

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

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DECLARATION

Declaration by the Student

This research project is my original work and has not been presented for a degree in any other University or for any other award. No part of this project should be reproduced without authority of the author or/and Kenyatta University.

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Declaration by Supervisor

I confirm that this research project has been carried out by the candidate under my guidance as the university appointed supervisor.

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DEDICATION

This project is dedicated to my parents, my father Patrick Nyongesa and my mum Catherine Nyongesa for giving me an opportunity to join school and get to this level of education, my brothers Philip Nyongesa, Victor Nyongesa and Fanuel Nyongesa, my sister Vera Nyongesa for their spiritual, financial support and the continuous encouragement throughout my studies. My dedication further extends to Virginia Karuti, Rayvian Menasi, Paul Mumo, and Georgina Ngina for their support towards my education journey. To my supervisor Dr. Lucy Ngugi for the endless efforts, she made towards the development of this project. To all others who offered their support throughout my studies.

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ABBREVIATIONS AND ACRONYMS

ERM	Enterprise Risk Management
GDP	Gross Domestic Product
KSHS	Kenya Shillings
LPC	Least Preferred Coworker
NACOSTI	National Commission for Science, Technology & Innovation
NGO	Non-governmental Organization
OECD	Organization for Economic Co-operation and Development
RBT	Resource-Based Theory
SMEs	Small Medium Enterprises
UN	United Nations

OPERATIONAL DEFINITION OF TERMS

- Project Delivery:** It involves completing a project and delivering its outcomes or deliverables to the intended audience. In this study, project delivery was measured by cost performance, time performance, scope performance, and quality performance.
- Risk Control:** Risk reduction refers to minimizing or eliminating hazards associated with a situation or activity. In this study, it was applied through risk identification, risk classification, and risk assessment.
- Risk Prevention:** Risk prevention refers to procedures and measures implemented beforehand to stop the emergence of new hazards. In this study, it was measured by safety inspections, safety systems, work plans, and contingency plans.
- Risk Retention:** Risk retention was proxied by self-insurance, taking actions on perceived risks, and budgeting plans in this study.
- Risk Transfer:** Risk transfer refers to shifting risk to a third party. In this study, it was measured by the use of insurance policies, legal agreements, and outsourcing.

ABSTRACT

Project success depends on how projects perform, influenced by aspects such as project complexity, contractual timelines, stakeholder capabilities, project manager competencies, and interpersonal relationships among project parties. The research was motivated by persistent challenges in NGO project implementation, including cost overruns, delays, and unmet objectives. This study examined the influence of risk response approaches and project delivery among non-governmental organizations in the humanitarian sector in Nairobi City County, Kenya. Key risk response strategies assessed included risk transfer, risk prevention, risk control, and risk retention. The study was grounded in expectation theory, enterprise risk management theory (ERM), network theory, and resource-based theory (RBT). A descriptive research design was employed for a population of 1,252 humanitarian NGOs, with 125 NGOs randomly selected and data collected from 375 project managers and technical staff using structured questionnaires. Data analysis was performed using SPSS version 24, employing descriptive statistics, Pearson correlation, and multiple linear regression. Descriptive results showed moderate to high reliance on risk response strategies: risk prevention had the highest aggregate mean of 3.9561 (SD = 0.47697), followed by risk control (mean = 3.7848, SD = 0.53485), risk transfer (mean = 3.7181, SD = 0.54035), and risk retention (mean = 3.6921, SD = 0.55630). Project delivery scored a mean of 3.7793 (SD = 0.56465), indicating overall effective implementation. Correlation analysis revealed positive relationships between all risk strategies and project delivery, with risk control showing the strongest correlation ($r = 0.603$, $p < 0.01$) and risk transfer the lowest ($r = 0.475$, $p < 0.01$). Multiple linear regression indicated that the model significantly predicted project delivery ($R^2 = 0.752$, $F(4,296) = 228.916$, $p < 0.001$). Specifically, risk transfer ($\beta = 0.673$, $p < 0.001$), risk prevention ($\beta = 1.296$, $p < 0.001$), and risk retention ($\beta = 1.490$, $p < 0.001$) had positive and significant effects on project delivery, while risk control had a negative but marginally insignificant effect ($\beta = -0.470$, $p = 0.053$). These findings demonstrate that effective risk management, particularly in prevention, transfer, and retention, enhances NGO project performance by improving cost control, timely completion, scope adherence, and output quality. The study contributes to knowledge on risk management in humanitarian projects and provides practical guidance for NGO managers, policymakers, and donors. It recommends continuous improvement of risk management systems, emphasizing risk prevention and transfer, and calls for future research on integrating emerging technologies such as artificial intelligence and predictive analytics into NGO project management.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Project success in the humanitarian sector is influenced by multiple factors, including the ability of organizations to identify, assess, and manage risks effectively (Karugi & Wasike, 2023; Munyugi & Nteere, 2024; Nyindha & Kamaara, 2024). Humanitarian projects often face challenges such as cost overruns, delays, inadequate resources, and failure to meet objectives due to exposure to complex operational, financial, and environmental risks. Risk management, particularly the adoption of risk response strategies such as risk prevention, risk transfer, risk control, and risk retention, is critical in enhancing project performance and reducing the negative consequences of uncertainty in project delivery (Munyugi & Nteere, 2024; Karugi & Wasike, 2023). Understanding how these strategies influence project outcomes is essential for non-governmental organizations, donors, and policymakers.

