIDP implementation, relied on qualitative methods without statistical validation.	This study filled the gap by analyzing risk mitigation and communication in CIDP implementation using a descriptive design, mixed methods, structured sampling, and SPSS analysis for empirical reliability.
Laurent (2024)	Evaluation of the Impact of Risk Management Strategies on the Success of Financial Enterprises in Kigoma, Tanzania	The study did not examine risk management in CIDP implementation, with focus on governance, financial, and operational risks, relied on a case study approach, limiting broader applicability.	This study examined risk management in CIDP implementation, focusing on governance, financial, and operational risks in Homa Bay County using a descriptive design, and statistical analysis thus allowing generalizability.
Khaoya & Mogambi (2023)	Risk Communication and Behavior Change: A Qualitative Study on Cigarette Health Warning Labels in Kenya	The study lacked risk communication strategies in CIDP implementation and overlooked governance challenges as a mediating variable, relied solely on qualitative analysis without statistical validation.	This study filled the gap by applying risk communication to CIDP implementation and using correlation analysis to link governance and risk management, employed descriptive research design,

			structured sampling, and SPSS analysis for empirical rigor.
Agharroud *et a*l. (2023)	Climate Risk Assessment of the Tangier-Tetouan-Al Hoceima Coastal Area, Morocco" by Agharroud et al. (2023)	The study did not examine risk management practices in mitigating climate risks in CIDP implementation, relied on qualitative assessments without statistical validation, which this study addresses.	This study addressed the gap by examining risk management practices in CIDP implementation in Homa Bay County using descriptive research design, structured sampling, and SPSS analysis for empirical rigor.
Esokomi (2024)	Evaluating Participatory Non-Institutional Actors' Involvement in the Policy Implementation of County Roads at Narok County, Kenya.	The study focused on non-institutional actors in county road policy but lacked analysis of risk management practices in CIDP implementation, relied solely on qualitative methods without statistical validation.	This study filled the gap by examining risk management practices in CIDP implementation in Homa Bay County using descriptive research design, structured sampling, and SPSS-based analysis.

Source: Researcher (2025)

2.5Conceptual Framework

The conceptual framework below shows how the independent variable (risk management practices) relates to the dependent variable (CIDP implementation).

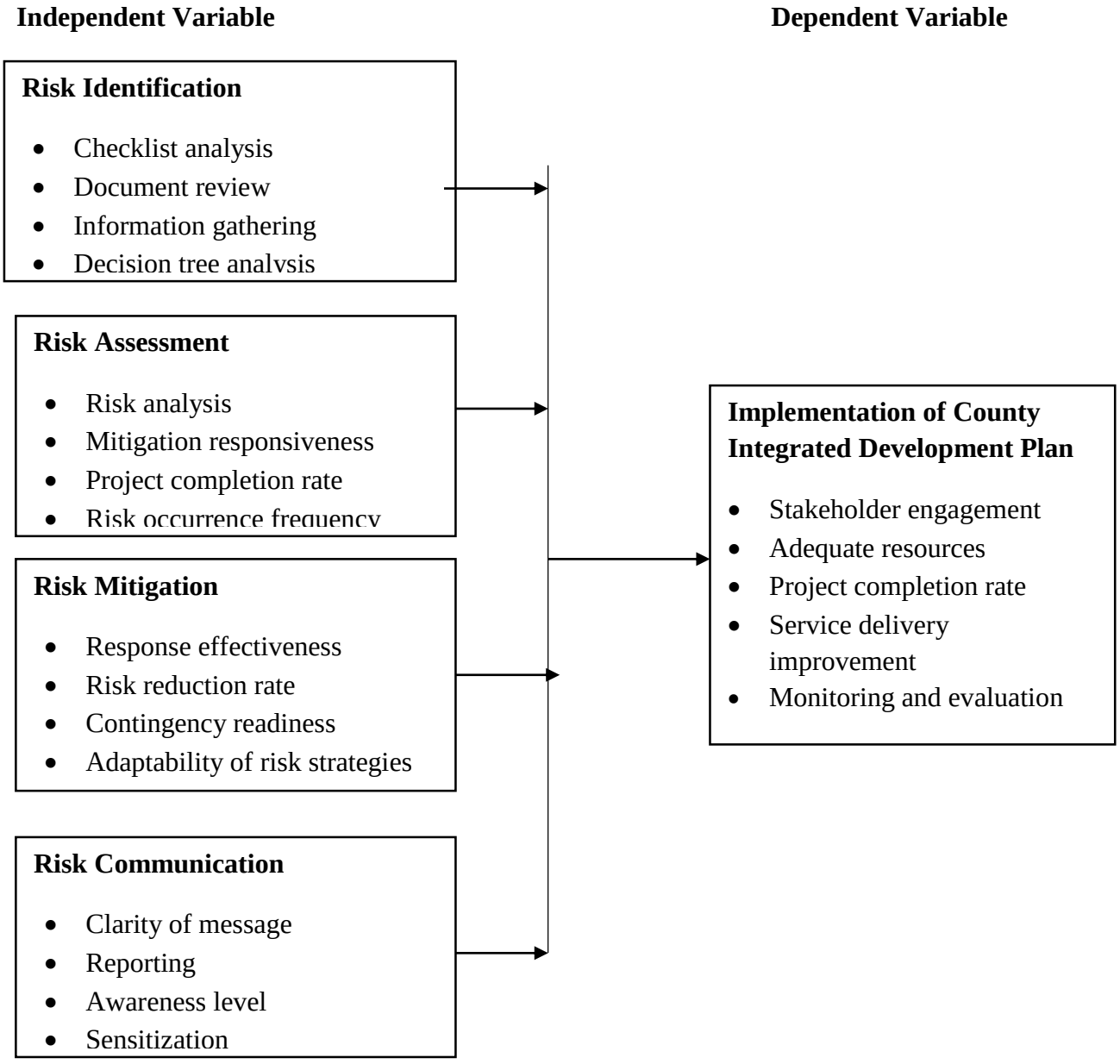

Figure 2.1: Conceptual Framework
Source: Researcher (2025)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section focuses on the study's research methodology. It includes research instruments, research design, pilot study, sampling technique, target population, ethical consideration, validity and reliability of instruments, data analysis and presentation, sample size and regression model.

3.2 Research Design

A descriptive research design was utilized in the study. The design was ideal for collecting self-reported data from a large, diverse group. The design supports ToC by enhancing results-based data collection on how risk management practices affect CIDP implementation. The design enabled structured assessment of risk factors and mitigation strategies thus aligning with MPT. The design permits correlation and comparison of variables such as risk identification and assessment, mitigation, and communication with CIDP implementation effectiveness in Homa Bay County using standardized questionnaires.

3.3 Target Population

The study's focus was institutional and community stakeholders engaged in CIDP implementation in Homa Bay County. This included the County Executive Committee (CEC) Member Finance and Economic Planning, Chief Officer Finance and Economic Planning, project managers, business persons, youth groups, women groups and Persons with Disabilities (PWDs). This was consistent with ToC framework by having actors that

are both part of planning and experiencing project outputs. As per MPT, the diversity offers a vast spectrum of risks and responses that contribute to more balanced and better-informed views on risk management as well project success. The target population was two hundred and thirty-four (234).

Table 3:1: Target Population

Category	**Population**	**Percentage (%)**
CEC Member	1	0.43
Chief Officer	1	0.43
Project Manager	20	8.55
Business Persons	50	21.37
Youth Groups	60	25.64
Women Groups	50	21.37
Persons with Disabilities (PWDs)	52	22.22
Total	234	100

Source: Homa Bay County Government (2025)

3.4 Sampling and Sampling Size

The study applied stratified sampling and simple random sampling techniques thus ensuring balanced and representative participation. Stratified sampling was used in categorizing respondents into groups engaged in CIDP implementation which included business persons, youth, women, and Persons with Disabilities (PWDs) thus able to capture diverse perspectives on risk identification, assessment, mitigation, and communication. Simple random sampling was applied within each stratum in selection of participants thereby ensuring fairness and reducing selection bias in the study. A stratified simple random sampling was used by assigning a unique number to each validated respondent within a stratum and then employing a random selection procedure like a random number generator to pick the participants. This guaranteed that all the eligible persons had the same fair and unbiased opportunity to be selected.

Cochran's (1977) formula below determined the sample size at 95% confidence level;

$$n_0 = \frac{Z^2 \times P\,(1-P)}{e^2}$$

Where;

Z= 1.96 (Z-score for 95% confidence level)

P= 0.5 (Population proportion when unknown)

e= 0.05 (Margin of error)

$$n_0 = \frac{(1.96)^2 \times (0.5) \times (0.5)}{(0.05)^2}$$

$$n_0 = \frac{3.8416 \times 0.25}{0.0025}$$

$$n_0 = \frac{0.9604}{0.0025}$$

$n_0 = 384.16$

Since the population N = 234 is finite, we adjust the sample size using:

$$n = \frac{n_0}{1 + \frac{n_0 - 1}{N}}$$

$$n = \frac{384.16}{1 + \frac{384.16 - 1}{234}}$$

$$n = \frac{384.16}{1 + \frac{383.16}{234}}$$

$$n = \frac{384.16}{1 + 1.638}$$

$$n = \frac{384.16}{2.638}$$

$n = 145.47$

Using Cochran's formula, the sample size was 146 respondents.

