



**RISK RESPONSE APPROACHES AND PROJECT DELIVERY AMONG NON-GOVERNMENTAL ORGANIZATIONS IN
THE HUMANITARIAN SECTOR IN NAIROBI CITY COUNTY, KENYA**

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ABSTRACT

This research examined the influence of risk responses on project results in humanitarian sector in non-governmental organization (NGOs) in Nairobi City County, Kenya. A descriptive research design was used for a population of 1,252 humanitarian NGOs in Nairobi. 125 NGOs were randomly selected of which humanitarian project of one organization was investigated. Data collection underwent use of structured questionnaires administered to 375 respondents, project managers and technical staff. The analysis was carried out using the SPSS software version 24, which made use of descriptive and inferential analysis. Results established that mechanisms of transferring risk, such as legal contracts, hiring of experts, and insuring contracts, detached the uncertainty and financial risks and, therefore, made project delivery possible. Security inspection, emergency planning, and structured plans, greatly reduced project failures. Control measures against risk like identification, classification, and regular risk assessment enhanced project performance through early remedies on likely challenges. A series of multiple linear regression analysis found that all of the four risk response strategies significantly affected project delivery. Risk control and risk communication was the most significant parameter for project success whereas risk retention had least effect. The research confirmed the NGOs' higher level of project success based on effective risk management planning; better cost-effectiveness, punctual completion, and better-quality outputs. This study makes a meaningful contribution to the body of knowledge of risk management in project implementation and will also be useful to NGO managers and policymakers, as well as donors. The findings suggest that NGOs should find means of continuously positively improving risk management systems and enhance risk control measures through risk transfer and prevention. Future studies are recommended on practice integration of emerging risk management technologies such as artificial intelligence and predictive analytics for NGO project management.

Key Words: Risk Transfer, Risk Prevention, Risk Avoidance, Risk Retention

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INTRODUCTION

The success of a project is determined by its performance, in regards to how complicated the project is, the contractual schedules, and the capacities of the other parties involved, the talents of the project manager, and the connections between the parties involved (Stevens, 2019). Savior (2023) noted that a project's performance is typically assessed and monitored using metrics that are derived from that project's delivery. These metrics refer to the standard procedures used to gather and display relevant data regarding project effectiveness, efficiency, and performance. Therefore, the amount of money spent, the amount of time required, the project's performance on the basis of quality, and whether it satisfies user requirements can all be used to measure project delivery.

Risk response is a critical component of project delivery. Every Non-Governmental Organizations (NGO) launching a project must take into account all the relevant elements before moving forward, including the project's size, projected influence on the community and cost. This is because high risks can result in financial setbacks and in worse situation, an NGO becoming insolvent (Ekai, 2023). It has occasionally been demonstrated that the development and execution of projects is necessary for the NGO to remain viable and support the sustainability of the humanitarian sector.

The performance of firms including NGOs within an economy is important in determining the country's economic, social, and political development. Hence, successful firms represent a key ingredient for developing countries (Taouab & Issor, 2019). The best performing corporations globally are thought to be found in industrialized nations like America and Europe, with growing nations in Asia following suit. Majority of best performing corporations are owned by American and European businesses. Asian businesses particularly those from developing nations follow.

Project delivery is the act of finishing a project and delivering the final results and consequences to

stakeholders according to the project plan (Marr 2023). Many authors have defined project delivery in different ways. Jackson (2020) defined project delivery as successfully finishing a project on schedule and within budget while meeting the required standards. In their study, Alkhyoon et al. (2023) describes project delivery as how well project results and accomplishments align with operational and technical requirements, as well as financial and schedule goals, and ultimately meet the needs of the customer's business.

Risk response involves recognizing, evaluating, and managing risks that may affect the achievement of a project's objectives (Spacey, 2023). It includes preparing for potential risks, organizing resources to oversee and address risks, and executing tactics to reduce the chance or consequences of risks on the project. Ensuring successful project delivery is dependent on implementing effective risk response strategies. Risk response practices refer to strategies for identifying, minimizing, managing, avoiding, and mitigating potential threats to the success or duration of a project(simplieam2023).

Transferring risk to a third party refers to risk sharing as a form of risk response practices. This occurs when one party takes on another's liabilities. Transferring risk from an individual or institution to an insurance firm is frequently accomplished through the purchase of insurance (Riskoptics, 2021). A study carried out by Riskoptics (2021) in 2020 found that appropriate risk transfer was linked to a 15% reduction in cost overruns in projects. One example is the buying of insurance, whereby the owner transfers some risk of loss to an insurer. Some other examples are contractually required agreements to provide insurance coverage on behalf of a third party, and hold harmless clauses. A well-executed risk transfer distributes risk fairly, assigning designated parties' responsibility for that risk in proportion to their ability to control and protect against it. In an ideal world, the person with the most influence over the risk factors would bear the brunt of the

responsibility (Continental Assurance Company of North America, 2023).

