Risk Response Planning and Project Implementation Among Faith-Based Construction Projects in The Diocese of Ngong.

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Abstract: Projects are marred with various challenges and uncertainties from the onset of their inception to implementation and completion phases. These uncertainties if not mitigated properly affect subsequent delivery of project objectives thereby causing delays, cost overruns and sometimes may lead to project failures. Therefore, risk response planning are major features in project management that project managers, project teams and related stakeholders must effectively employ to deal with the risks and uncertainties that may interfere with the projects in order to realize the project success. This study therefore sought to analyze the effect of risk response planning on project implementation among faith-based organizations in Kenya. The study focused on the projects in the Catholic Diocese of Ngong. Contingency theories informed the foundation upon which the study variables were reviewed to establish their relationships. The study adopted a descriptive case design to analyze how risk management practices affect the implementation of projects in Catholic Diocese of Ngong. The target population involved 240 members that were drawn from the PPC and PEC. The sample size was 72 members whom were selected by simple random sampling and purposive sampling techniques to give each member in the population a chance of selection and ensure that only those with relevant information are involved in the study. A structured questionnaire aided in gathering primary data for the study. The questionnaires were issued to the respondents through a drop and pick method and data collected were analyzed with the help of statistical packages for social sciences (SPSS) version 23. Quantitative data were analyzed using descriptive analysis while qualitative data were analyzed through content analysis and data presented in frequency tables, pie charts and graphs. The study found a strong significant positive relationship between risk response planning and project implementation. The study recommended that organizations should formulate and put in place elaborate risk response plans to enable them succeed in their project implementation. The researcher further recommends for more studies to be conducted on risk response plans other than the ones the study concentrated as they only accounted for 57.8%.

Keywords: Risk Response Plans, Project Implementation, Faith-Based Construction Projects

1.0. INTRODUCTION

1.1 Background of the Study
Risk management has over the years presented one of the major concerns for managers, contractors and other professionals that are involved with projects. For instance, great concerns regarding risk management were noted after the 2008 world financial crisis that shook the entire world and which was rated to be worst compared to the Great Depression of 1929 (Zuo, Zillante, Xia, Chan, & Zhao, 2015). The results of ex-post assessments of project or even verification of loss of business opportunities for companies are clear signals that this evidence has become more intense (Carvalho & Rabechini, 2015). The current state of project management practices in developing African countries has remained a critical issue due to the technological advancement, the scarcity of human capital and the increasing complexity of projects (Crawford et al., 2006). It is viewed that the success of a project would be measured by the extent to which the predetermined targets set by the clients are attained, and additionally, whether it achieves the function for which it was intended to meet adequately and if it solves an identified problem within the stipulated time, cost and quality standards (Ofori, 2013).

According to the United Nation Office for Coordination of Humanitarian Affairs (OCHA, 2017), an organization’s risk response preparedness to emergencies requires the knowledge and capacity that is developed by governments, recovery organizations, communities and individuals to anticipate, respond to and recover from the impact of potential, imminent or current hazard events, or emergency situations that call for a humanitarian response. The risk preparedness requires a long-term and comprehensive engagement in the framework of disaster risk reduction (DRR). DRR involves activities that are geared at strengthening early warning and preparedness, and mobilizing and coordinating internal and external disaster assistance (OCHA 2017).

According to Kilonzi, Nyongesa, and Nganga, (2023), risk response planning of an organization is an important stage in a project life cycle and determines the project performance success. This stage allows the project managers and their team to coin the strategies that the organization may adopt in order to counter the effects of potential risks. The strategies adopted are dependent on the risk type. PMBOK (2013) identifies two types of risks i.e. negative risks and positive risks. For negative risks, the organization may adopt to transfer, mitigate, escalate or avoid. For positive risks the organization may opt to exploit, enhance, share or accept.

Risk response planning involves determining ways that help to reduce or eliminate any threats and uncertainties to the project, and also the opportunities to increase their impact. Project managers have a mandate of working to eliminate the threats before they happen. Similarly, project managers should work to ensure that opportunities occur. Equally, the project manager has a responsibility to decrease the possibility and impact of threats and increase the probability and impact of opportunities during project implementation. For those threats that cannot be mitigated by the organization, the project manager may decide to put in place a robust contingency plan to take care of such threats and uncertainties and also devise a response plan when contingencies do not achieve their purpose (Gitau, 2015).