Table 3:2: Sample Size

Category	Sample Size	Percentage (%)
CEC Member	1	0.43
Chief Officer	1	0.43
Project Manager	11	8.55
Business Persons	30	21.37
Youth Groups	38	25.64
Women Groups	31	21.37
Persons with Disabilities (PWDs)	34	22.22
Total	146	100

Source: Researcher (2025)

3.5Research Instruments

Interview guides and questionnaires were used in the collection of quantitative and qualitative data. CEC Member Finance and Economic Planning, Chief Officer Finance and Economic Planning and project managers, business persons, youth groups, women groups and PWDs was targeted in gathering quantitative data using structured questionnaires. Qualitative data was generated from interview guides as key informants' qualitative insights will be taken into consideration. Primary data was complemented with secondary data generated from government reports, CIDPs and policy documents. This approach allowed for comprehensive analysis of strategic risk management and its effect on CIDP implementation in Homa Bay County. Structured questionnaires were distributed among project managers, businessmen, youth, women, and PWD respondents to produce quantitative data. Key informants; the CEC Member for Finance and Economic Planning and the Chief Officer for Finance and Economic Planning were interviewed providing qualitative insights enriching research.

3.6 Pilot Study

A pilot study was done in Migori County. The pilot study included 10% of the sample size representing 15 respondents. It was done to evaluate the effectiveness of the research

instruments. The feedback helped in reviewing the interview guides and questionnaires. This enhanced refining of interview guides and questionnaires through addition of more questions and resolving identified issues thus strengthening validity, reliability, clarity of research instruments.

3.6.1 Validity of Research Instruments

The study adopted face, intent and content validity techniques to ensure that the research instruments were valid. Content validity enhanced testing research instruments to check whether they represent elements of risk management practices and CIDP implementation in Homa Bay County. For clarity of questions and respondents' ability to understand them face validity was employed. Instrument alignment with study objectives was verified using intent validity. This called for review of research tools against study goals ensuring the collection of relevant data. These types of validity enhanced the clarity, relevance, and conceptual accuracy of both the questionnaire and interview guide. Moreover, professional assessment from the research supervisor was sought thus enhancing the accuracy and relevance of research instruments. Validity was enhanced by the pilot study.

3.6.2 Reliability of Research Instruments

The study adopted internal consistency method with an aim of measuring the consistency of research instrument in producing results enhancing reliability. Cronbach's Alpha assessed reliability with a focus on ensuring questionnaire effectively represents risk management practices and CIDP implementation. Lee J. Cronbach (1951) introduced this widely applied method for assessing internal consistency. Cronbach Alpha value above 0.70 is an indication of strong internal consistency and reliability of the research instrument. A full data collection was preceded by a pilot study and some needed

corrections. This approach ensured that various items in a questionnaire align to evaluate the same concept thus resulting to consistent and dependable data.

Table 3.3: Reliability Test

Variable	Cronbach's Alpha	N of Items
Risk Identification	0.783	2
Risk Assessment	0.812	3
Risk Mitigation	0.827	3
Risk Communication	0.796	3
CIDP Implementation	0.835	4
Overall	**0.911**	15

Source: Field Data (2025)

The highest Cronbach's alpha was observed for CIDP Implementation at 0.835, indicating strong internal consistency. The lowest coefficient was for Risk Identification at 0.783, which is still well above the acceptable threshold of 0.7. The overall reliability of the instrument across all 15 Likert-scale items yielded a Cronbach's Alpha coefficient of 0.911. These results confirm that the instrument was internally consistent and reliable for assessing the effect of risk management practices on County Integrated Development Plan (CIDP) implementation. This high level of internal consistency supported the instrument's suitability for use in empirical research of this kind (FitzPatrick, 2019).

3.7 Data Analysis and Presentation

The data was cleaned, coded and analyzed. Statistical Package for the Social Sciences (SPSS) was employed in data analysis. Inferential and descriptive statistical methods were used in the study with descriptive statistics used to present key demographic characteristics, while inferential statistics used multiple regression analysis to examine the link between risk management practices and implementation of Homa Bay County's CIDP. Analysis of correlation was conducted to examine the direction and strength of relationships among the variables, namely risk mitigation, risk identification, risk communication risk assessment

and CIDP implementation. Pearson's Product-Moment Correlation Coefficient (r) determined the linear relationship among the variables. ANOVA was also utilized. Qualitative data was subjected to content analysis for themes and discourses generation alongside key variables. The effect of risk identification, assessment, mitigation, and communication on CIDP implementation was analyzed using a regression model. The findings were presented using frequency tables.

A multiple regression model assessed the relationship between risk management practices and the implementation of CIDPs in Homa Bay County. Multiple regression was employed to help in determining how multiple strategic risk management practices collectively and individually affect CIDP implementation in Homa Bay County. It was fundamental in providing evidence of the relevance of risk identification, risk assessment, risk mitigation, and risk communication in influencing CIDP implementation in Homa Bay County. The regression equation was given as:

$Y= \beta_0 +\beta_1 X_1 +\beta_2 X_2 +\beta_3 X_3 +\beta_4 X_4 +e$

Where;

Y= Implementation of CIDPs; β_0= Intercept; X_1 = Risk Identification; X_2 = Risk Assessment; X_3 = Risk Mitigation; X_4 = Risk Communication and $\beta_1 - \beta_4$ = Regression coefficients and e is the error term

3.8 Ethical Considerations

Ethical research standards were upheld in the study which included anonymity, confidentiality and informed consent. Approval was sought from Kenyatta University. The researcher obtained a research permit from NACOSTI before collecting data. Participants were given clear consent forms that were easy to understand stated the purpose of study

along with participants' rights, to unreservedly withdraw at any stage. Unique codes were used instead of names to maintain confidentiality and privacy of participants with all data securely stored in password-protected files. Participation was totally voluntary, absolutely with no compulsion or coercion. The researcher guaranteed the objectivity and credibility of data collection, analysis, as well as reporting, and results were only used for academic purposes which are related to the study of CIDP implementation in Homa Bay County.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSIONS

4.1 Introduction

The chapter provides the study findings on risk management practices and implementation of CIDP in Homa Bay County, Kenya. It also presents the demographic data of respondents and analysis of research findings from the study objectives. Descriptive and inferential statistics were used to discuss the findings of the study.

4.2Reliability Test Results

The study had a sample size of 146 respondents who were sampled with results tabulated in table 4.1 below.

Table 4:1:Response Rate

Response Category	Frequency	Percentage %
Response	139	95.2
Non-Response	7	4.8
Total	146	100

Source: Field Data (2025)

139 respondents filled and returned their questionnaires to the researcher representing 95.2% rate which was enough for the study. It was in tandem with the opinion of Mugenda and Mugenda (2003) whose recommendation is that a 65% response rate suffices for reporting and analysis, of 60 % is a good response rate while 70% termed excellent. Therefore, the 95.2% response rate was sufficient for reporting and analysis. Non-response was led by questionnaires that were not returned by the respondents.

4.3Demographic Information

The respondents were required to provide their demographic information to determine their nature. This section provides research based on age, gender, level of education and respondents' role in CIDP implementation.

4.3.1 Gender of the Respondents

The figure below shows the gender distribution of the respondents:

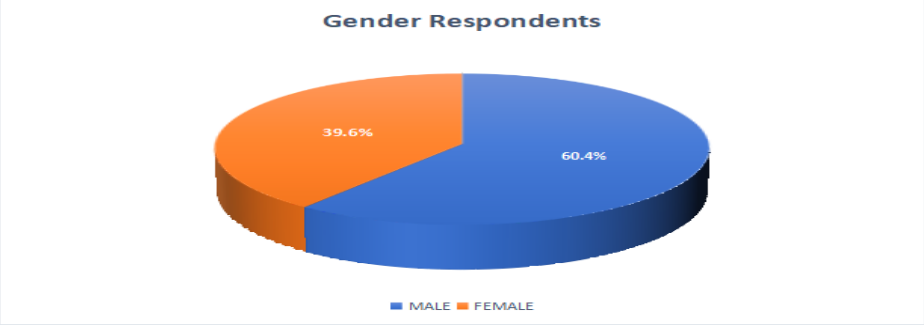

Figure 4:1: Gender Distribution of the Respondents

Source: Field Data (2025)

Majority of the respondents, 60.4%, were male while 39.6% were female. There was no bias in the response as both genders were represented, ensuring a balanced perspective on risk management practices in CIDP implementation. The participation of both genders can vary. Further, the distribution of roles between men and women varies. Women may be relatively more likely to participate in social and community-based development actions such as in women's groups while men may perform project management and/or planning tasks more frequently. Since 60.4% of the respondents were males, the participation of males is predominant in the planning and management of projects related to CIDP, which could explain their over representation in the study. Better or worse risk management

results are not suggested by this just that the results might be a reflection of a male-tilting perspective in process implementation.

4.3.2 Respondents' Age

Age of respondents is an essential demographic variable affecting the implementation of development intervention projects. It plays a role in participation, risk perception, decision making and openness to change. The findings are presented in Table 4.2.

Table 4.2: Distribution of Respondents by Age

Age (Years)	Frequency	Percentage
18-29	26	18.7
30-39	42	30.2
40-49	46	33.1
Above 50	25	18.0
Total	**139**	**100**

Source: Field Data (2025)

The table 4.2 shows that the most respondents were aged between 40 and 49 years and had 33.1% (46 respondents)**,** followed by 30.2% (42 respondents) aged between 30 and 39 years. Respondents aged 18 to 29 years accounted for 18.7% (26 respondents), while those aged above 50 years made up 18.0% (25 respondents) of the sample. The distribution of this result indicates a variety of group of respondents and indicates that presumably most of the respondents have a good experience in project execution. It also indicates a blend of youthful energy and seasoned oversight, which is critical in both grassroots mobilization and technical execution of CIDP activities. Ensuring participation across all age groups helps in incorporating diverse perspectives and fostering intergenerational equity key elements for sustainable and inclusive county development.