Globally, non-governmental organizations (NGOs) play a crucial role in responding to humanitarian crises, providing emergency relief, healthcare, food security, and social support in regions affected by conflict, disasters, and poverty (Kerzner, 2021). Studies in the United States and Europe show that structured risk response approaches improve project outcomes in NGOs and other non-profit organizations. For example, proactive risk prevention, regular monitoring, and the use of risk transfer mechanisms such as insurance, outsourcing, and contractual agreements significantly reduce project delays and cost overruns while improving output quality (Turner & Zolin, 2019; Aven, 2020). These findings highlight the importance of adopting integrated risk management strategies to ensure timely and successful project delivery.

In Africa, NGOs face additional challenges such as political instability, limited funding, and infrastructural constraints, which increase project risk exposure (Mutisya, 2020). Research in countries including Nigeria, Uganda, and South Africa indicates that many NGOs struggle to implement comprehensive risk management systems, resulting in project disruptions, inefficiencies, and decreased stakeholder satisfaction (Boboye & Viscker, 2023). Organizations that systematically implement risk prevention, control, and retention strategies, however, demonstrate higher resilience and improved project performance even under adverse conditions.

In Kenya, humanitarian NGOs operating in Nairobi City County experience significant challenges in project delivery, including resource limitations, logistical bottlenecks, and complex stakeholder networks (Kamunya, 2021). While these NGOs contribute substantially to social development and disaster response, many projects encounter delays, cost overruns, and sometimes fail to achieve objectives due to insufficient attention to risk response mechanisms. Empirical studies focusing on the influence of risk response strategies on project delivery among Kenyan NGOs are limited. In particular, there is little evidence on how risk prevention, transfer, control, and retention jointly influence project success, leaving a critical gap in knowledge for effective NGO management.

This study seeks to fill this gap by examining the influence of risk response approaches on project delivery among humanitarian NGOs in Nairobi City County, Kenya. Understanding the role of these strategies will provide valuable insights for NGO managers, policymakers, and donors, enabling enhanced project planning, reduced operational uncertainties, and improved humanitarian outcomes.

1.1.1 Project Delivery

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.