According to project management knowledge (PMK, 2021) The purpose of the risk response planning process is to ensure that each of the identified risks on the risk register has appropriate action or plan to mitigate or avoid a risk before it occurs or to provide a response when a risk occurs and turns into a project issue. This important because it helps in reducing the project from risk exposure and minimizes the likely threats to the delivery of project goals. This may
have an impact on time, cost or quality. Risk response process is used throughout the project lifecycle from the time that the risks are first identified and are reviewed regularly to consider new risks and ensure that the response to existing risks remains relevant.

The choice on a risk response requires several project management techniques in conjunction with input from experts in the risk topic, project team members and lessons learnt from previous projects. Sometimes, a valid risk response could be to ignore or defer the response when it is realized that the risk has no significant risk to the project. Responses to risks can also be proactive by undertaking those activities to prevent or minimize the impacts of risks and in some other cases, a risk response plan may only be executed as and when the risk materializes on the project. For some risks, there may be more than one risk response.

According to Gitonga (2010) project implementation is that stage in the project cycle when the project management plan is translated into action so as to meet the project objectives. The inputs of the project implementation process are the output of a project planning process and success or otherwise depend on the quality of a project management plan and the capacity and efficiency of the project management team. It is during the implementation stage that project plans get translated to project activities. Nyandemo and Kongere (2010) also define project implementation as a whole process of translating broad policy goals or objectives into visible results in the form of specific projects of action.

Kerzner (2017) asserts that project implementation provides an opportunity to develop the company’s technical capabilities and build experience base for future business growth. Moreover, if the organization is capable of implementing effective risk management practices, its projects will succeed in meeting the preliminary defined objectives within the planned time and cost. On the other hand, initiating and managing a project without giving allowances for possible risks that may occur may contribute to project failure.

El-Karim et al., (2017) observe that cost saving and time performance are essential to all stakeholders that are involved in a construction project, i.e. owner, contractor, subcontractor. They further mention that delay and failure to complete the project within the specified cost and time frame are the main causes of disputes in the construction projects. The delivery time of a project is a key factor to the owner in terms of cost as much as it is for the contractor. Unanticipated escalation of costs and delays in construction projects are caused by owner, the contractor, environments, etc. in which several types of risk factors may occur simultaneously. The effect of cost overruns and schedule overrun not only influence the construction industry but the overall economy as well due to the many affiliated stakeholders involved (El Nawawy et al., 2017).

There are other situations which could lead to delays in activities of the project, whether they are within the mainstream critical path or not, but which result in a delay in the overall project duration. These delays will subsequently have negative impact on the quality, budget, and might even affect the safety of a project (Charles, & Benson 2023). For instance, it has been identified that projects that stall for very long duration, might affect the security of occupancy as noted in the recent report by County government of Nairobi (NCG) on the stalled building occupying the space where Jack and Jill supermarket used to be (Nairobi times, 2015). Therefore, estimating cost and time contingencies are seen as a prime factor in achieving a successful construction project.

1.2 Statement of the Problem
The success in the implementation of construction projects is indicated by their performance in

the achievement of project time, cost, quality, safety and environmental sustainability objectives outlined in the project plans (Zhou, Zhang, & Wang, 2007). Despite the major efforts by the key stakeholders in the construction industry, many construction projects in Kenya and even in the developing world run a high risk of poor performance by being well over their budgets and significantly delay behind time schedule. Kagendo (2013) noted that a considerable number of Construction projects in faith based organization have experienced notable problems of cost overruns and delays which consequently affected project schedule and budgets. Chowdhury et al., (2020) also noted on a study of challenges facing faith-based NGO interventions in community project that deficient implementation mechanisms brought about by unforeseen uncertainties and sustainability aspects were the major gaps in successful project success. In general, the construction industry in Kenya significantly has experienced poor cost and schedule performance. While some degree of poor cost and time schedule performance is inevitable in construction projects, it is imperative to improve on risk management practices in order to minimize their negative impact thus improving the project performance. According to report by Deloitte East Africa, (2017) cost and time overruns were the major reasons infrastructure projects are abandoned in Kenya. The report highlighted that 48% of projects in Kenya were normally over budgeted and 87% of projects experienced a time overrun (Leshinka, & Nyaberi, 2023). These project overruns could be as a result of procurement delays - either upfront or during construction period and which results in significant cost escalations. The report further observed that where projects are contracted irregularly, procurement challenges can be a major factor that contributes to project delays and cost overruns. According the Business Daily (2021) June Issue, the value of stalled projects in Kenya is equivalent to the size of Kenya’s economy, Several related studies that had been done concerning risk management practices and project implementation in various areas of the economy also noted similar results. For instance, Mwangi (2018) did a study on risk management practices on performance of construction projects. The study concentrated on an evaluation of project sustainability, consumer acceptability, timeliness and cost aspect. Kinyua, Ogolla and Mbura (2015) carried a study on effect of risk management strategies on project performance of small and medium enterprises. The study concentrated on risk containment and reduction policies. Abdi (2023) carried a study on project planning and project implementation. The study revolved around establishing the key factors that influence effective project implementation. Makokha (2020) carried a study on influence on project planning practice on performance of construction projects.