4.3.3 Level of Education of Respondents

The level of education in Homabay County can significantly impact the implementation of development projects and frameworks like the CIDP. Figure 4.2 below illustrates the findings:

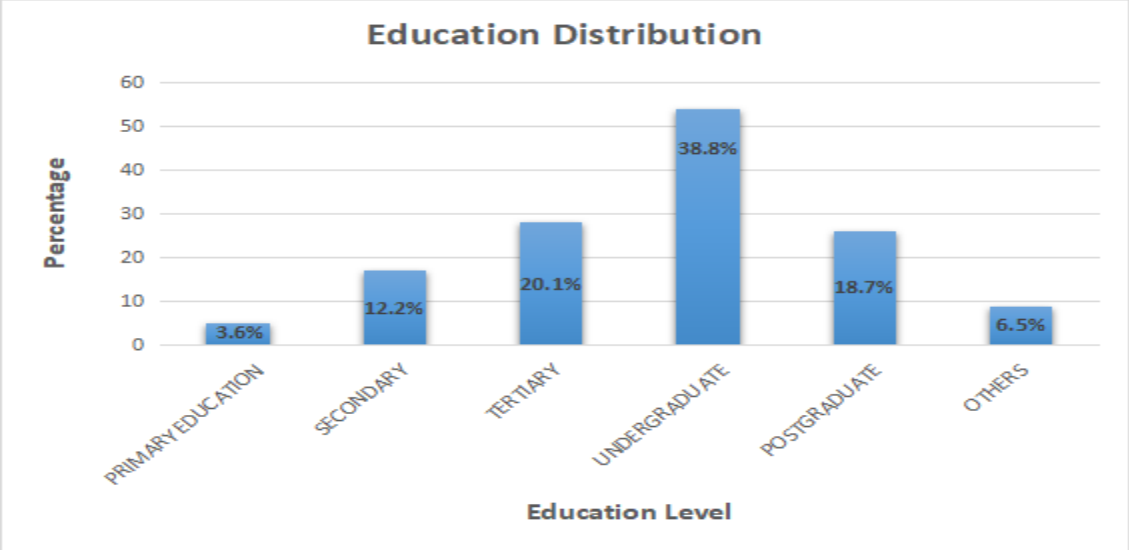

Figure 4.2: Level of Education

Source: Field Data (2025)

Figure 4.2 indicates that 38.8% of the respondents had attained undergraduate education as their highest educational level, followed by those who had tertiary education, as presented by 20.1%. A smaller proportion had secondary education at 12.2% and primary education at 3.6%. Notably, 6.5% of respondents selected "Others" and specified qualifications. This diverse educational profile suggests a reasonably educated respondent base with both academic and practical knowledge. Such a background supports effective participation in CIDP planning and execution, especially in technical roles that require specialized training. Moreover, the presence of respondents with professional or vocational education emphasizes the need to recognize non-formal education as a contributor to project capacity and implementation success.

4.3.4 Role in CIDP Implementation

Respondents were classified depending on their participation in CIDP processes in Homa Bay County. These functions are typical of both higher-level institutions and community organizations, and serve the principles of participatory development. Table 4.3 summarizes the results.

Table 4.3: Role in CIDP Implementation

Role in CIDP implementation	Frequency	Percentage
CEC Member (Finance and Economic Planning)	1	0.7
Chief Officer (Finance and Economic Planning)	1	0.7
Youth group member	38	27.3
Person with Disabilities (PWD)	27	19.4
Project manager	11	7.9
Business person	30	21.6
Women group member	31	22.3
Total	**139**	**100**

Source: Field Data (2025)

The findings reveals that 27.3% (38) were youth group members, women group members 22.3% (31), business persons 21.6% (30) and persons with disabilities 19.4% (27). For example, the project managers represented 7.9% (11 respondents) of the sample, and the senior county level official that is the CEC Member and Chief Officer in Finance and Economic Planning accounted for 0.7% (1 respondent) each. This spread is an indication of large representation at the community level, a reflection of the participatory nature of the CIDP process for 2023–2027 in Homa Bay County. They are vitally needed to help to contain and manage risks from the grass roots. Institutional actors, though fewer in number represent policy-level risk management and oversight. Together, these categories describe how risk identification, evaluation, mitigation, and communication influences CIDP implementation by impacting decision making at different levels of governance.

4.4Descriptive Analysis

4.4.1 Risk Identification and Implementation of County Integrated Development Plan

The respondents were required to indicate the extent to which they agreed with several statements related to risk identification practices using a five-point Likert scale: where 1 (strongly Disagree), 2 (disagree), 3 (neutral), 4 (agree), 5 (strongly Agree). Table 4.4 provides the results

Table 4.4:Descriptive Statistics on Risk Identification

Statements	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Checklist analysis is used to identify potential risks in CIDP projects	0	0.0	0	0.0	73	52.5	38	27.3	28	20.1	3.67	0.79
Project documents are reviewed to detect possible implementation risks	0	0.0	0	0.0	62	44.6	52	37.4	25	18.0	3.73	0.75

Source: Field Data (2025)

Table 4.4 shows a positive correlation between CIDP implementation and risk identification. Respondents who agreed that checklist analysis is used to identify potential risks were 38 (27.3%), those who strongly agreed were 28 (20.1%) indicating recognition it plays in identifying risks, while neutral respondents were 73 (52.5%)suggesting lack of confidence or no real engagement in the checklist content. This indicate that awareness of the checklist analysis may not be simply applied, or understood in practice. The values for mean (3.67) and standard deviation (0.79) show a moderate agreement and little variability in responses.

Respondents who agreed that project documents are reviewed to detect risks were 52 (37.4%), those who strongly agreed were 25 (18.0%) showing they acknowledge the role it plays, while neutral respondents were 62 (44.6%) which indicates moderate familiarity and use of document review as a risk discovery technique. This high neutrality indicates that though respondents are cognizant of these risk identification approaches, their practical use may differ throughout the County. The standard deviation and mean of this statistic was slightly higher than the checklist analysis item at 3.73 and 0.75, respectively, suggesting that document review may be a bit more well-known than the checklist analysis.

The results show that checklist analysis and document review are acknowledged risk identification approaches, but in many cases the respondents are neutral, suggesting unawareness or application. These findings align with the conclusions of Chari (2024), which affirm that the structured risk identification, assisted by stakeholders, improves the success of project planning and implementation. So, reinforcing these is critical in enhancing CIDP projects' implementation in Homa Bay County.

Further, respondents were asked whether stakeholder involvement is considered when identifying risks in CIDP projects.

Table 4.5: Stakeholder Involvement in Risk Identification (n = 139)

Response	Frequency	Percentage (%)
Yes	106	76.3%
No	33	23.7%

Source: Field Data (2025)

The table 4.5, reveal that 106 (76.3%) respondents reported that stakeholder input is indeed taken into account, while 33 (23.7%) indicated it is not. This highlights participatory approaches as crucial in the identification of possible risks, although there remain a few projects where full stakeholder participation does not occur, offering scope for enhancements for risk management processes. This result is in line with Oluoch and

Kisimbi (2021) who contends that stakeholder involvement in risk processes fosters ownership, accuracy in risk identification and project success. Respondents who answered "Yes" were required to indicate the stakeholders' involvement level. The results are indicated in Table 4.6.

Table 4.6: Extent of Stakeholder Involvement in Risk Identification (n = 106)

Level of Involvement	Frequency	Percentage (%)
No Extent	25	23.6%
Little Extent	15	14.2%
Some Extent	31	29.2%
Very Great Extent	35	33.0%

Source: Field Data (2025)

(25) 23.6% of the respondents reported "No extent", (15) 14.2% reported "Little extent", 31 (29.2%) "Some extent" while 35 (33.0%) reported "Very great extent". The findings suggests that stakeholders are quite involved to some or very great extent in risk identification, as 29.2% and 33.0% report involvement to some or very great extent respectively. Regardless, 23.6% and 14.2% of respondents were involved to no or little extent respectively showing variation in the success of stakeholder engagement between projects. This shows the significance of mechanisms for meaningful and equal contributions of all parties in the process of risk identification. These findings align with Wanyama and Muluka (2024) who established stakeholder engagement as a moderating variable in the model. It shows that stakeholder engagement and active participation lead to effectiveness of strategic leadership in supporting change efforts at the County government. The authors recommended strategic leadership practices in the areas of strategic direction, planning and controls for better managing their outputs.

Finally, the respondents were required to evaluate the effectiveness of methods used to gather stakeholder input in identifying risks during CIDP implementation, as shown in Table 4.7.

Table 4.7: Perceived Effectiveness of Methods for Gathering Stakeholder Input (n = 139)

Effectiveness Level	Frequency	Percentage (%)
No Extent	9	6.5%
Some Extent	25	18.0%
Good Extent	49	35.3%
Very Good Extent	56	40.3%

Source: Field Data (2025)

9 (6.5%) respondents, reported "Some extent" 25 (18.0%) respondents, "Good extent" 49 (35.3%) respondents while "Very good extent" 56 (40.3%) respondents. The findings suggests that perceived effectiveness of methods of gathering stakeholder input in risk identification has a positive relationship, with 35.3% and 40.3% of respondents indicating good or very good extent respectively. A minority, 18.0%, felt that the method was effective to some extent, and 6.5% did not feel that the method was effective at all, thus indicating a certain range in the perceived effectiveness of the methods. The findings illustrate a positive correlation between stakeholder involvement and the extent to which risks were identified correctly in the implementation of CIDP.