On his part, Ekai (2023) operationalizes project delivery in regard to resource utilization efficiency and finds that poor management of projects and implementation lead to the wastage of 9.9 percent of each dollar spent. Globally, research shows that effective project delivery remains a challenge across industries, with failure rates up to 50% for IT projects and 35% for construction projects (Stevens, 2019). A 2021 report by the Government Accountability Office in the United States indicated that 22% of major government projects were behind schedule or over budget. The magnitude of the challenge is even greater in Africa with the African Development Bank showing that only 20% of infrastructure projects delivered in Africa were within time and cost. In Nigeria alone a survey indicated that 60% of the projects had huge delays and cost overruns (SYDLE, 2022). Underdeveloped project management capacity and gaps in risk response practices contribute to low delivery rates.

In Kenya, public and private sector projects commonly face budget and timeline overruns, with 90% of organizations admitting to challenged or failed projects in the past three years (Ekai, 2023). Contributing factors include financial constraints and ad-hoc risk response. Within Kenya's NGO sector, project delivery issues are also

prevalent, with only 40% of projects successfully meeting objectives. Deficiencies in risk identification and mitigation were identified as key drivers of failure. This highlights the critical need for improved project delivery capabilities, underpinned by solid risk response practices, across Kenyan organizations to reverse high project failure rates. Understanding the connection between risk response and project delivery performance was key. Based on Njuguna (2019), delivering a project entail accomplishing goals, administering the result within the agreed-upon time limit, and staying within the budget allotted for lower expenses. Project performance is related to reaching targets and goals in order to satisfy clients and meet technical specifications. Achieving goals and meeting technical specifications are essential for project success and client satisfaction.

Ali, Musawir, and Ali (2018) confirmed that a project is a short-term endeavor initiated with the aim of creating a unique product or service. The term project performance is used to describe how well project results and achievements align with operational and technical requirements, financial and schedule goals, and ultimately meet the client's business needs. Measures of project outcomes form a representation of the key business benefits that the project has generated. All too frequently, firms start projects with the idea that they will help the company, only to find out later that the project falls short of expectations. According to Jackson (2020), ineffective project management and execution waste 9.9% of every dollar. As a result, businesses squander a great deal of resources including staff, money, and time on activities that don't pay for themselves. The project's objectives must be decided upon before it even starts. To make sure everyone is on the same page, you need to know how the project's sponsors and important stakeholders decide whether the project is successful. The success of a project can be measured by factors such as meeting deadlines, staying within budget,

boosting sales, improving customer service, or enhancing efficiency (Alpha, Onsoti and Kituyi, 2021). Equally important in the success of a project are risk response techniques used during the implementation of the project. Other contributing elements to performance issues in Kenya are found in project management, participant coordination, lack of detailed control, unreasonable deadlines, and lack of communication among others. (SYDLE, 2022).

Any corporate endeavor, including non-governmental organizations, is expected to have performance tracked and measured in order to assess return on investment and decide whether objectives were met (Marr 2023). Project delivery measurement is important for a variety of reasons, these include: You can evaluate how much the project adds to the company, Measurement may show variations from anticipated outcomes, enabling you to identify areas in need of improvement before the next task. Project performance may be used by management as a basis for making other business choices. For instance, this performance may have an effect on financing, hiring and recruitment decisions, and present employee planning (Twoproject, 2023).

Different studies conducted showed that, despite being a global phenomenon, obstacles to the completion of development efforts are regarded to be more common in developing nations than in wealthy nations (Ahmed, 2023). Research has indicated that industrialized countries such as the United States, Canada, Britain, Australia, and others have had some degree of infrastructure completion delays (Mwangi & Ngugi, 2018). Studies on performance in energy contracting projects in Canada identified that inability by project managers to recognize risks from the inception of projects leads to ambiguity with regards to baseline measurement, increased costs of overrun, and project complexity (Njuguna, 2019). A study by Amandin and Kule (2016) examined construction projects in Kigali, Rwanda and noted that project delays commonly result