Muthomi (2015) equally did a research study on influence of project management practices on donor funded education projects and focused on the need for involvement of key stakeholders in all project phases for effective and successful implementation. Gitau (2015) carried a study on effects risk management practices at project planning phase on performance of construction projects with a critical focus of risk factor influence in the planning stage. The above and many other studies conducted in the same area failed to emphasize on risk management practices on successful project implementation in the construction projects (Korir, Nyangau, & Muo, 2023). At the same time no studies have been conducted focusing on faith-based construction projects in Kenya. This study therefore sought to examine the relationship between risk response planning and project implementation among faith-based construction projects in the Diocese of Ngong.

1.3 Objective of the Study

The objective of the study was to determine the relationship between risk response planning and project
implementation among faith-based construction projects in the Diocese of Ngong

1.4 Research Hypothesis
H01: There is no statistically significant relationship between risk response planning and project implementation among faith-based construction projects in the Diocese of Ngong.

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

2.0 LITERATURE REVIEW

2.1 Theoretical Framework
2.1.1 Contingency Theory
The contingency theory of organizational structure provides a major background for the study of organizational design (Donaldson, 1995a, 2001). The theory holds that the most effective organizational structural design is where the structure fits the contingencies. The contingency approach is considered a dominant, theoretical, rational, open system model at the structural level of analysis in organization theory (Scott, 1992). Organizations are unique; have contingency variables, and require different ways of managing their activities. Contingency approach challenged the classic process and models that are designed by management theorists such as Taylor and Fayol. The Contingency Approach recognizes the significance of macro-environmental factors, or contingencies that should be considered. Mintzberg (1979) identified eleven contingency variables, some dealing with the environment, stability, complexity, diversity and hostility. While other factors such as design of positions, design of superstructure, design of lateral linkages and design of decision-making system as structural design parameters dealing with the organization internal affairs. When management is flexible, then they can respond to each of these factors and act accordingly. The three variables i.e. risk management policies; risk identification and risk response chosen in this research are related to the contingency approach. Every organization has a different strategic plan based on their goal and mission whom they purpose achieve. Therefore, such organizations will require different approaches to different levels of management to make the best of out of the prevailing economic, cultural, political and social business environment. Contingency theory and risk response planning should be customized to the unique context of faith-based construction projects in the Diocese of Ngong. By considering cultural, religious, and community-specific factors, project managers can enhance the likelihood of successful project implementation while respecting the values and beliefs of the faith community. The ultimate goal will be to deliver projects that are within the clients’ agreed cost, time and quality projects, which contribute to
the overall aim of the organizational purpose.

2.2 Conceptual Framework

2.3 Empirical Review of Risk Response Planning
Ssempebwa (2013) presented a conference paper on project risk management practices. The presentation focused on assessing the various stakeholders that are instrumental in project risk management and their significance. The study concluded that the responsibility for managing risks in projects should be shared among the stakeholders of the project which include the developer, the project manager and the customer. Though, the decision authority for selecting whether to proceed with mitigation strategies and implementation of contingency actions especially those that are concerned with cost/resource requirement rests with the project manager who has a responsibility to inform the funding agency about the contract modification and changes effected in the projects.

Consequently, Njiru (2018) carried out a comparative study on project management practices and implementation of projects in the manufacturing companies in Nairobi County. The study looked at the challenges that are met during implementation of project management practices during project planning phase and realized that most projects would go beyond their estimated budgets, set schedules and quality. Findings revealed that leadership support, communication, resource allocation and stakeholder inclusion are key factors that enhance project success.

Nguru and Muchelule (2018) carried out a cross sectional survey study on effects of project risk management practices on performance of consulting civil engineers. The study laid emphasis on performance of practicing consulting civil engineers in Nairobi County. Findings showed that engineering consultants were keen on monitoring the effects of risks management practices and especially emphasized on laying more critical analysis in risk identification and advised on the need for more research and allocation of more resources on risk identification practices to bolster project success.