The study found that risk identification positively affects CIDP implementation in Homa Bay County, though its application remains uneven. Although respondents indicated the use of methods, such as checklist analysis and document review, the agreement was fair, showing inconsistency between training and institutionalization. Stakeholder involvement was observed though varied, undermining its overall impact. These finding are in agreement with Muzaare (2023), who observed that ineffective leadership limits

effectiveness of IDP, and Wanyama and Muluka (2024), who emphasized the need for steady collaboration with stakeholder in county project implementation.

4.4.2 Risk Assessment and Implementation of County Integrated Development Plan

Respondents were required to rate statements related to the application of risk assessment practices in CIDP projects using a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The findings were presented in Table 4.8.

Table 4:8: Descriptive Statistics on Risk Assessment

Statements	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Risk analysis tools are applied to evaluate potential project threats	7	5.0	14	10.1	35	25.2	55	39.6	28	20.1	3.60	1.08
Risk assessment supports timely completion of CIDP projects	3	2.2	10	7.2	32	23.0	61	43.9	33	23.7	3.80	0.96
Past frequency of risk occurrence is used to assess future threats	4	2.9	8	5.8	35	25.2	62	44.6	30	21.6	3.76	0.95

Source: Field Data (2025)

Table 4.8 indicates a positive correlation between risk assessment and CIDP implementation. Respondents who agreed that risk analysis tools are applied to evaluate potential project threats were 55 (39.6%), those who strongly agreed were 28 (20.1%) indicating strong recognition of risk analysis tools, neutral were 35 (25.2%) respondents showing some level of uncertainty, those who disagreed were 14 (10.1%) while those who strongly disagreed were 7 (5.0%) showing a proportion who felt they were insufficient. The values for mean (3.60) and standard deviation (1.08) show a moderate agreement and moderate variability in responses indicating that most view the application of these tools as positive, with a minority of respondents being neutral or disagreeing, indicating some variation of experience or knowledge of nature of risk assessment. Risk analysis tools are

positively related to the practice of risk assessment, although not all respondents experience their application.

Respondents who agreed that risk assessment supports timely completion of CIDP projects were 61 (43.9%), those who strongly agreed were 33 (23.7%) indicating a good level of recognition, neutral were 32 (23.0%) respondents showing uncertainty, 10 (7.2%) disagreed while 3 (2.2%) strongly disagreed signifying a proportion of those who felt the insufficiency of risk assessment. The mean of 3.80 shows a positive agreement by respondents that risk assessment supports timely completion of CIDP projects and standard deviation (0.96) suggests moderate variability in responses indicating that although most suggest positive relationship, a small percentage of respondents are neutral, disagree or strongly disagree thus the variation in responses.Timely implementation of CIDP projects is generally seen as being positively impacted by systemic risk assessment.

Respondents who agreed that past frequency of risk occurrence is used to assess future threats were 62 (44.6%), those who strongly agreed were 30 (21.6%) thus a good percentage of recognition, neutral were 35 (25.2%) respondents showing uncertainty, 8 (5.8%) disagreed while 4 (2.9%)strongly disagreed indicating insufficiency. The values for mean (3.76) shows a positive agreement by respondents that past frequency of risk occurrence is used to assess future threats and standard deviation (0.95) suggests moderate variability in responses indicating that while the majority of the respondents recognize a positive relationship, some are neutral or disagree, which suggests a divergence in the use of historical risk data within CIDP projects. Use of historical risk data in CIDP projects is seen as being positively related to proactive risk management in CIDP projects. This study contributes by demonstrating that the institutionalization of risk assessment in CIDP

projects in Homa Bay promotes timely completion and foresight planning, a previously unexplored terrain at the county level. It broadens comparative literature through the fleshing of global perspectives into local governance practice(Castillon, 2022; Niragire & Kwena, 2024).

Further, respondents were required to indicate whether the county uses risk assessment results to strengthen mitigation responsiveness in CIDP projects. Table 4.9 provides the results.

Table 4.9: Use of Risk Assessment Results to Strengthen Mitigation (n = 139)

Response	Frequency	Percentage (%)
Yes	94	67.6%
No	45	32.4%

Source: Field Data (2025)

It was determined by 94 (67.6%) respondents that use of risk assessment helps in enhancing the mitigation than 45(32.4%) who disagree. This highlights a positive relationship that systemic risk assessment is crucial in decision-making, enhances strategic allocation of resources and enhancement of mitigation action. 32.4% of respondents who indicated limited use of assessment results, signifies the gaps that needs to be addressed to positively enhance mitigation. The findings align to Niragire and Kwena (2024) who established systematic risk management to mitigate obstacles and to optimize the results of a project, thus enabling better community development. It was established that proper risk identification through assessment and management of risks are critical to project success.

To complement the quantitative findings, respondents who indicated “Yes” were asked to explain how risk assessment results are applied in CIDP implementation and to provide suggestions for improving risk management. One participant stated, *“There is need for*

*informed and participatory decision making in CIDP implementation."*This reflects not only the need to make decisions but making informed and collaborative decisions. This approach was seen to foster ownership and support coordinated risk responses. Another respondent noted *"There is effective planning of development projects and decision making."* This indicates that proper and effective planning has a direct impact on the effectiveness of CIDP implementation. Another respondent noted, *"There has been strategic decision making."*

One participant stated, *"The institutionalization of risk assessment in project life cycle contributes significantly to CIDP success."* This finding reinforces the notion that it is wise to set risk assessment mechanisms in place in order to allow for efficient CIDP implementation. Several participants emphasized the importance of expanding the institutionalization of risk management practices and strengthening CIDP implementation. On risk management, one said, "*training of government officials and capacity building of communities should be done*." It was suggested that a more robust information base and knowledge about what risk planning could enhance preparedness and the ability of the stakeholders to work together.

There were also calls for enhanced people-centered engagement including listening to young people, women and disadvantaged groups to assess the risk and as well to monitor it. Other suggestions included using digital tools, such as mobile apps and dashboards, to send out real-time alerts and to conduct regular risk audits and assessments to encourage continuous improvement and accountability. A positive relationship is noted in participants responses on the use of risk assessment results and enhanced mitigation responsiveness in CIDP projects. The findings are in tandem with Castillon (2022) findings which

underpinned the importance of stakeholder integration and planning under uncertainty and resource management in reducing disaster vulnerability for sustainable development.

Respondents also rated the extent of risk assessment in implementation of CIDP projects. Table summarizes results are summarized.

Table 4.10: Extent of Effective Implementation of Risk Assessments (n = 139)

Implementation Level	Frequency	Percentage (%)
No Extent	11	7.9%
Some Extent	29	20.9%
Good Extent	46	33.1%
Very Good Extent	53	38.1%

Source: Field Data (2025)

11 (7.9%) of the respondents reported "No extent", 29 (20.9%) "Some extent" respondents, 46 (33.1%) "Good extent" while 53 (38.1%) "Very good extent" respondents. The findings demonstrate a positive correlation between the effective management of risks and the implementation of risk assessment practices with 46 (33.1%) and 53 (38.1%) of respondents indicating good or very good extent respectively. A minority, 29 (20.9%), felt that implementation of risk assessment practices was effective to some extent, and 11 (7.9%) did not feel that it was effective at all, thus indicating a certain range in the effectiveness of the implementation. This aligns with Sitienei, Korir and Koske's (2023) study that established risk management and firm financial performance shared a positive and significant relationship.

Risk assessment and implementation of CIDP in Homa Bay County had a positive correlation. Risk analysis increases completeness of projects, thereby informing pre-planned and mitigation strategy responsiveness. Participants revealed that risk assessment supports "effective planning of development projects" and that their institutionalization

"creates a major impact on CIDP success." These affirm earlier work that highlights the nexus of risk assessment contributing to resilience by ensuring that the right decisions are made in terms of projects (Castillon 2022) and the impact of proactively assessing risks on project sustainability and stakeholder engagement as epitomized by Niragire and Kwena (2024).

4.4.3 Risk Mitigation and Implementation of the County Integrated Development Plan

The researcher had asked respondents to express how much they agreed with specific statements on how effective risk mitigation measures in dealing with the risks associated with projects. The results are tabulated in the table below.

Table 4.11: Descriptive Statistics on Risk Mitigation

Statements	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Response strategies are effective in addressing project risks	2	1.4	5	3.6	25	18.0	70	50.4	37	26.6	3.97	0.85
Implemented strategies have led to measurable risk reduction	2	1.4	6	4.3	28	20.1	67	48.2	36	25.9	3.93	0.87
Strategies are adaptable to changing project conditions	3	2.2	8	5.8	29	20.9	65	46.8	34	24.5	3.86	0.93

Source: Field Data (2025)

Table 4.11 illustrates a positive correlation between risk mitigation and CIDP implementation. Respondents who agreed that response strategies are effective in addressing project risks were 70 (50.4%), those who strongly agreed were 37 (26.6%) showing a good level of recognition, neutral were 25 (18.0%) respondents signifying some level of uncertainty, those who disagreed were 5 (3.6%) while those who strongly disagreed were 2 (1.4%) drawing skepticism and feeling they were insufficient. Mean and standard deviation of 3.97, 0.85 respectively indicate that respondents generally agree, variance is low indicating most of the respondents generally think that strengthening the response strategies significantly reduces the risks of the project. The response tactics are positively associated with the defusing of project risk, although not all respondents experience their usage.