from the lack of a structured, efficient management plan encompassing the project team, specialists, and the final user during project planning. Delays in infrastructure projects in various Sub-Saharan African nations result in financial losses amounting to billions of dollars, hindering efforts to reduce poverty (Homthong & Mounгноi, 2016). The lack of national tactics for CSO building capacities and donor agencies' substitute funding in local NGOs' subsidiaries make it difficult for native organizations in Nigeria to complete the projects they take on and develop into an entirely competent third sector that can contribute to national the creation and execution of plans (Walker, 2016). Locally, the cost of infrastructure projects is greatly impacted by delays, and this has a substantial impact on the lives of inhabitants, particularly in developing nations like Kenya (Otaalo et al., 2019). The increasing problems of project delays, inflated costs, substandard work, and early project terminations in major government projects in Kenya have become so concerning that stakeholders are alarmed. Serious issues arise to question whether the government is truly able to give value for taxpayers' money (KAA, 2017). Mutunga and Ondara, (2021) also reported that large projects have not been completed on budget, on time or with the required level of quality. Although numerous project deliverables may not meet expectations during the project liability period, there are instances in which they may fail before being handed over to the project sponsor.

1.1.2 Risk Response Approaches

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)

1.1.3 Humanitarian Projects by NGOs in Nairobi City County, Kenya

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).

In 2013/2014, NGOs in Kenya expended KSh87.6 billion on diverse initiatives, a 17.1% rise from KSh74.8 billion in 2012/2013. The largest percentage of project funding in Kenya was allocated to HIV/AIDS (15%), followed by children (8%), then agriculture (8%), and health (23%). During the 2020/2021 fiscal year, Kenya's NGOs sector spent a total of Ksh138.6 billion and in 2021/2022 fiscal year Ksh175.9 billion (Exness 2023).

In terms of employment, 46,617 Kenyans held formal jobs with NGOs in 2014; 90% of them (41,772) worked locally in Kenya, and the remaining 10% (4,845) worked abroad. In 2021/2022, NGOs in Kenya employed 71, 096 people. NGOs support the Kenyan government by offering essential services throughout the country. However, not all projects that were started by NGOs have been able to fully run their course or achieve their objectives (KNGOB, 2019). In 2015, just six out of 15 projects from eight local NGOs that lasted for two years demonstrated encouraging progress in health, youth, and community development. Likewise, in 2016, only 8 out of 21 registered projects displayed positive performance indicators by the anticipated maturity period (NGOB, 2019).

Key issues with delivery include, Inadequate risk assessment during planning, causing crises later; funding shortfalls and delays stalling progress; shifting politics reducing stakeholder commitment; disasters altering project context and monitoring failures allowing declines to persist. This highlights underperformance of NGO projects in Kenya despite their social value.

There is an urgent need to address risk and performance deficiencies to increase project success. More evidence is required on barriers to effective NGO project delivery and associated best practices.

As has happened throughout the world, the dynamics of NGOs' perspectives have changed in Kenya during the past few decades. Demand for project delivery demonstrations is rising in all industries, including the private sector (Mogoi & Osoro, 2022). There is more pressure than ever on NGOs to measure the success of their projects. In addition to the donors who provide the funding, other stakeholders, such as the communities they serve, are also putting forth this demand. As a result, in order to prove their effectiveness, Kenyan NGOs are being compelled to create internal data, system management, and strategic directions (Patrick & Osoro, 2023). Due to inadequate operational processes, several humanitarian groups in Kenya have been unable to complete initiatives that they took on (Annual NGO Sector Report 2018/19). Due to the inability of companies such as Chemonic International to account for a global health supply chain contract worth 9.5 billion dollars, USAID was forced to reconsider its financing patterns and withdrew its support (Saldinger, 2019). Poor financial management continues to plague other local NGOs, and this lack of financial accountability has resulted in subpar project performance (Muithya, 2021).