3.0 RESEARCH METHODOLOGY
The research design for the study on project risk response planning in the Catholic Diocese of
Ngong involved adopting a descriptive case design. This approach is appropriate for preliminary and exploratory studies, allowing systematic and well-organized descriptions of valid, accurate, and reliable data. The study targeted 240 members of the Parish Pastoral Council (PPC) and Parish Executive Council (parish priests) in ten parishes, selected through simple random and purposive sampling techniques. Sampling methods, incorporating both simple random and purposive sampling, resulted in a study sample of 72 respondents from 10 parishes. Data was collected using structured questionnaires with Likert scale questions, ensuring efficient analysis and alignment with research objectives. A pilot study assessed the reliability of instruments, and content validity was ensured through expert judgment. The study obtained ethical approval, and data analysis involved both qualitative and quantitative methods, including descriptive statistics, correlation analysis, and multiple regression models.

4.0 DATA ANALYSIS AND INTERPRETATION

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

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

Table 4.1 Response rate

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

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

4.2.1 Descriptive Statistics for Risk Response Planning on project implementation among faith-based construction projects in the Diocese of Ngong.
The research sought to establish whether risk response planning had an effect on project implementation among faith-based construction projects in the Diocese of Ngong. The study went on to see how much the respondents agreed with specific assertions about risk response planning techniques that their organization had in place. The respondents were asked to rate their opinion on five questions about risk response planning in total. The items were graded on a five-point Likert scale, with 1 indicating Strongly Disagree, 2 indicating Disagree, 3 indicating Neutral, 4 indicating Agree, and 5 indicating Strongly Agree. Table 4.6 summarizes the findings.

### Table 4.2: Risk Response Planning

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>MEAN</th>
<th>STD</th>
</tr>
</thead>
<tbody>
<tr>
<td>On response to identified risks our organization employs regulatory framework to avoid or prevent occurrence of risks such as legal risks.</td>
<td>1.6%</td>
<td>8.2%</td>
<td>19.7%</td>
<td>42.6%</td>
<td>27.9%</td>
<td>3.57</td>
<td>0.974</td>
</tr>
<tr>
<td>All our project managers are equipped with risk handling capabilities, where they swiftly respond to any risk that poses threat to the completion of the projects</td>
<td>3.3%</td>
<td>8.2%</td>
<td>9.8%</td>
<td>41.0%</td>
<td>37.7%</td>
<td>4.02</td>
<td>1.057</td>
</tr>
<tr>
<td>The organization has put to practice decision support criteria when handling problems with limited options.</td>
<td>0.0%</td>
<td>3.3%</td>
<td>11.5%</td>
<td>44.3%</td>
<td>41.0%</td>
<td>4.23</td>
<td>0.783</td>
</tr>
<tr>
<td>The organizational management has a viable contingency plans in case of natural disaster.</td>
<td>1.6%</td>
<td>4.9%</td>
<td>14.8%</td>
<td>32.8%</td>
<td>45.9%</td>
<td>4.16</td>
<td>0.969</td>
</tr>
<tr>
<td>For the sake of success of the project the organization response plans are swift to counter potentials risks that would hinder the project implementation.</td>
<td>0.0%</td>
<td>1.6%</td>
<td>13.1%</td>
<td>31.1%</td>
<td>54.1%</td>
<td>4.38</td>
<td>0.778</td>
</tr>
</tbody>
</table>

**Key:** SD= Strongly Disagree, D=Disagree, N=Neutral, A=Agree, SA=Strongly Agree

The study sought to establish whether the organization employs regulatory framework to avoid or prevent occurrence of risks such as legal risks. Findings from Table 4.6 above revealed that 1.6% of the respondents strongly disagreed, 8.2% disagreed, 19.7% gave a neutral opinion while 42.6% and 27.9% agreed and strongly agreed respectively with the statement citing that the church organization has regulatory mechanisms that aid them in preventing occurrence of legal risks that might arise in the course of implementing their projects. When the respondents were asked whether their project managers were equipped with risk handling capabilities to respond to any risk that poses threat to the completion of the projects, 3.3% strongly disagreed, 8.2% disagreed whereas 9.8% gave a neutral opinion. while 41.0% agreed and 37.7% strongly agreed. On average, the respondents agreed that project managers were well equipped with risk handling capabilities that enables them to respond to any risks that possess threat on project implementation (Mean=4.02, STD =1.057).
The results also showed that the organization has put to practice decision support criteria that allowed them handle problems with limited options. This was reflected by a majority consent of 44.3% and 41% who agreed and strongly agreed simultaneously. Only a small fraction of the respondents disagreed with the statement as represented by 3.3% while further 11.5% had a neutral stand. From the results, it can be concluded that the organization’s support on the decision criteria creates an environment for quick decision-making process to handle challenges that arise in the course of implementing projects as reflected by a mean of 4.23 and standard deviation of 0.783.