Risks prevention are procedures and measures implemented beforehand to stop the emergence of new hazards or to obstruct their growth and reinforcement. A 2020 report showed that firms emphasizing risk prevention experienced 25% fewer delays in projects in contrast to those with reactive approaches (Spacey, 2023). Working around latent risks and vulnerabilities is necessary for this. When seen in this light, risk avoidance is categorized as prospective risk response. Avoidance has a semi-utopian meaning because it is rarely possible to prevent everything, and it should be understood in the context of acceptable risk, which is socially established at all levels (Glossary, 2023). A sensible strategy to reduce and eliminate avoidable risks is active prevention. To detect, evaluate, and minimize possible risks. It entails putting strong internal controls, policies, and procedures into place. This necessitates a thorough comprehension of the risks facing a company and a proactive approach to risk response (Riskoptics, 2021)

Risk reduction is the practice of reducing or minimizing the hazards associated with a certain situation or activity. Controls may include various processes, which can be security countermeasures, contingency planning, or any proactive measure taken to prevent undesirable outcomes from occurring. For instance, a research study by SYDLE (2022) established that the implementation of a formal risk control process results in a 30% association with delivering the project on time. More specifically, risk control aims to minimize the impact of the identified hazards on a particular project or activity. This approach involves identifying potential risks in business activities based on risk assessment findings (Riskoptics, 2021)

Risk retention involves purposely assuming some, but not all, of the risk via loss sensitive programs, intentional self-insurance, and deductibles. Retaining risk involves an individual or entity deciding to take on the responsibility for a certain

risk instead of transferring it to an insurance company by buying insurance. Studies indicate that companies that have well-defined risk retention strategies experience a 20% higher rate of project success in comparison to those that do not. This indicates that the person or organization has opted not to purchase insurance in order to shift the financial responsibility of a loss to a third party, preferring to cover any costs out of pocket. When they think that retaining the risk will be less expensive than fully or partially insuring against it, businesses frequently do just that. Losses from shoplifting are one type of risk that many businesses decide to keep rather than buy or file a claim under their criminal insurance policy (Insuranceopedia 2024)

There are about 12,162 NGOs in Kenya, cutting across local, regional, and worldwide organizations. Generally, the NGO Council leads them. These NGOs promote, among other important values, health, gender and development, children's rights, accountability, openness, and the reduction of poverty. They pursue sustainable development, while raising Kenyan society's socioeconomic standing. Key initiatives target HIV/AIDS prevention, vulnerable children, sustainable agriculture, and reproductive healthcare (National council of NGOs, 2023).

Statement of the Problem

Humanitarian NGOs in Nairobi County face numerous challenges in the implementation of successful projects to vulnerable populations. Despite their important role, these NGOs experience very high levels of project failure, project delays, and inability to achieve the intended initiatives.

Recent data reveals the scope of this problem. During 2019, for instance, NGO Coordination Board reported that 45% of NGO projects in Nairobi County were running behind schedule beyond intended durations. 30% of projects were suspended or discontinued due to fiscal difficulties and operational challenges induced by the COVID-19 pandemic (Ochola et al. 2022). In the year 2021

alone, only 55% of projects executed by NGOs in Nairobi County were completed within their approved budgets, with an average cost overrun of 25%. According to research conducted in 2022, 40% of all projects face serious delays and have, on average, a 6-month time overrun (Kajwang 2023).

Perhaps one crucial element in these issues with the delivery of projects relates to an overall lack and appropriateness of risk response strategies. While projects are inherently surrounded by various uncertainties and risks, most NGOs in Nairobi's humanitarian sector apply suboptimal strategies that cannot ensure adequate identification, evaluation, mitigation, and management of multiple forms of risk, according to Johnson (2014). This relative inability in the position of risk response capabilities increases their vulnerability to disruptions and reduces their capacities for timely and successful project delivery.

Previous studies have established the importance of approaches to risk responses in successful project outcomes. For instance, it has been suggested that appropriate risk transfer is related to cost overruns of 15% fewer, risk prevention activities reduce project delays by 25%, and formal risk control processes result in improvement in on-time project delivery by 30% (Shen et al. 2024). In addition, proper risk retention strategies increase project success by 20%.

Nevertheless, there is a need to understand how humanitarian NGOs can develop and put in place comprehensive risk assessments and innovative mechanisms for response, put together by their unique operational context. This study aims at filling this gap by establishing the effect of key risk response approaches to NGO project delivery in Nairobi County and proposes best practices to enhance the success rate of humanitarian engagements towards vulnerable populations.

Objectives of the Study

This study investigated how risk response strategies affect project delivery in humanitarian non-governmental organizations in Nairobi County,

Kenya. The study was guided by the following specific objectives;

- To assess how risk transfer impacts project delivery effectiveness within humanitarian NGOs in Nairobi City County, Kenya.
- To determine how risk prevention shapes project delivery effectiveness among humanitarian NGOs in Nairobi City County, Kenya.
- To evaluate how risk avoidance affects project delivery effectiveness in humanitarian NGOs operating in Nairobi City County, Kenya.
- To investigate how risk retention influences project delivery effectiveness across humanitarian NGOs within Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Literature Review

Expectancy Theory

Victor Vroom came up with this theory in 1964. It is basically a belief that one's motivation comes from how they see their effort related to the outcome they get. The theory bases its foundation on three key factors: valence, expectancy, and instrumentality. Expectancy is the belief that hard work will lead to some degree of success or result. Valence is the degree to which one wants a possible result. Instrumentality refers to the way in which a person sees the correlation between their performance level and the reward they attain. Thomas (1990) applied Vroom's expectancy theory to construction and found that differences in performance are connected to the amount of effort workers are prepared to put in to complete a task. Thomas suggested that the results of performance can be viewed by measuring efficiency, effectiveness, quality of work, innovation, profitability, and productivity. According to Gonzalez (1991), managers need to understand the value results of each employee and create understandable and measurable definitions of

excellent performance that can easily be grasped by the employees.

This theory helps project managers develop ways to measure progress that give employees valuable feedback, potentially improving the performance of projects. It dictates that risk response practices can be implemented and used more effectively by humanitarian NGOs if well-defined expectations are provided on what is required and what needs to be done.