1.2 Statement of the Problem

Humanitarian NGOs in Nairobi City County play a vital role in delivering essential services to vulnerable populations. However, the effectiveness of these organizations in project delivery has faced significant challenges, resulting in delays, budget overruns, project failures, and inability to achieve intended outcomes (Karanja et al., 2022). Between 2019 and 2022, there has been a noticeable trend of underperformance. For instance, in 2019, the NGO Coordination Board reported that 45 percent of projects in Nairobi County ran beyond their scheduled timelines, while 30 percent were suspended or discontinued due to financial constraints and operational disruptions exacerbated by the COVID-19 pandemic (Ochola et al., 2022). In 2021, only 55 percent of projects were completed within approved budgets, with an average cost overrun of 25 percent, and research in 2022 indicated that 40 percent of projects experienced an average six-month delay (Kajwang, 2023). These trends suggest that project delivery challenges in the Nairobi humanitarian sector are not isolated but reflect systemic operational and managerial deficiencies.

The delivery of humanitarian projects is highly susceptible to a variety of risks, including financial, operational, security, and environmental risks. Yet, many NGOs in Nairobi employ inadequate or suboptimal risk response strategies, limiting their ability to identify, assess, mitigate, and manage these risks effectively (Johnson, 2014). This deficiency has increased organizational vulnerability to disruptions, contributing to delays, cost overruns, and reduced project impact. Empirical studies have shown that structured risk response strategies can significantly enhance project outcomes. For example, Shen et al. (2024) found that risk transfer reduces cost overruns by 15 percent, risk prevention measures decrease project delays by 25 percent, and formal risk control

processes improve on-time project delivery by 30 percent. Risk retention strategies have also been shown to enhance project success by 20 percent.

In Kenya, studies have further demonstrated the importance of risk management in NGO project performance. Kamunya (2021) found that risk avoidance, risk sharing, risk reduction, and risk retention positively influenced project outcomes among Nairobi-based NGOs. Munyugi and Nteere (2024) reported that capacity building and active incident monitoring improved project delivery in humanitarian projects. Nyongesa and Ngugi (2025) observed that structured approaches to risk transfer, prevention, avoidance, and retention significantly enhanced project effectiveness, with risk control and communication showing the greatest impact. Opiyo and Mutwiri (2024) established that risk avoidance and risk acceptance positively affected project performance in community-based organizations, while Nyindha and Kamaara (2024) highlighted the strong correlation between early risk identification, continuous risk assessment, and improved project outcomes. Additionally, Ng'ayo and Njagi (2025) emphasized that supply chain risk monitoring strengthens operational efficiency, and Muli and Musau (2024) linked effective internal risk assessments to better financial management and sustainable project delivery.

Despite these insights, a contextual and conceptual gap remains. Most existing studies have either focused on general risk management or on single strategies without examining how multiple risk response approaches such as risk transfer, prevention, avoidance, and retention interact to influence project delivery effectiveness specifically within humanitarian NGOs in Nairobi City County. Addressing this gap is critical because ineffective risk management not only undermines project success but also reduces donor confidence, diminishes organizational credibility, and negatively affects the welfare of vulnerable populations. Therefore, this study seeks to investigate the

effect of key risk response approaches on project delivery effectiveness among humanitarian NGOs in Nairobi City County, with the aim of providing evidence-based recommendations to improve project outcomes and strengthen the sector's capacity to serve vulnerable communities.

1.3 Objectives of the Study

1.3.1 General Objective

To investigate how risk response strategies affect project delivery in humanitarian non-governmental organizations in Nairobi County, Kenya.

1.3.2 Specific Objectives

- i. To assess the effect of risk transfer on project delivery effectiveness in humanitarian NGOs in Nairobi City County, Kenya.
- ii. To determine the influence of risk prevention on project delivery effectiveness in humanitarian NGOs in Nairobi City County, Kenya.
- iii. To evaluate the effect of risk avoidance on project delivery effectiveness in humanitarian NGOs operating in Nairobi City County, Kenya.
- iv. To examine the effect of risk retention on project delivery effectiveness in humanitarian NGOs in Nairobi City County, Kenya.