Respondents who agreed that implemented strategies have led to measurable risk reduction were 67 (48.2%), those who strongly agreed were 36 (25.9%) thus showing a positive level of recognition, neutral were 28 (20.1%) respondents signifying uncertainty, 6 (4.3%) disagreed 2 (1.4%) strongly disagreed were feeling they were insufficient. The mean value (3.92) is an indication of positive responses on whether or not applied strategies lead to significant reduction of risk and standard deviation of (0.87) showed low variability of responses indicating majority agree the strategy has a positive relationship between risk reduction, however, a minority are neutral, disagree and strongly disagree and thus variation in responses. Furthermore, these findings suggest that there is a correlation between the use of risk mitigation strategies and decrease in project risk as a consequence of their use, confirming that systematic use of risk mitigation strategies enables the execution of CIDP.

Respondents who agreed that strategies are adaptable to changing project conditions were 65 (46.8%), those who strongly agreed were34 (24.5%) thus indicating recognition of the role it plays, neutral were 29 (20.9%) respondents signifying uncertainty, 8 (5.8%) disagreed were while 3 (2.2%) strongly disagreed hence they were insufficient. The mean values (3.86) indicate moderate consensus of responses that strategies can be adjusted to changing project situations, and the standard deviation (0.93) indicates low moderateness of the variation in responses. It indicates that most of the respondents are in agreement that risk reduction programs are adaptable and could be applicable to project changes efficiently which finally, contributes to the effectiveness of CIDPs. The flexibility of skill in avoiding risks is perceived to be positively correlated with proactive project risk management in CIDP projects with dynamic projects. This paper contributes to the literature by providing a context, structured risk mitigation specifically reinforces implementation of CIDP in Homa Bay County, reduces disruptions and maintains project momentum. It adds to the literature by revealing how localized contingency planning turns into effective county-level governance, building on current findings that local implementation mediates global best practices (Sure & Mose, 2023; Chari, 2023).

Respondents were also asked about their participation in training or sessions focused on contingency planning. Table 4.12 summarizes the responses:

Table 4.12: Participation in Contingency Planning Sessions (n = 139)

Frequency of Participation	Total	Percentage (%)
None	35	25.2%
1–2 times	46	33.1%
3–5 times	40	28.8%
More than 5 times	18	12.9%

Source: Field Data (2025)

Responses on contingency planning sessions in Table 4.12 depict the variance in the level of agreement of the attendances. The proportion of respondents that did not attend any sessions was 25.2% (35 respondents), 33.1% (46 respondents) attended 1–2 times, 28.8% (40 respondents) attended 3–5 sessions, and 12.9% (18 respondents) attended more than five sessions. These findings suggest that most respondents were at least somewhat exposed to the idea of contingency planning, but a sizeable minority have had no or little exposure. This medium level of participation indicates that involvement in such meetings is positively associated with the improvement of stakeholders' readiness and ability to carry out risk mitigation actions, which underpin the effective implementation of CIDP. The findings align with findings by Esokomi (2024) which highlighted that the presence of non-institutional actors increases responsibility and commitment with local ownership with better road policy implementation outcomes. The study is in line with trend towards the devolution of policy making powers and the entry of stakeholders in local development projects as well as appropriate infrastructure investment in Kenya.

Respondents were asked about their knowledge of any existing contingency plans for managing unexpected risks in CIDP projects. Table 4.13 provides the responses:

Table 4.13: Awareness of Existing Contingency Plans (n = 139)

Response	Male	Female	Total	Percentage (%)
Yes	59	37	96	69.1%
No	25	18	43	30.9%

Source: Field Data (2025)

When asked about awareness of contingency plans, 96 (69.1%) respondents indicated awareness, 43 (30.9%) indicated they were not aware. This suggests that contingency planning is somewhat institutionalized, but awareness is not yet universal. There should be enhanced awareness and communication as per the findings which aligns with the work of Sure & Mose (2023), who established localized contingency planning turns into effective county-level governance thus the need to sensitize people at the lower levels.

Further, respondents with prior knowledge of contingency plans were required to evaluate their relevance and clarity. Table 4.14 summarizes the responses:

Table 4.14: Clarity and Relevance of Contingency Plans (n = 96)

Rating	Frequency	Percentage (%)
Never clear	21	21.9%
Partially clear	36	37.5%
Clearly structured and relevant	39	40.6%

Source: Field Data (2025)

According to table 4.14, 21 (21.9%) of the respondents found clarity and relevance of contingency plans never clear, 36 (37.5%) found them partially clear while 39 (40.6%) found them clearly structured and relevant. These findings depict that in spite of the majority of respondents finding the contingency plans clear and relevant, a large minority still encounter some level of vagueness or lack of clarity. The clarity and applicability of risk contingency plans is positively associated with effective risk mitigation and CIDP application because well laid plans ensure that stakeholders can react effectively towards project risks. These findings align with Ataguba and Ataguba (2020) who established accountability, transparency, honesty, credibility and trust building are realized on the account of risk communication and effective crisis handling.

The results underline the need to develop better communication on and organization of contingency plans in order to increase their usability and to improve their contribution to project success.

This study concludes that risk management significantly affects the improvement of CIDP implementation in Homa Bay County by minimizing interruptions, minimizing threats, and having room for adjustment in unpredictable outcomes. “Risk mitigation helps to minimize disruptions” and contingency planning present a roadmap as seen by respondents. These results are consistent with Sure and Mose (2024), who associated efficient mitigation to enhance project performance and Chari (2024), who cautioned that poor mitigation hinders service provision at local level of government.

4.4.4 Risk Communication and Implementation of County Integrated Development Plan

The researcher asked respondents the extent of their agreement with statements related to how risks are communicated during CIDP implementation using a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. Table 4.15 presents the descriptive statistics as collected:

Table 4:15: Descriptive Statistics on Risk Communication

Statements	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Risk communication is clear and understandable to stakeholders	2	1.4	8	5.8	28	20.1	60	43.2	41	29.5	3.94	0.93
Risk information is regularly reported to stakeholders	3	2.2	10	7.2	32	23.0	58	41.7	36	25.9	3.82	0.97
Sensitization programs are conducted at the community level	6	4.3	16	11.5	36	25.9	52	37.4	29	20.9	3.59	1.08

Source: Field Data (2025)

Table 4.15 shows that there is a positive relationship between risk communication and CIDP implementation. Respondents who agreed that risk communication is clear and understandable to stakeholders were 60 (43.2%), those who strongly agreed were 41 (29.5%) showing some level of recognition and understanding, neutral were 28 (20.1%) respondents indicating uncertainty, those who disagreed were 8 (5.8%) while those who strongly disagreed were 2 (1.4%) thus feeling they were insufficient. A mean of 3.94 and standard deviation 0.93 reveal that respondents agreed that the risk communication was clear and understandable, resulting in the moderate to positive agreement, though some variation exists among respondents, with the minority being neutral or disagreeing, as such provoking a different experience or having additional knowledge. All these findings suggest that risk communication positively influences stakeholders' understanding during CIDP implementation as it is significantly associated with respondents' perception of effective risk communication practices.

Respondents who agreed that risk information is regularly reported to stakeholders were 58(41.7%), those who strongly agreed were 36 (25.9%) signifying some understanding, neutral were 32 (23.0%) respondents indicating they were undecided, 10 (7.2%) disagreed while 3 (2.2%) strongly disagreed were having the feeling they were insufficient. The mean (3.82) values indicate regular reporting is being perceived to be occurring by most of the respondents and the standard deviation (0.97) indicate low to moderate variability and variation in experience. Over fifty percent of the participants indicated agreement or strong agreement that the reporting process is standardized.

This may enhance stakeholder awareness, participation and reaction to project risk. The results suggests a positive correlation between frequent risk reporting and CIDP.

Respondents who agreed that sensitization programs are conducted at the community level were 52 (37.4%), those who strongly agreed were 29 (20.9%) showing their recognition and understanding, neutral were 36 (25.9%) respondents indicating uncertainty, 16 (11.5%)disagreed while 6 (4.3%) strongly disagreed showing they felt they were not sufficient enough. The mean (3.59) is an indication there is moderate agreement by participants that sensitization programmes are done at community level and the standard deviation (1.03) is slightly higher than other statements which may reflect the increased level of variation in participant experience responding to community level sensitization. The results suggest a positive correlation between community level sensitizations and CID adoption. Though most informants describe receiving sensitization, the contrasts suggest that the extent or nature of this might not be uniform for everyone, and this, in itself, might be additional entry points to deepen outreach and raise stakeholder sensitization and risk management engagement.

The findings addressed the gap by showing that while internal risk communication amongst Homa Bay was quite robust, the level of community sensitization had been mixed, leading to exclusion of the public. This implies that community level engagement and mobilization needs' to be fine-tuned and continued to uphold trust, awareness and ownership in the process of implementation of CIDP (Shrivastava & Shrivastava, 2020; Bongo, 2022).

Further, respondents were required to answer the number of times they had attended a session where project risks related to CIDP were discussed. Table 4.16 presents the results:

Table 4.16: Attendance in Risk Communication Sessions (n = 139)

Frequency of Attendance	Frequency	Percentage (%)
Never	30	21.6%
Once	37	26.6%
2–3 times	40	28.8%
More than 3 times	32	23.0%

Source: Field Data (2025)

Table 4.16 above indicates "Never" were 30 (21.6%) respondents, "Once" 37 (26.6%) respondents, "2-3 times" 40 (28.8%) respondents while "More than 3 times" 32 (23.0%) respondents. The findings demonstrate a positive relationship between the attendance to the risk communication meetings and ability to manage risks effectively with 40 (28.8%) and 32 (23.0%) of respondents indicating having attended "2-3 times" and "More than 3 times" respectively. Additionally, 37 (26.6%) indicated once while lesser minority 30 (21.6%) indicated to have never attended. These findings indicate that most respondents are at least exposed to discussions in sessions where project risks are concerned, while a significant portion has low or no access. These findings align with the work of Shrivastava and Shrivastava (2020) who established strengthening risk communication and community engagement as crucial in mitigating risk bringing the sense of participation and ownership. It is useful for stake holders to come to know about the risks, react faster and to come up with CIDP in place.