Enterprise Risk Management Theory (ERM)

This is a risk management approach that considers and deals with big risks affecting the whole organization, as opposed to looking at each risk individually (Nocco & Stulz, 2006). The main aim is to bring together all of an organization's different risk management systems into one integrated system.

Current use of ERM theory in humanitarian organizations shows that the theory is relevant to this study. For example, Cormican (2015) found that the use of ERM frameworks in humanitarian supply chains minimized risks and improved project delivery. This suggests that ERM theory can provide valuable information on how humanitarian NGOs formulate effective risk responses.

It stresses that good risk management includes all procedures and guidelines clearly defined. This means that it complements this study's focus on the response strategies which the risks' management will adopt: transfer, prevention, control, and retention (Olson and Wu (2010). It also encourages the involvement of every member in organizational risk management, especially in the case of humanitarian NGOs' complex operation contexts.

Network Theory

It is applied in order to understand the complex relationships and interdependencies in the project environment. This is especially true in the management of risk in a humanitarian NGO. Social entities like firms, organizations, and projects are similar to networks made up of nodes and the lines

connecting them. The fact that network theory is being utilized recently in project risk management is an indication that research must be useful. For example, Fang et al. (2015) used the network theory to analyze how construction project risks interact; they demonstrate the use of such a technique towards identifying and planning for risk response.

The nodes in a humanitarian project can be the project owner, suppliers, task administrator, 23 project donors, and project team members. The nodes are connected by various types of relationships, such as employment, legal, financial, and buyer-seller relationships. According to the theory, any disruption or alteration in one part of the system will be mirrored in all the other parts in a domino-like fashion. The idea is thus largely applied in risk management areas to describe and teach people about the process for assessing the risk. Also, as per Zingrand (2010), the primary objective was indeed coming up with a systematized method of analyzing and comprehending the risk and not necessarily its effect on the project. The project team should think about how different segments of the project are interconnected and how a delay in one segment can spill over to the whole project. This type of risk viewing helps a project manager to have a fuller and clearer idea of what would be the result on account of a particular risk. This theory requires that the researcher can check how detailed and thorough a project management plan is to identify if it is valid or not. For these reasons, this theory is applied to the present study.

Resource-Based Theory (RBT)

This theory provides a structure for recognizing and predicting the key factors of a company's capability to compete and thrive (Penrose, 2009). Taking into account the previous managerial focus on the industry structure from a wider viewpoint, RBT directed its attention towards the company's success from different perspectives. Unlike externally focused approaches for evaluating the efficiency or drawbacks of utilizing organizational

procedures, RBT emphasizes an internally driven approach through the examination of internal organizational resources (Kozlenkova, Samaha & Palmatier, 2014). Barney (1991) aims to offer more information on unique commercial assets that are difficult to imitate and could offer a sustained competitive edge.

While the theory was initially intended for use in business settings, its recent adoption in non-profit and humanitarian organizations also demonstrates its importance to this research. Mutua and Ibembe (2020) employed the RBT to investigate how resource management affects the effectiveness of humanitarian organizations and discovered that improved project delivery and organizational performance result in the use of specific organizational resources. RBT focuses on the internal origins of organizational resources that create a competitive advantage. It suggests that businesses with valuable, rare, hard-to-imitate, and irreplaceable resources can achieve higher levels of performance.

Empirical Literature Review

Research was conducted using unique data in the analysis of the way risk transfer affects the completion of projects, in Nairobi County (Njuguna, 2019). The research collected 135 relevant data points from 155 semi-structured questionnaire respondents. The major design of the study sought to describe and give an explanation to many events. Project success has been shown by research to be largely achieved by risk transfer. The investigation identified that shifting risks benefited project success in Nairobi County, Kenya with impressive results. In addition, parties carrying out projects in Nairobi County are ready to adopt risk transfer strategies. Their primary priority is to still do projects in Nairobi.

Biira, Tukei, and Mboma (2020) undertook research to examine the relationship between the Performance of Total Uganda Limited and its methods of transfer of risk. This study followed quantitative as well as qualitative data collection approaches, but laid emphasis on quantitative

methods. This was obtained from quantitative analysis of data collected from 126 participants using surveys. Qualitative data were from relevant sources. Numbers were analyzed by researchers using regression and correlation techniques, while content analysis was used when dealing with qualitative information. They found that the application of risk transfer strategies increased organizational performance. Business operation performance satisfaction was improved when risk transfer strategies were integrated into business operations. The population from which this research was carried out was in organizations in Uganda, Total Limited in 2020, with future research targeting NGOs supporting people in Nairobi County in 2023. Although both studies are based on East African contexts, Uganda and Kenya vary culturally and behaviorally.

A study on the relationship between risk prevention and project delivery was carried out by Njuguna (2019). The research utilized descriptive methodology to collect data relevant to 135 projects that represent the target population. Data gathering used knowledge in semi-structured questionnaires; a study sample consisted of 155 persons. Results showed that risk prevention significantly and positively influences project delivery outcomes.

The investigation showed that the risk prevention operates as a corporate risk response mechanism. This approach is prevailing within organizations that implement projects in Nairobi County, Kenya.