The study further revealed that organizational management had viable contingency plans to take care of contingencies like natural disasters that could otherwise affect project implementation as reflected by majority agreement of 32.8% and 45.9%. Only 1.6% strongly disagreed while 4.9% disagreed with the statement whereas 14.8% held a neutral opinion. On average the respondents agreed that indeed measures put in place by the management to take care of contingencies were critical in delivering project goals as indicated by a mean of 4.16 and standard deviation of 0.969.

Finally, when the respondents were asked whether the organization had swift response plans to counter potential risks that would deter project implementation, 1.6% of the respondents disagreed, 13.1% held a neutral opinion whereas 31.1% agreed and 54.1% strongly agreed citing that project success of the organization was due to elaborate response plans in place to counter potentials risks that would hinder the project implementation. This was also supported by a mean of 4.38 and standard deviation of 0.778. The researcher further observed that risk response planning had a greater influence on project implementation because it creates a good measure of risk preparedness by project managers and other project team members. These risk response plans help reduce or eliminate risks that might otherwise affect the projects. These findings corroborate with Wamboba (2015) arguments that risk response planning of an organization is an important stage in a project life cycle and determines the project performance success and allows the project managers and their team to coin the strategies that the organization may adopt in order to counter the effects of potential risks.

4.2.2 Descriptive Statistics for Project Implementation

The study went ahead to investigate the extent to which the respondents agreed with some statements on project implementation as the dependent variable of the study. A total of four items on project implementation were asked to the respondents. The items were measured on a five-point Likert scale where 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4 = Agree and 5= Strongly Agree. The results are presented in Table 4.10 below

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D %</th>
<th>N %</th>
<th>A %</th>
<th>SA %</th>
<th>MEAN</th>
<th>STD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled project completion program has ensured majority of the projects</td>
<td>0.0</td>
<td>3.3</td>
<td>4.9</td>
<td>50.8</td>
<td>41.0</td>
<td>4.30</td>
<td>0.715</td>
</tr>
<tr>
<td>undertaken by the organization gets to successful completion</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unforeseen cost overruns affect the project implementation program hence</td>
<td>1.6</td>
<td>4.9</td>
<td>9.8</td>
<td>44.3</td>
<td>39.3</td>
<td>4.15</td>
<td>0.910</td>
</tr>
<tr>
<td>need for measures to avert the risk of overrun</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
A good project outcomes clearly indicate that the project managers applied risks management techniques

| The key aspect of quality is essentially the extent to which the company is able to meet stakeholder expectations on certain dimensions that have value for them |
|---|---|---|---|---|---|---|
|  | 1.6 | 3.3 | 4.9 | 37.7 | 52.5 | 4.36 |

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

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

When the respondents were asked whether unforeseen cost overruns affect project implementation with a well-planned implementation program, 1.6% of the respondents strongly disagreed, 4.9% disagreed and 9.8% held a neutral opinion on the statement. On the other hand, 44.3% of the respondents agreed and 39.3% strongly agreed with statement affirming that cost overruns will only affect project implementation when not considered during project planning.

On average, the respondents agreed that unforeseen financial risks could jeopardize project implementation and need consideration during project planning to avert such risks (Mean=4.15, STD = 0.910). This conforms with El Nawawy et al., 2017 position that unanticipated cost overruns and delays in project schedule could negatively affect project implementation if not take care of by the project managers and project team.

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

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

4.3.1 Regression Statistics on relationship between risk response planning and project implementation among faith-based construction projects in the Diocese of Ngong

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

The model summary shown in table 4.4 below, shows the strength of the relationship between the model and the dependent variable of the study (percentage variation in dependent variable being explained by changes in the independent variables).

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.578&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.334</td>
<td>.286</td>
<td>.525</td>
</tr>
</tbody>
</table>

The study found that the independent variables in the study explained a significant proportion of variance in implementation of faith based construction projects in Ngong Catholic Diocese, where, $R^2 = .334$ This implied that the model could explain 33.4% of the proportion in the implementation of construction projects while the other variables not covered by this study contributed to 66.4% of the variance as indicated in table 4.12 above.