Respondents were later required to rate the effectiveness of the sessions in helping stakeholders understand potential risks in CIDP implementation. The results are shown in table 4.17:

Table 4.17: Effectiveness of Risk Communication Sessions (n = 139)

Effectiveness Rating	Frequency	Percentage (%)
Not Effective	23	16.5%
Effective	69	49.6%
Very Effective	47	33.8%

Source: Field Data (2025)

In total, 23 (16.5%) found them not effective, 69 (49.6%) respondents found the sessions effective, and 47 (33.8%) responded very effective. These findings imply that most of the participants found the sessions useful at gaining knowledge of the risks associated with CIDP implementation, which speaks to their function in raising stakeholders' awareness and preparedness. The results provide positive relationship between the effectiveness of risk communication sessions and how stakeholders understand project risks, that well-performed risk communication sessions contribute to decision making and management and control of risk in CIDP projects. This concurs with Shrivastava and Shrivastava (2020) who established that community participation with clear communication is crucial in building trust and enhancing collaboration.

This is in the same line with Shrivastava and Shrivastava (2020) who maintained that community participation and clear communication are pivotal to the development of trust and collaboration and with Bongo (2022) who established that community radio enhances inclusion and public engagement. Furthermore, in Homa Bay another challenge is little community education despite good internal communication needs more community education through barazas and local media if implementing CIDP is to be effective and sustainable.

4.5.5 Implementation of CIDP

This section sought to assess the respondents' views on how risk management practices specifically risk assessment, identification, mitigation, and communication have impacted the CIDP in Homa Bay County. Respondents rated their extent of agreement with several statements on a five-point Likert scale: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree. The findings are presented in Table 4.18.

Table 4:18:Descriptive Statistics on Implementation of CIDP

Statements	SD		D		N		A		SA		Mean	Std. Dev
	F	%	F	%	F	%	F	%	F	%		
Stakeholder engagement enhances effective CIDP implementation	3	2.2	12	8.6	45	32.4	55	39.6	24	17.3	3.61	0.94
Availability of adequate resources supports project success	2	1.4	13	9.4	48	34.5	52	37.4	24	17.3	3.60	0.93
Effective risk strategies improve service delivery outcomes	2	1.4	10	7.2	50	36.0	52	37.4	25	18.0	3.63	0.91
Monitoring and evaluation tools are applied to track project implementation	3	2.2	14	10.1	46	33.1	50	36.0	26	18.7	3.59	0.98

Source: Field Data (2025)

Table 4.18 shows that respondents who agreed that stakeholder engagement enhances effective CIDP implementation were 55 (39.6%), those who strongly agreed were 24 (17.3%) showing their recognition and understanding, neutral were 45 (32.4%) respondents indicating uncertainty 12 (8.6%)disagreed were, while 3 (2.2%) strongly disagreed were showing they felt they were ineffective. The mean score of 3.61 shows that respondents moderately believed that stakeholder participation adds value to CIDP implementation, and the somewhat low mean absolute deviation of 0.94 is a demonstration of low to moderate spread of responses. The implication is that most respondents find stakeholder engagement to foster co-operation, informed decision making and ownership which is vital in the successful implement of the CIDPs. Stakeholder participation is therefore positively associated with the successful execution and eventual delivery of CIDP projects.

Respondents who agreed that availability of adequate resources supports project success were 52 (37.4%), those who strongly agreed were 24 (17.3%) showing recognition, neutral were 48 (34.5%) respondents a reflection of uncertainty 13 (9.4%) disagreed were while 2 (1.4%) strongly disagreed were implying they felt they were ineffective. The average of 3.60 indicates a moderate agreement among respondents and that adequate resources tend to influence project success, and the SD of 0.93 indicates low variation in responses. The results of this study indicate that the majority of the participants believe the availability of adequate resources enables the constituents to propose, plan, implement and manage CIDP projects effectively and efficiently. Resource access is associated with successful implementation and the effectiveness of CIDP activities.

Respondents who agreed that effective risk strategies improve service delivery outcomes were 52 (37.4%), those who strongly agreed were 25 (18.0%) showing they believed they were effective, neutral were 50 (36.0%) respondents implying uncertainty, 10 (7.2%) disagreed were, while 2 (1.4%)strongly disagreed were implying they were ineffective. A moderate mean (3.63) suggests only a moderate extent of agreement of the respondents towards the improvement in service delivery due to the implementation of effective risk strategies, along with low standard deviation (SD=0.91). This shows that a large number of respondents believed that a good project risk management plan would reduce project delays and improve implementation quality, and therefore would contribute positively to CIDP success. Thus, sound risk strategies are directly related to the better service delivery in CIDP projects.

Respondents who agreed that monitoring and evaluation tools are applied to track project implementation were 50 (36.0%), those who 26 (18.7%) strongly agreed showing recognition of the application, neutral were 46 (33.1%) respondents implying uncertainty, those who 14 (10.1%) disagreed, while those who strongly disagreed were 3 (2.2%) showing they felt they were not being applied. The mean of 3.59 represents a moderate level of the respondents' agreement that monitoring and evaluation tools help in program-monitoring of the project and the standard deviation of 0.98 indicates that the respondents' answers towards the question are in low to moderate variation. This implies that most of the respondents concur that a management and monitoring and evaluation approach helps in control, quick action and therefore is in place to ensure that the CIDP projects succeed. The practice of employing such tools is associated with better performance in CIDP projects.

These findings fill the gaps identified by demonstrating that risk management practices involving stakeholder engagement, allocation of resources, the adoption of effective strategies, and monitoring and evaluation influence positively CIDP implementation. This is consistent with the findings of Oluoch and Kisimbii (2021) and Chari (2024) that effective risk management and stakeholder engagement lead to successful projects in low-resource local governments

Respondents were required to indicate their level of belief as far as risk management practices improved the timely completion of CIDP projects. The results are summarized as per Table 4.19:

Table 4.19: Perceived Improvement in Timely Completion Due to Risk Management (n = 139)

Estimated Improvement Level	Frequency	Percentage (%)
0%	7	5.0%
10–20%	22	15.8%
20–30%	36	25.9%
30–40%	38	27.3%
Above 40%	36	25.9%

Source: Field Data (2025)

Table 4.19 findings were 7 (5.0%) respondents noted 0% improvement, 22 (15.8%) respondents noted 10–20% improvement, 36 (25.9%) respondents noted 20–30% improvement, 38 (27.3%) respondents noted 30–40% improvement and 36 (25.9%) respondents noted improvement above 40%. Findings show a positive correlation between risk management practices and timely completion of CIDP projects, with the largest number of respondents 36 (25.9%) and 38 (27.3%) reporting moderate to high improvements (20–40%). A smaller number, 22 (15.8%) and 7 (5.0%), felt there was modest or no improvement, respectively, further reflecting a range of perspectives on how project schedules are impacted by risk management.

The findings align with Castillon (2022) findings that good risk management strategies build resilience thus projects are better placed to realize their outcome.Overall, the findings indicate that the application of risk management has a constructive impact on the timely completion of CIDP projects. Apart from the quantitative responses, suggestions were given on how to improve risk management for better CIDP project performance. Respondents highlighted the importance of deploying resources efficiently and of better preparing for risks. One respondent noted, *"There should be risk preparedness with an aim of mitigating any form of risk."*Another respondent suggested that one must prioritize risks and develop adaptive approaches to deal with them, stating that,*"Risk should be prioritized and adaptive mitigating measures developed."*

Others concentrated on the importance of collaboration and engagement of various actors, for instance stating that,*"Collaboration and engagement should be embraced by all stakeholders bringing clarity thus better risk management leading to success of CIDP implementation."*These replies suggested that study respondents view thorough planning, proactive risk reduction and all-inclusive participation as very vital for the successful execution of CIDP projects in Homa Bay County. The recommendations emphasize the necessity to manage efficiently, control constantly and communicate transparently, to improve project delivery performance. These findings support Oluoch and Kisimbii (2021) who established that project implementation in resource constrained settings is improved through effective project risk management and Chari (2024) who demonstrated that risk mitigation and stakeholder participation in projects improve local government service delivery. In Homa Bay County such practices lead to project completion within schedule, cost effective utilization of resources and better CIDP outputs.

4.6Inferential Analysis

4.6.1 Correlation Analysis of the Variables

Correlations between all major study variables were examined to estimate the magnitude and the direction of relationships between them. The direction and magnitude of risk mitigation, risk identification, risk communication and risk assessment in relation to CIDP implementation was assessed using Pearson Product-Moment Correlation Coefficient. The conclusions of this analysis are useful regarding how these risk management frameworks are related and contribute together to the success of the projects. A summary of the correlation coefficients of all pairs of variables is given in Table 4.20.