Also, this strategy has added to the completion of projects within temporal limits, limits of scope, and financial boundaries. The investigation mainly looked at project delivery in Nairobi. The analysis of this work concentrated on the activities of NGOs in Nairobi's humanitarian sector. Mutisya (2020) examined how risk prevention practices improved the performance of government-supported youth initiatives in Machakos County. The numbers targeted in the research were 250 youth programs in Machakos County. Researchers have used a stratified simple sampling technique to draw up a

representative sample of 122 project personnel and participants. Acquisition of primary data was done conventionally via questionnaires by respondents. Both inferential and descriptive statistical methods were implemented, that is, regression and correlation analyses.

Njuguna's 2019 study investigated impact of risk response on delivery of project in Nairobi city county under descriptive design. Questionnaire given to 155 persons produced 135 respondents. There was positive correlation between risk response and project delivery (results). Project completion was reckoned to be better with the risk control which was mainly used in Nairobi County organizations. Although Njuguna studied national government project delivery in Nairobi, the current study examines NGO project performance within Nairobi's humanitarian sector.

Boboye & Viscker (2023) examined the effects of risk control practice on organizational effectiveness in some Lagos state SMEs. Physical risk response strategies were directed at minimizing or eliminating risks while financial risk management methods were concerned with transfer of risks or holding them. The research covered ten prominent Lagos State markets using convenient sampling and survey technique to gather data. Survey Monkey facilitated questionnaire distribution. The result from regression analysis shows a very high positive relationship between the level of physical/Financial risk control and the organizational performance of some SMEs. Researchers determined that SMEs will have to undertake all realistic and possible measures to avert existential threats.

Njuguna (2019) researched on the project delivery of Nairobi City County, Kenya, with regard to risk retention. Descriptive design as well as the use of semi-structured questionnaires were used in the study to collect primary data. Using the sample of 135 of 155 respondents, findings indicated that retaining risk as a response strategy significantly and positively impacts project delivery. This study questioned the performance of projects in Kenya,

and ranks the effectiveness of NGO apparatuses to serve the Nairobi residents.

METHODOLOGY

For this study descriptive research design was used. The study concerned itself with humanitarian NGOs in Nairobi. Statistically, there were 1, 252 officially registered non- governmental organizations operating humanitarian projects within Nairobi County, fulfilling many humanitarian sectors (The NGO Coordination Board, 2023). A two-stage sampling process was used to make sure that the sample included NGOs and their projects in a balance. This investigation used primary data that was collected through semi-structured questionnaires. The choice of this instrument was based on the fact that the investigator intended to gather reliable information from many large organizations. It is also easier with regard to cost and time frames of participants (Kombo & Tromp, 2006). The main collection technique was to self-administered questionnaire. These instruments were used to collect primary information from humanitarian NGOs in Nairobi County. Before full data collection, a pilot study was conducted to test research tools with the help of programs. This was 13 humanitarian projects, comprising 10 percent of the total sample across various sectors. It comprised three from Education, three from Health, two from Relief and Disaster Response, two from HIV/AIDS, two from Disaster and Disaster Management, and three from the Children sector.

With the help of Statistical Package for Social Sciences (SPSS) version 24, the data collected was analyzed with simple and advanced statistical methods. Descriptive studies include the verification of frequencies and percentages for representation of participant information and the estimation of averages and standard deviation for all the variables. Advanced statistics were also carried out, The research was conducted using a multiple linear regression model described below.

HPD = $\beta_0 + \beta_1RT + \beta_2RP + \beta_3RC + \beta_4RR + \epsilon$ Where:
HPD = Humanitarian NGOs Project Delivery

RT= Risk Transfer
 RP= Risk Prevention
 RC = Risk Control
 RR = Risk Retention β_0 = Constant Term
 β_1 - β_4 = Beta Coefficients
 ϵ = Error term

FINDINGS AND DISCUSSION

Response Rate

Response rate is the percentage of the compiled questionnaires collected by the researcher. Out of the potential participants, 80.3% (301 out of 375) completed the questionnaires, while the rest 19.7% of the participants did not participate. This level of participation is noted to be adequate since Mugenda & Mugenda (2003) reveal that response rates of over 50% are adequate for research validity. This substantial contribution enhances the credibility of the study and ensures proper representation of the participants involved in NGO projects in Nairobi.

Descriptive Analysis

The study examined risk response approaches and project delivery among non-governmental organizations in the humanitarian sector in Nairobi City County, Kenya. The analysis was based on mean and standard deviation, where the mean represented the average response, and the standard deviation indicated the variability of the data.

Risk Transfer

This study sought to assess the impact of risk transfer on project delivery among non-governmental organizations in the humanitarian sector in Nairobi City County, Kenya. Respondents indicated their level of agreement on risk transfer strategies using a five-point Likert scale. The rating was; SD= Strongly Disagree, D= Disagree, M= moderate, A= Agree and SA= Strongly Agree. The table below presents the results.

Table 1: Risk Transfer

Statements	SD	D	M	A	SA	Mean	S. D
The organization has comprehensive insurance policies to cover potential project risks and uncertainties.	10%	14%	25%	26%	25%	2.9668	0.66750
Legal agreements are used effectively to shift project risks to external parties.	7%	18%	16%	33%	26%	3.9003	0.47262
The organization relies on outsourcing to mitigate risks associated with project delivery.	17%	15%	13%	30%	25%	3.8904	0.31295
Insurance policies are periodically reviewed and updated to ensure adequate coverage.	15%	13%	22%	26%	24%	3.7765	0.56789
The organization has mechanisms to ensure compliance with legal agreements for risk transfer.	10%	18%	27%	30%	25%	3.8855	0.65444
Outsourcing project components helps in managing risks effectively.	5%	12%	29%	26%	28%	3.8888	0.56667
Aggregate Score						3.7181	0.54035

Source: Research Data (2025)

The findings in Table 1 highlight the role of risk transfer mechanisms in project delivery among non-governmental organizations (NGOs) in the humanitarian sector in Nairobi City County. The

highest mean score (3.9003, SD = 0.47262) was recorded for the use of legal agreements to shift project risks to external parties, indicating that this approach is widely adopted with 59% of the

respondents in conjunction. Similarly, outsourcing as a risk mitigation strategy received strong support of 55%, with mean scores of 3.8904 (SD = 0.31295) and 3.8888 (SD = 0.56667) reported by 54% of the respondents suggesting that NGOs rely on external expertise to manage project risks. These findings concur with Kamunya (2021) which observed that sharing projects to experts improves the project delivery and organizational performance.