### 4.3.2 Analysis of Variance (ANOVA)

The analysis of variance (ANOVA) test was used to determine the model's significance in this study. This was done expressly to see if the variation in the independent variables could account for the observed variance in the outcome (Dean & Illowsky 2013). The outcomes were shown in Table 4.5 below.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>Df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.731</td>
<td>1</td>
<td>7.731</td>
<td>1,745.69</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>15.416</td>
<td>59</td>
<td>0.0044</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>23.148</td>
<td>60</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The results shown in table 4.13 above, showed that the F-value for regression is 1,745.69 which is significant at p value of 0.000, hence indicated that the regression relationship was significant in predicting how risk response planning, affected project implementation of faith-based construction projects at the Catholic Diocese of Ngong.

### 4.3.3 Beta Coefficients

The Beta coefficients is the size of the coefficient for each independent variable that gives the size of the effect that variable is having on the dependent variable. The sign on the coefficient (positive or negative) gives the direction of the effect. In regression with a single independent variable, the coefficient reveals how much the dependent variable is expected to increase (if the coefficient is positive) or decrease (if the coefficient is negative) when that independent variable increases by one.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
<th>Correlations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
<td>Zero-order</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.906</td>
<td>.581</td>
<td>3.281</td>
<td>.002</td>
</tr>
</tbody>
</table>
The results in table 4.6 above, show that of the four independent variables; risk response planning had a significant effect on project implementation. Risk response planning had the greatest effect on project implementation with (B = 0.291). This means that for every one positive unit increase in RRP practices would lead to 0.291 units increase in project implementation holding all other variables. The result also indicates that all the independent variable; RRP had a p= value of less than 0.05, hence an indication that all the independent variables predicted the dependent variable significantly. Using the values of the coefficients Beta from the regression coefficient Table 4.20 the established multiple linear regression equation was obtained as follows:

\[ Y = 1.906 + 0.291X2 + \varepsilon \]

### 4.4 Hypothesis Testing
The test of hypothesis was conducted using the Ordinary Least Square Regression. The acceptance/rejection criteria were that, reject the null hypothesis if the p-value is less than the conventional 0.05. Fail to reject the null hypothesis if the p-value is higher than the conventional 0.05.

**H₀₁**: There is no statistically significant relationship between risk response planning and project implementation among faith-based construction projects in the Diocese of Ngong.

The null hypothesis was that there is no statistically significant relationship between risk response planning and project implementation among faith-based construction projects in the Diocese of Ngong. Results in Table below indicates that p-value (0.000) was less than the conventional p-value (p= 0.05).

### 5.0 SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Summary of the Study
The results from the study found that regulatory policy frameworks were critical to the organization as provides the fundamental basis in preventing such risks that may occur and affect project implementation. The researcher further observed that risk response planning had a greater influence on project implementation because it creates a good measure of risk preparedness by project managers and other project team members. It was also found that the risk response plans help in reducing or eliminating risks that might otherwise affect the projects. The study further noted that measures put in place by the management in dealing with contingencies were critical in delivering project objectives and goals as these provide elaborate ways of preventing risk occurrence. According to the findings, the organization's support for decision criteria fosters an atmosphere for swift decision making to address difficulties that arise during project implementation. This is further enhanced by streamlined organization structures that permit effective decision-making process with limited bureaucratic processes.

#### 5.2 Conclusions of the Study
The study found a strong significant positive relationship between risk response planning and project implementation implying that the organization had well established regulatory frameworks that founded the basis of their swift response to risks. Because it produces a good
measure of risk preparedness by project managers and other project team members, risk response planning has a higher influence on project implementation. It was also discovered that risk response strategies aid in the elimination of risks that could otherwise derail projects.

5.3 Recommendation of the Study
The study recommended that the risk response planning involves determining ways that helps to reduce or eliminate any threats and uncertainties to the project, and also the opportunities to increase their impact. on risk response planning, the study recommends that organizations other than faith-based ones, should formulate good risk response mechanisms as a basis to enhance their risk preparedness.

5.4 Areas for Further Research
The study concentrated on effect of risk management practices on implementation of faith-based construction projects in the Catholic Diocese of Ngong. The study mainly examined four risk management practices though there are a number of other RMP which have not been exhaustively covered by this study. Therefore, the study suggests that further studies can be done on the remaining risk management practices not covered under this study such as Technological Risk Management practices, Communication Risk Management Practices, Financial Risk Management Practices among others. Further the researcher suggests that further studies can also performed on RMP in government funded projects.

REFERENCES