Table 4:20: Correlation Analysis

		Risk Identification	Risk Assessment	Risk Mitigation	Risk Communication	CIDP Implementation
Risk Identification	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Risk Assessment	Pearson Correlation	0.612**	1.000			
	Sig. (2-tailed)	.000				
Risk Mitigation	Pearson Correlation	0.589**	0.643**	1.000		
	Sig. (2-tailed)	.000	.000			
Risk Communication	Pearson Correlation	0.576**	0.618**	0.651**	1.000	
	Sig. (2-tailed)	.000	.000	.000		
CIDP Implementation	Pearson Correlation	0.645**	0.621**	0.688**	0.609**	1.000
	Sig. (2-tailed)	.000	.000	.000	.000	

a. Correlation is significant at the 0.01 level (2-tailed)
b. Listwise N = 139

Source: Field Data (2025)

Table 4.20 shows that all the main study variables are positively and significantly correlated, with associations confirmed at the 0.01 level ($p = 0.000$). Risk identification is positively correlated with CIDP implementation ($r = 0.645$, $p < 0.01$), which indicates that better risk identification enhances project implementation. Similarly, risk assessment was significantly correlated with CIDP implementation ($r = 0.621$, $p < 0.01$), which suggest risk analysis may help to ensure successful project result. Risk mitigation has the most significant positive relationship with the dependent variable, CIDP implementation ($r = 0.688$, $p < 0.01$), which indicates that the use of methods for decreasing risk has the top effect on the success of projects.

In the same vein, risk communication has a positive correlation with CIDP implementation ($r = 0.609$, $p < 0.01$), since when risk information is effectively and regularly disseminated, it will lead to increased stakeholder understanding and participation, which are prerequisites for successful project implementation. All the relationships between the combination of all the risk management variables were all significant at $p = 0.000$, indicating that all these risk management variables are mutually dependent in achieving successful project delivery. This robustness adds strong belief to the hypothesis that effective risk management practices are positively related to successful project implementation.

4.6.2 Multiple Regression Analysis

To assess the overall and individual influence of risk management indicators—namely risk identification, risk assessment, risk mitigation, and risk communication—on the implementation of the CIDP in Homa Bay County, multiple regression analysis was

applied. This approach facilitated the examination of how each of the elements of the risk management factor, as well as their joint impact, affects the variation in CIDP adoption. The outcome of this comparison is shown in Table 4.21, Table 4.22 and Table 4.23.

The multiple regression model, which was applied, tested whether Risk Assessment, Risk Identification, Risk Communication, Risk Mitigation and together predict CIDP implementation. The coefficient of determination R^2 served as an indicator of the model's explanatory power, illustrating what percentage of the CIDP implementation variance can be explained by the four risk management practices in question. At the same time, the adjusted R^2 value offered a more accurate insight into this parameter status by taking into account the number of predictors and assessing whether the sample could be generalized.

Table 4:21: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.776	.602	.589	0.402

a. **Predictors:** (Constant), Risk Identification, Risk Assessment, Risk Mitigation, Risk Communication
b. **Dependent Variable:** CIDP Implementation

Source: Field Data (2025)

The model was found to reflect an R-Squared value of 0.602 in the CIDP implementation in Table 4.21, which means the model explains 60.2% of the variability observed in CIDP to be implemented due to the objectives, risk identification, assessment, mitigation and communication. This suggests a strong model fit.

The R-Squared simply confirms that even with the number of predictors included in the model, there is high explanatory power in the model. The R-Squared value being the coefficient of determination is 0.602, this value implies that 60.2% variation in CIDP implementation in Homa Bay County is explained by risk mitigation, risk identification, risk communication, risk assessment. The R-Squared value indicates that risk management

practices make a significant contribution to explaining variation in CIDP implementation success, and the model has good predictive generalizability outside the data used in the analysis. The unexplained variance of 39.8% in the CIDP implementation not accounted by the four risk management practices in the model is likely to be due to other features of the study that were not measured. Political factors, leadership quality, socio-economic factors, inter-agency coordination, or unanticipated external events may all be factors. The R-Square value of means the predictors; risk identification, assessment, mitigation and communication collectively explain the variation in successful implementation of CIDP of 60.2%.

4.6.3 Analysis of Variance (ANOVA)

Analysis of Variance (ANOVA) was applied to examined the regression model significance. The F-test determined whether the variance explained in CIDP implementation exceeded the unexplained variance, thereby showing if the model offered a better fit compared to relying only on the mean.

Table 4:22: Model Fit Results (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.820	4	12.955	50.412	.000b
	Residual	35.621	134	0.266		
	Total	87.441	138			

a. **Dependent Variable:** CIDP Implementation
b. **Predictors:** (Constant), Risk Identification, Risk Assessment, Risk Mitigation, Risk Communication

Source: Field Data (2025)

The ANOVA results in Table 4.22 indicate an F-statistic of 50.412 with a p-value of .000, signifying that the regression model is statistically significant. This means that the four risk management variables, when considered together, significantly pose an effect in the implementation of CIDP in Homa Bay County.

4.6.4 Regression Coefficients

The regression coefficients in Table 4.23 provide an understanding of the individual contributions of each risk management dimension, risk assessment risk identification, risk communication, risk mitigation, toward the successful implementation of CIDP projects in Homa Bay County. The analysis reports both unstandardized and standardized (Beta) coefficients, the latter allowing for a comparison of effect sizes across variables.

Table 4:23:Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.512	0.476	–	1.076	0.284
	Risk Identification	0.318	0.089	0.269	3.573	0.000
	Risk Assessment	0.277	0.073	0.231	3.795	0.000
	Risk Mitigation	0.388	0.081	0.331	4.790	0.000
	Risk Communication	0.296	0.087	0.264	3.402	0.000

Source: Field Data (2025)

Table 4.23 presents the regression coefficients, highlighting the role of each risk management dimension in influencing CIDP implementation in Homa Bay County. The results show that all the predictors— risk assessment risk communication risk identification and risk mitigation—are positively and significantly associated with CIDP implementation.

The risk mitigation is the strongest determinant for CIDP implementation with an unstandardized value of $\beta = 0.388$ ($p = 0.000$), indicating that for a one-unit increase in risk mitigation, it will lead to 0.388-unit increase on CIDP implementation. The p-values of these relationships ($p < 0.01$) indicate statistical reliability; not due to random relationship, which supports the notion that effective mitigations such as contingency planning, response strategies, and the flexibility to respond to different project conditions are important and influential factors in project success.

Similarly, risk identification was found to be a significant predictor, with unstandardized β of 0.318 ($p = 0.000$) indicating that a unit increase in identifying risks contributes to 0.318-unit increase in CIDP implementation. The low p-value ($p < 0.01$) demonstrates a significant statistical influence, indicating that structured identification techniques, such as stakeholder participation, checklist analysis, and documentation review, significantly enhance the establishment of existing threat prediction and the effective management of project implementation.

Risk communication also showed a positive and significant effect on CIDP implementation ($\beta = 0.296$, $p = 0.000$) implying that a unit increase in communicating risks gives a 0.296 increase in CIDP implementation. The significance level ($p < 0.01$) shows that their relationship is statistically significant indicating that timely, explicit, and comprehensive risk communication increases stakeholder's understanding, coordination and response.

Lastly, the unstandardized β of 0.277 ($p = 0.000$) means that a unit increase in risk assessment gives a 0.231 increase in CIDP implementation. The low p-value ($p < 0.01$) demonstrates statistical significance, indicating that a systematic risk assessment, which includes reviewing past experiences as well as predicting future threats, is important to properly plan the project activities and resources.

The risk management practices of risk assessment, risk mitigation risk identification, risk communication had a positive coefficient that means risk management practices contribute positively to the implementation of CIDP. The magnitude of the Beta coefficients suggests that risk mitigation has the greatest relative effect, followed by risk identification, risk communication and risk assessment. The p-values demonstrate that these effects are

significant and therefore underscore the need to incorporate holistic risk management approaches to improve performance, timeliness and robustness of the CIDP projects in Homa Bay County. This findings are in tandem with Niragire and Kwena (2024) where risk identification, mitigation strategies, monitoring, and evaluation were identified as key determinants of project performance. This enhances proper organization and planning of projects, coming up with adaptive strategies thus increasing the likelihood of project success which is the effective implementation of CIDP. The findings also support Castillon (2022) work that good risk management can build resilience in which the study emphasizes on effective risk identification and assessment accompanied with better mitigation measures and a clear channel of communication. This means increasing efforts in supporting risk management practices leading to an increase in the level of implementation of CIDP.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1Introduction

The chapter summarizes the major findings in the study making relevant conclusions and suggesting areas where further studies could be done.

5.2 Summary of the Findings

The findings are outlined based on the study objectives and research questions, emphasizing how each risk management construct contributes to the outcomes of CIDP implementation.

A positive correlation exists between risk identification and CIDP implementation. Gaps identified in literature review concerning timely risk identification called for proper risk identification in terms of early detection and proactive control of risks related to project, which can have a significant effect on the implementation of CIDP. The findings concluded that it is a necessary requirement for an enabling project environment to have a culture of risk integration in CIDP projects. Respondents seemed mostly positive, but also neutral, about the checklist analysis and document reviews, with mixed familiarity.

Risk assessment and CIDP implementation are positively related as per the study. Aligning with earlier studies, this study established that risk analysis tools help to plan projects, complete them in a timely manner, and re-use previous risk data, although they are not necessarily positive. The findings established that assessments would enhance mitigation by providing relevant decision support, planning, and engagement of stakeholders with

calls for education, inclusive participation, and monitoring and evaluation. This will provide proactive management and successful CIDP implementation.

Risk mitigation is positively associated with the implementation of CIDP. In line with earlier studies, the findings establishes that better risk contingency plans enhance response effectiveness thus leading to reduction in risk rate. With Improved risk mitigation measures there is a likelihood of risk strategies adapting to changing circumstances. The successful planning and mitigation increases' stakeholder preparedness, reduces impacts, and leads to a successful project.