Periodic review and updating of insurance policies had a mean score of 3.7765 (SD = 0.56789), implying that while organizations recognize the importance of adequate coverage, there may be gaps in regular assessment and was backed up by 50% of the respondents. Compliance mechanisms for legal agreements scored 3.8855 (SD = 0.65444) with 55% of the respondents in concurrence reinforcing the effectiveness of contractual risk transfer measures. However, comprehensive insurance policies to cover potential project risks had the lowest mean score of 2.9668 (SD =

0.66750) with 50% of the respondents in agreement however this indicated that some organizations may not have adequate insurance coverage. The overall aggregate score of 3.7181 (SD = 0.54035) reflects a moderate to high level of reliance on risk transfer mechanisms, demonstrating that NGOs implement various strategies to manage uncertainties in project delivery effectively. These findings were in concurrence with Boboye and Viscker (2023), Mutisya (2020) and Biira, Tukei, and Mboma (2020) who argued that risk transfer responses enhanced the projects delivery in different organizations.

Risk Prevention

This study sought to evaluate the effect of risk prevention on project delivery among non-governmental organizations in the humanitarian sector in Nairobi City County, Kenya. Respondents indicated their level of agreement on risk prevention measures using a five-point Likert scale. The table below presents the results.

Table 2: Risk Prevention

Statements	SD	D	M	A	SA	Mean	S.D
Regular safety inspections are conducted to identify potential risks in projects.	8%	14%	18%	23%	27%	3.9136	.37307
The organization has a structured safety system in place to minimize risks.	12%	10%	15%	31%	32%	3.8804	.32504
Project contingency plans are developed and implemented effectively.	5%	9%	22%	33%	30%	4.1189	.5235
Staff receives adequate training on safety and risk prevention.	7%	11%	23%	26%	33%	4.1495	.57234
The organization proactively monitors risks to prevent them before they occur.	17%	13%	19%	24%	27%	3.6667	.56778
The contingency plans help in minimizing project disruptions.	11%	16%	18%	30%	25%	4.0076	.50007
Aggregate Score						3.9561	0.47697

Source: Research Data (2025)

The results in Table 2 illustrate the effectiveness of risk prevention approaches among NGOs in the humanitarian sector in Nairobi City County. Staff training on safety and risk prevention recorded the highest mean score (4.1495, SD = 0.57234) and a 59% response rate, demonstrating that organizations prioritize equipping employees with the necessary skills to handle risks. Similarly, the

development and implementation of contingency plans received strong support, of 63 percent with a mean score of 4.1189 (SD = 0.5235), highlighting their role in mitigating potential project risks.

Regular safety inspections were also found to be a key risk prevention measure, scoring a mean of 3.9136 (SD = 0.37307) with 50 percent of the participants in correspondence. The existence of

structured safety systems to minimize risks had a mean of 3.8804 (SD = 0.32504) with a reported response of 64 percent, showing that organizations have institutionalized measures for risk control. Further 51% of the respondents had the lowest mean score observed in proactive risk monitoring (3.6667, SD = 0.56778), suggesting that some NGOs may lack robust mechanisms to anticipate risks before they materialize. The contingency plans' role in minimizing project disruptions was well acknowledged, with a mean of 4.0076 (SD = 0.50007) with a 55 percent response.

The overall aggregate score of 3.9561 (SD = 0.47697) indicates that NGOs have a strong commitment to risk prevention strategies, ensuring that potential threats are mitigated before they

affect project delivery. The findings are in collaboration with Joseph, Michael, and Boniface (2023), Ochola, Lucas, and Nyamita (2022) and Muchiri et al. (2021) whose studies demonstrated that through implementation of various risk strategies organizations improve their competitiveness, efficiency and financial performance of their projects.

Risk Control

This study sought to examine the impact of risk control on project delivery among non-governmental organizations in the humanitarian sector in Nairobi City County, Kenya. Respondents indicated their level of agreement on risk control measures using a five-point Likert scale. The table below presents the results.

Table 3: Risk Control

	SD	D	M	A	SA	Mean	SD
The organization has a structured risk identification process in place.	10%	7%	13%	34%	36%	4.0082	.49850
Risk classification is effectively used to prioritize mitigation measures.	14%	13%	23%	26%	24%	3.4784	.50037
Project risk assessments are regularly conducted to improve risk control.	11%	18%	15%	31%	34%	3.9987	.55467
There are clear policies and procedures for managing identified risks.	16%	14%	20%	27%	23%	3.7890	.56666
Employees are encouraged to report potential project risks.	17%	12%	19%	28%	24%	3.6644	.54333
The organization continuously reviews and updates risk control measures.	15%	12%	23%	24%	26%	3.7701	.54556

Source: Research Data (2025)

Analysis of Table 3 indicate good integration of risk control measures among humanitarian NGOs in Nairobi City County. Structured risk identification processes received the best endorsement (70%) with mean score of 4.0082 (SD=0.49850) indicating how crucial they are in risk management. Consistent project risk assessments showed up as well (3.9987, SD=0.55467), well-supported (65%) to validate their use in threat reduction.

Risk classification, with emphasis on mitigation strategies, was less (mean =3.4784, SD =0.50037) and was endorsed by 50% of the organizations showing under-use in some organizations. Clear risk

management policies got moderate support (50%, mean=3.7890, SD=0.56666), thus there are structured approaches. Employee encouragement for risk reporting scored a mean of 3.6644 (SD=0.54333) and 52% support, which indicates a moderate level of engagement.

The review and update of risk controls was ranked at 3.7701 (SD=0.54556) using 50% support, meaning the understanding of the adaptability significance and areas of improvement. The combined score of 3.7848 (SD =0.53485) shows a commitment towards risk control that is strong but some areas need to be improved for optimal

outcomes. Such findings support research done by Johnally and Toyin (2023), Boboye and Viscker (2023), and Njuguna (2019), who argue that implementing an effective risk control strategy increases organizational effectiveness, competitiveness, and financial performance in organizations.

Risk Retention

This research established the effect of risk retention on project implementations on NGOs in Nairobi's humanitarian sector. Participants rated to what extent they agreed into the risk retention approaches through a five-point Likert scale and the findings are presented in a subsequent table.

Table 4: Risk Retention

	SD	D	M	A	SA	Mean	S D
The organization has a self-insurance mechanism for project risks.	12%	17%	20%	28%	24%	3.7890	.53024
Some project risks are consciously accepted as part of the operation.	8%	19%	22%	26%	25%	3.8794	.56507
Budgeting for potential risks is integrated into project planning.	14%	11%	23%	23%	29%	3.4485	.49817
The organization effectively balances retained risks and risk mitigation.	11%	19%	14%	30%	26%	3.5667	.54555
There is a structured decision-making process for risk retention.	9%	17%	24%	26%	24%	3.5888	.54444
Risk retention strategies are periodically reviewed for effectiveness.	7%	13%	27%	30%	23%	3.8800	.65434
Aggregate Score						3.6921	0.55630

Source: Research Data (2025)

From table 4 findings it is seen how impact of risk retention strategies is on NGO project delivery in Nairobi City County. Periodic strategy review recorded the highest mean (3.8800, SD=0.65434) with 53% consensus which proved that organizations do review the risk approaches. Conscious project risk acceptance ranked almost as close, (mean=3.8794 SD=0.56507), indicating NGOs purposively take responsibility in some risks and 51% respondents agreed.

Self-insurance mechanisms for project risks had a mean score of 3.7890 (SD = 0.53024) and recorded 52 percent, demonstrating a moderate reliance on internal funding for risk management. Structured decision-making processes for risk retention scored 3.5888 (SD = 0.54444) with an observed response of 50%, suggesting a fairly organized approach to handling retained risks. The balance between retained risks and risk mitigation scored 3.5667 (SD = 0.54555) with a reported opinion of 56 %, showing that organizations attempt to manage risks

while keeping mitigation costs reasonable. Budgeting for potential risks in project planning had the lowest mean score (3.4485, SD = 0.49817), suggesting some gaps in integrating risk costs into financial planning, evidenced by 52%. The aggregate score of 3.6921 (SD = 0.55630) indicates a moderate to high reliance on risk retention strategies, ensuring that NGOs maintain resilience in project delivery. These findings were in accordance with Kamunya (2021), Ondu and Muchemi (2020), and Mutisya (2020) whose studies illustrated that through the adoption of risk retention strategies, organizations perform better.

Project Delivery

This research looked into project implementation in NGOs working in the humanitarian field under the Nairobi City County, Kenya. Participants were asked to express their thoughts concerning factors influencing project implementation using a five-point Likert scale survey. Below is the table where the results are shown.

Table 5: Project Delivery

	SD	D	M	A	SD	Mean	SD
The organization effectively controls project costs.	6%	10%	21%	33%	30%	3.8621	.54629
Project timelines are adhered to without major delays.	9%	13%	18%	28%	32%	3.8252	.49520
The project scope is well defined and maintained throughout implementation.	11%	15%	20%	29%	25%	3.7788	.58977
Quality standards for project outputs are consistently met.	16%	13%	19%	24%	28%	3.6544	.54678
Stakeholders are satisfied with the performance of completed projects.	8%	11%	22%	33%	26%	3.6666	.66654
The organization continuously evaluates and improves project delivery performance.	5%	10%	18%	36%	31%	3.8887	.54334
Aggregate Score						3.7793	0.56465

Source: Research Data (2025)

NGOs in Nairobi City County are extremely effective in delivery of humanitarian projects as portrayed in the results in Table 5. A continuous evaluation and performance improvement recorded the highest rating (mean: 3.8887, SD: 0.54334, whereby 67% of the respondents agree on its priority. Financial discipline by means of cost control ran a close second (mean: 3.8621, SD: 0.54629), with 63% agreement. This is consistent with Boboye & Viscker's 2023 findings to indicate that the use of financial risk management practices improves organizational project performance.

Adherence to project timeline was excellent (mean). A mean (SD) executional delay of 3.8252 (0.49520) was reported with 60% of the respondents reporting small executional delays. During implementation, the rating of moderate consistency was obtained for maintenance of project scope (mean: 3.7788, SD: 0.58977) from 54% of participants. As for it, at the same time 52% reported that quality standards for project outputs scored a reasonable score (mean: 3.6544, SD: 0.54678), suggesting room for improvement.