A positive association exists between risk mitigation and the implementation of CIDP. respondents concurred that risk of communication is understandable, regularly reported and complemented by community sensitization with minor differences in experiences. Aligning with previous studies, sound risk communication enhances awareness level and sensitization emphasizing on clarity of message and the culture of risk reporting. It enhances awareness by the stakeholders, their involvement and preparation, and better decision making in CIDP implementation.

5.3 Conclusion

The study concludes that risk identification and risk assessment had a positive relationship with CIDP implementation. Both checklist analysis and document reviews are acknowledged as tools used to identify risks with respondents varying in terms of their familiarity. The findings established that proper risk identification and assessment ensures timely completion of project and effective management of CIDP projects in Homa Bay County with calls for proactive controls of risks.

In conclusion, the study shows that risk mitigation and risk communication had a positive relationship with CIDP implementation. Aligning with previous studies, structured risk mitigation enhances response effectiveness and the readiness to mitigate risks thus leading to a reduction in risk rate which can be facilitated with effective risk communication measures. The ability of risk strategies adapting to changes positively pose and effect on CIDP implementation leading to project success.

5.4 Recommendation

The study emphasizes the need to institutionalize integrated risk management frameworks that takes into account risk identification, assessment, mitigation, and communication into all stages of the CIDP process. Given the greatest influence of risk mitigation on project success, it should gain high priority, backed by robust early detection systems, structured assessment tools, and clear, inclusive communication channels that engage all stakeholders. There should be adequate resources to facilitate effective and adaptive mitigation strategies and emphasize grassroots sensitization with an aim of improving public awareness and participation. There should also be continuous capacity building and training in policy for county officials and project teams facilitating preparedness, accountability, and resilience, eventually ensuring timely and effective delivery of development projects. It emphasized that it is crucial to institutionalize integrated risk management including the identification, assessment, mitigation, and communication of risks to advance the execution of the CIDP. Mitigation, engagement with stakeholders, allocation of resources, and capacity building contribute to ensuring timely, responsible, and efficient execution of the project.

5.5 Further Study Suggestions

The study recommends expanding the scope of future research to cover additional counties or to employ longitudinal studies that track CIDP implementation across multiple planning cycles, thereby generating deeper knowledge on the resilience and adaptability of risk management practices across diverse environments. The study also suggest that future research should focus on other factors affecting CIDP implementation given that 39.8% variation remains unexplained. Other than risk identification, assessment, mitigation, and communication, they should explore additional factors affecting CIDP implementation. Further studies could explore the role of political dynamics, community socio-economic conditions, institutional capacity, and technological adoption in shaping project outcomes.

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APPENDICES

Appendix I: Letter of Introduction

I am a postgraduate student pursuing Master's degree in Public Policy and Administration at Kenyatta University. I am currently conducting research focusing on "RISK MANAGEMENT PRACTICES AND IMPLEMENTATION OF COUNTY INTEGRATED DEVELOPMENT PLAN IN HOMA BAY COUNTY, KENYA. The purpose of this research is purely academic and the information gathered won't be used elsewhere beyond this research work. Respondents are assured of confidentiality. Any form of cooperation will be highly acknowledged.

Yours faithfully,

Solomon Okello Obiero

Appendix II: Research Questionnaire

Introduction

This questionnaire seeks information on the effects of risk management practices on the implementation of the County Integrated Development Plan (CIDP) in Homa Bay County. All the information that you provide will be held confidential, anonymous and will only serve academic purposes. Kindly complete each section of the questionnaire as instructed. As the information is confidential, please do not indicate your name.

Part A: Participant Details

(Please tick [✔] the appropriate choice)

1. What is your gender? Male [] Female []
2. What is your age bracket (years)?
   18-29 [] 30-39 [] 40-49 Above 50 []
3. State your highest academic qualification:
   (I) Primary Education (IV) Undergraduate Education
   (II) Secondary Education (V) Post-graduate Education
   (III) Tertiary education (VI) Others, specify_____
4. What is your role in CIDP implementation?
   (I) CEC Member (Finance & Economic Planning) (V) Project Manager
   (II) Chief Officer (Finance & Economic Planning) (VI) Business Person
   (III) Youth Group Member (VII) Women Group Member
   (IV) Person with Disabilities (PWD)

Part B: Risk Identification

5. Please indicate the extent to which you agree with the following statements on risk identification in CIDP implementation using the scale: Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Statements	**5**	**4**	**3**	**2**	**1**
Checklist analysis is used to identify potential risks in CIDP projects					
Project documents are reviewed to detect possible implementation risks					

6. Do you think stakeholder involvement is considered when identifying risks in CIDP projects? Yes [] No []

   If yes, to what extent they are involved

   No extent []

   Little extent []

   Some extent []

   Very great extent []

7. To what extent do you think the methods used to collect information from stakeholders help in identifying potential risks in CIDP implementation?

   (a) No extent

   (b) Some extent

   (c) Good extent

   (d) Very good extent

Part C: Risk Assessment

8. Using the scale provided, rate the following statements on risk assessment in CIDP implementation. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Statements	**5**	**4**	**3**	**2**	**1**
Risk analysis tools are applied to evaluate potential project threats					
Risk assessment supports timely completion of CIDP projects.					
Past frequency of risk occurrence is used to assess future project threats.					

9. In your view, does the county use risk assessment results to strengthen mitigation responsiveness in CIDP projects?

   Yes [] No []

   If yes, explain how

_____

_____

10. To what extent do you think the risk assessment are effectively implemented in CIDP projects?

    (a) No extent
    (b) Some extent
    (c) Good extent
    (d) Very good extent

Part D: Risk Mitigation

11. Rate the effectiveness of risk mitigation measures in CIDP implementation. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Statements	**5**	**4**	**3**	**2**	**1**
Response strategies are effective in addressing project risks.					
Implemented strategies have led to measurable risk reduction					
Risk mitigation strategies are adaptable to changing project conditions.					

12. How many times have you participated in training or sessions focused on contingency planning in project implementation?

    (a) None
    (b) 1-2 times
    (c) 3-5 times
    (d) More than 5 times

13. Are you aware of any existing contingency plans used to manage unexpected risks in CIDP projects? Yes [] No []

    (a) If yes, how would you rate their clarity and relevance?

        Never clear []
        Partially clear []
        Clearly structured and relevant []

Part E: Risk Communication

14. Rate the communication of risks in CIDP implementation. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Statements	5	4	3	2	1
Risk communication is clear and understandable to stakeholders					
Risk information is regularly reported to relevant stakeholders					
Sensitization programs on project risks are conducted at community level.					

15. How many times have you attended a session where project risks in CIDP were discussed?

    (a) Never

    (b) Once

    (c) 2-3 times

    (d) More than 3 times

16. In your opinion, how effective are these sessions in helping stakeholders understand potential risks in CIDP implementation?

    (a) Not effective

    (b) Effective

    (c) Very effective

Part F: Implementation of County Integrated Plan

17. Rate the overall impact of risk management practices on CIDP implementation. Strongly Agree (5), Agree (4), Neutral (3), Disagree (2), Strongly Disagree (1)

Statement	5	4	3	2	1
Stakeholder engagement enhances effective CIDP implementation					
Availability of adequate resources supports project success					
Effective risk strategies improve service delivery outcomes.					
Monitoring and evaluation tools are applied to track project implementation					

18. To what extent do you think risk management practices have improved the timely completion of CIDP projects in Homa Bay County?

    (a) 0%

    (b) 10-20%

    (c) 20-30%

    (d) 30-40%

(e) Above 40%

19. In your opinion, what more should be done to strengthen risk management for better project delivery?

_____

_____

_____

_____

_____

Appendix III: Estimated Budget

	Items	**(KSH)**
1	Travelling Costs	30,000
2	Data Collection Costs	50,000
3	Data Analysis	30,000
4	Printing	10,000
5	Binding Costs	10,000
6	Miscellaneous	5,000
	Grand Total	**135,000**

Appendix IV: Time Plan

	2025								
ACTIVITY	**Jan**	**Mar**	**Apr**	**May**	**Jun**	**Aug**	**Sep**	**Oct**	**Nov**
Proposal Submission									
Proposal Defense									
Piloting the questionnaire									
Collecting Data and Analyzing Data									
Prepare & Present first report									
Presentation for Examination									

Appendix V: KU Authorization Letter

KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke
Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 8710901 Ext. 57530

Our Ref: C153/OL/CTY/21632/2023 **DATE: 24th June, 2025**

Director General,
National Commission for Science, Technology
and Innovation
P.O. Box 30623-00100
NAIROBI

Dear Sir/Madam,

RE: RESEARCH AUTHORIZATION FOR SOLOMON OKELLO OBIERO – REG. NO. C153/OL/CTY/21632/2023

I write to introduce **Solomon Okello Obiero** who is a Postgraduate Student of this University. The student is registered for **M.PPA** degree programme in the **Department of Public Policy and Administration.**

Solomon intends to conduct research for a **M.PPA** Project Proposal entitled, **"Risk Management Practices and Implementation of County Integrated Development Plan in Homabay County, Kenya."**

Any assistance given will be highly appreciated.

Yours faithfully,

PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

JNK/mo

Appendix VI: NACOSTI Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: **559230**

Date of Issue: **12/July/2025**

RESEARCH LICENSE

This is to Certify that Mr.. SOLOMON OKELLO OBIERO of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Homabay on the topic: RISK MANAGEMENT PRACTICES AND IMPLEMENTATIONOF COUNTY INTEGRATED DEVELOPMENT PLAN IN HOMA BAY COUNTY, KENYA for the period ending : 12/July/2026.

License No: **NACOSTI/P/25/4176390**

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