Stakeholder satisfaction with the outcome received was mixed but on a positive note (mean: 3.6666, SD: 0.66654) from 59% of participants. Overall, the effectiveness in project delivery was quite high (aggregate mean). 3.7793, SD = 0.56465), which points at the critical role of proper evaluation and compliance with best practices.

These findings support the findings of Boboye & Viscker (2023) and Kamunya (2021), who stressed that project performance becomes better if organizations succeed in controlling the cost of the project, save, maintain the scope of implementation, improving the quality of the output, and implement the financial risk managements strategies. Such practices enhance completed project performance and raise stakeholder satisfactions.

Correlation Analysis

The correlation analysis was conducted to determine the relationship between the dependent variable and independent variable. The Pearson correlation analysis was employed by the research study. The table below indicated the Pearson correlation analysis results;

Table 6: Pearson Correlation Analysis

		Correlations				
		Risk Transfer	Risk Prevention	Risk Control	Risk Retention	Project Delivery
Risk Transfer	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	301				
Risk Prevention	Pearson Correlation	.219**	1			
	Sig. (2-tailed)	.100				
	N	301	301			
Risk Control	Pearson Correlation	.294**	-.103	1		
	Sig. (2-tailed)	.300	.175			
	N	301	301	301		
Risk Retention	Pearson Correlation	.258**	-.141*	.981**	1	
	Sig. (2-tailed)	.100	.214	.500		
	N	301	301	301	301	
Project Delivery	Pearson Correlation	.475**	.514**	.603**	.597**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	301	301	301	301	301

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data (2025)

The correlation analysis of table 7 tests connection between various risk response methods and project delivery. From findings it is evident that all risk response strategies positively correlate with project delivery. The highest correlation ($r = .603$, $p < .01$) existed between risk control and project delivery in that project performance was very much improved if effective risk control strategies were used. This finding is consistent with Boboye & Viscker (2023) and Njuguna (2019) who have created positive connections between risk control measures and project delivery/performance outcomes.

Risk retention also exhibited a strong positive correlation with project delivery ($r = .597$, $p < .01$), highlighting its role in mitigating uncertainties. Kamunya (2021) and Mutisya (2020) agreed that risk retention positively correlated with project performance. Risk prevention had a moderately strong positive correlation with project delivery ($r = .514$, $p < .01$), underscoring its importance in proactive risk management. The finding was colluded by Ochola, Lucas, and Nyamita (2022) and

Muchiri et al. (2021) who observed that risk prevention positively impacted project performance/delivery.

Similarly, risk transfer was positively correlated with project delivery ($r = .475$, $p < .01$), suggesting that shifting risks to external parties contributes to project success. The finding was in agreement with Boboye and Viscker (2023) and Biira, Tukei, and Mboma (2020) who noted that risk transfer tactics had a positive effect on organizational performance. Among the relationships between risk strategies, risk control and risk retention showed a very strong correlation ($r = .981$, $p < .01$), indicating that organizations employing control measures often integrate risk retention strategies. Overall, the findings emphasize the interconnectedness of risk response approaches and their collective influence on successful project delivery.

Multiple Linear Regression Analysis

The researcher analyzed the influence of risk response approaches on project delivery among non-governmental organizations in the

humanitarian sector in Nairobi City County, Kenya, using multiple linear regression analysis. The results

are summarized in the table below.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.869 ^a	.756	.752	1.58163

a. Predictors: (Constant), Risk Transfer, Risk Prevention, Risk Control, Risk Retention

The adjusted R Square value of 0.752 suggests that 75.2% of the variation in project delivery performance

Table 8: ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2290.567	4	572.642	228.916	.000 ^b
	Residual	740.456	296	2.502		
	Total	3031.023	300			

a. Dependent Variable: Project Delivery

b. Predictors: (Constant), Risk Transfer, Risk Prevention, Risk Control, Risk Retention

Source: Research Data (2025)

ANOVA results in Table 8 were used to evaluate the statistical significance of regression model to predict delivery of projects using the risk response approaches. The model explains a significant variance portion in the project delivery compared to the 228.916 F-statistic and .000 p-value (Sig.),

falling under 0.05. This signifies that the combined independent variables have a strong statistical influence on the delivery of projects, that is collection of independent variables in a joint form; Risk transfer, risk prevention, risk controlling, and risk retention.

Table 9: Multiple Linear Regression Analysis Coefficients

Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.
	B	Std. Error	Beta			
1	(Constant)	13.226	1.804		7.331	.000
	Risk Transfer	.673	.105	.201	6.414	.000
	Risk Prevention	1.296	.069	.569	18.711	.000
	Risk Control	-.470	.242	-.297	-1.939	.053
	Risk Retention	1.490	.248	.916	6.015	.000

a. Dependent Variable: Project Delivery

Source: Research Data (2025)

The findings from the regression analysis demonstrate that project delivery would be 13.226 when all risk response approaches are held constant. Secondly, an increase in risk transfer would lead to an increase in project delivery by 0.673 (67.3%) at a 95 percent significance level, risk transfer had a positive and significant effect on project delivery. Further, the findings explained that improvement in risk prevention results in a rise

in project delivery by 1.296 (129.6%), and at a 95 percent significance level, risk prevention had a positive and significant influence on project delivery.

Additionally, an increase in risk control caused a decline in project delivery by 0.470 (47%), but at a 95 percent significance level, risk control had a negative yet marginally insignificant effect on

project delivery ($p=0.053$). Lastly, an up rise in risk retention increased project delivery by 1.490 (149%), and there is a positive and significant relationship between risk retention and project delivery at a 95 percent level of significance.

Nonetheless the regression equation of the study was;

$$\text{Project Delivery} = 13.226 + 0.673 \text{ Risk Transfer} + 1.296 \text{ Risk Prevention} - 0.470 \text{ Risk Control} + 1.490 \text{ Risk Retention}$$

The findings above demonstrated that at 95 percent significance level risk transfer was statistically significance and positively correlated with project delivery with a beta value of ($\beta=0.673$, $p=0.000$). The finding was in concurrence with Boboye and Viscker (2023) and Biira, Tukei, and Mboma (2020) that risk transfer tactics positively impacted organizational performance. Secondly, risk prevention had a positive statistically significant relationship with project delivery at 95 percent level of significance with an observed beta value of ($\beta=1.296$, $p=0.000$). The finding was in accordance with Ochola, Lucas, and Nyamita (2022) and Muchiri et al. (2021) opined that risk prevention contributed positively to the project delivery in organizations.

More so, risk control had a negative statistically insignificant effect with project delivery at 95% significance level and recorded a beta value of ($\beta=-0.470$, $p=0.053$). This finding was in contention with Boboye & Viscker (2023 and Njuguna (2019) that noted that implementation of risk control practices was positively correlated with project delivery/success of the organization. Furthermore, risk retention had a positive statistically significant influence on project delivery at 95% significance level with observed beta value of ($\beta=1.490$, $p=0.000$). The finding was in correspondence with Kamunya (2021) and Mutisya (2020) and highlighted that risk retention strategies/tactics are positively correlated with projects delivery of organizations.

CONCLUSIONS AND RECOMMENDATIONS

The study ultimately concluded that risk response approaches play a vital role in the effectiveness of project delivery within NGOs in the humanitarian sector. First, the research discovered that the utilization of risk transfer techniques, such as legal contracts and outsourcing, ought to be prevalent to minimize risks within the organization. Secondly, the research identified that organizations hardly utilized full insurance coverage, thus it recommended that NGOs should have additional insurance since insurance firms assist in minimizing the financial issues when risks occur, enabling them to survive in times of financial adversity.

Second, the research identified that risk prevention was the key to delivering projects. It indicated how vital it is to possess forward-thinking mechanisms for risk management.

The study found that organizations should spend money on preventive actions to have better project results and avoid problems. It also found that organizations should do regular safety checks to spot possible risks and should take steps to reduce risks before they happen. Additionally, the study found that organizations should sometimes train their employees on how to prevent risks and stay safe. Third, risk control had a marginally insignificant negative correlation with project delivery.

This means that even though there is a need for control measures, they can be enhanced to work effectively. The research continued that organizations should utilize risk identification software or people to recognize possible risks. The research went further to say that identified risks should be properly managed by putting in place policies and guidelines to ensure they do not happen again. The study found that organisations should constantly audit and update their risk control actions to include prospective and real risks. It also demonstrated that it was essential to maintain some of the risks to ensure that projects were completed, which highlights the importance

of organisations having formalised plans to address such risks.

The study confirmed that organizations ought to formulate self-insurance policies for project risks since there are risks that are inherent in their business. It also confirmed that organizations ought to plan and budget for probable risks within their different projects. Additionally, the study confirmed that organizations need to achieve a sound balance between risk retention and risk mitigation through clear decision-making and expertise in staff.

Informed by the results, the research advised that organizations should enhance risk transfer mechanisms through project managers by embracing extensive insurance policies to offset possible risks. Insurance policies must be reviewed and updated regularly to ensure they have sufficient coverage to prevent financial distress. Legal agreements must also be enforced effectively to transfer project risks to third parties, ensuring fulfillment of contractual requirements.

Second, the study recommended that project managers need to emphasize risk prevention by adopting sound internal controls and risk management procedures proactively in order to identify potential risks in their organizations. Project managers should prepare and put into action contingency plans in order to avoid and reduce problems.

Training workshops should be started to empower employees to improve their ability in recognizing and minimizing threats. Risk audits should be done at regular intervals to spot and amend possible problems before they grow and cause project delay or failure. Finally, the study suggested that project managers must manage risks through formalized procedures that allow organizations to handle ongoing threats without sacrificing project results. Financial managers and project managers need to

budget for possible risks when they are designing their projects so that they do not get disrupted or even shut down.

The study recommended that organizations ought to further examine and evaluate their risk retention strategies for performance and project delivery and consequently improve their overall performance which in the long run leads to organizational development and shareholder satisfaction.

Suggestions on Areas for Further Research

Further research can explore other avenues to improve knowledge on risk response and project delivery. First, the same study can be conducted in other regions, such as government agencies or business firms, to compare how they manage risks and how effectively they execute projects.

This would give us an idea of how different industries manage risks and how it affects their performance. Other research in the future may also look into other determinants of project delivery, such as company culture, stakeholder engagement, and technological application. A more comprehensive study that involves these determinants may help us learn more about project performance. A longitudinal survey could also be carried out to gauge the long-term impact of risk response strategies on project success and sustainability. Following risk management practices over time would be useful in understanding how effective they are and areas where they can be improved.

Finally, further studies may explore the influence of government policies and regulations on risk management in NGOs. A comprehension of how risk response plans are affected by external regulations could guide policy suggestions and best practices for improving project delivery in the humanitarian context.

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