1.4 Research Questions

- i. In what ways does risk transfer influence project delivery effectiveness within humanitarian NGOs of Nairobi City County, Kenya?
- ii. To what extent does risk prevention affect project delivery effectiveness among humanitarian NGOs operating in Nairobi City County, Kenya?
- iii. What degree of impact does risk avoidance have on project delivery effectiveness for humanitarian NGOs in Nairobi City County, Kenya?

- iv. How substantially does risk retention affect project delivery effectiveness among humanitarian NGOs in Nairobi City County, Kenya?

1.5 Significance of the Study

This research had applications in various project settings such as NGOs, faith-based organizations, and government projects, with particular relevance for the Nairobi County administration. The findings were indispensable for providing an understanding of how risk response models influenced project delivery, enabling donors, governmental bodies, and key stakeholders to make reasoned decisions. Both present and potential investors benefited from understanding how different risk response strategies affected performance outcomes, allowing them to make more strategic investment decisions on project initiatives.

A primary lesson that project managers gained was knowledge of which risk response techniques provided the most value in enhancing project delivery. The study's recommendations provided evidence-based foundations for government policymakers to develop comprehensive guidelines for governing NGOs, as well as project management benchmarks across various sectors of the economy. Additionally, the research contributed meaningfully to existing academic literature, serving as a valuable reference for future scholarly research in related fields. The practical implications extended to improving risk management practices in humanitarian operations, thereby enhancing service delivery to vulnerable populations.

1.6 Scope of the Study

This study focused on examining how risk response techniques including risk transfer, risk prevention, risk avoidance, and risk retention affected project delivery effectiveness in humanitarian non-governmental organizations operating in Nairobi City County, Kenya. The study targeted humanitarian NGOs because of their critical

role in delivering essential services to vulnerable populations and the recurrent challenges they face in achieving timely and successful project completion, as documented between 2019 and 2022 (Karanja et al., 2022; Ochola et al., 2022; Kajwang, 2023).

The study population consisted of project managers, program officers, and risk management personnel working in humanitarian NGOs within Nairobi City County. Conceptually, the study focused on four key risk response strategies as independent variables, while project delivery effectiveness was the dependent variable measured through indicators such as timeliness, budget adherence, project completion rates, and achievement of intended outcomes. The study was guided by Expectancy Theory, Enterprise Risk Management Theory, Network Theory, and Resource-Based Theory, which provided a framework for understanding how risk response approaches influence project performance.

Temporally, the study covered the period from 2020 to 2024 to capture recent trends and variations in project delivery and risk management practices. Data were collected from primary sources and analyzed using cross-sectional regression techniques to determine the relationships between the risk response strategies and project delivery effectiveness. The scope of the study was therefore defined by its geographical focus, conceptual boundaries, population, temporal frame, and methodological approach. The findings are expected to be applicable primarily to humanitarian NGOs in Nairobi City County while offering insights relevant to similar organizations in other urban contexts within Kenya.

1.7 Limitation of the Study

The first constraint experienced was limited access to the NGO environment hence the difficulty of collecting broad field data. This barrier was dealt with by fully obtaining

formal permits from Kenyatta University and NACOSTI to ensure organizational access. Although structured questionnaires had been used for record gathering, the participants' hesitancy to share sensitive information was a major challenge because of the fear of facing negative consequences. To avoid this, the researcher mitigated this because the participants received clear assurances on confidentiality. Furthermore, respondent preoccupation with competing professional responsibilities upon taking the questionnaire had the effect of skewing quality and timing of response. This problem was resolved by proactive communication with participants before questionnaire distribution, so that they may have sufficient time to complete questionnaire thoughtfully without workflow disturbance.

1.8 Organization of the Study

The study was divided into five parts: the first part was the introduction, where the background for the study was provided, and the research problem and research questions were formulated. The second section was the literature review section, which consisted of the theoretical and empirical literature reviews and a summary of the reviews. The third section was also devoted to the methodology, research design, and the considerations of ethical nature. The fourth section presented a research analysis and discussion, and the fifth section presented a research conclusion and recommendation.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, the major concepts of the study are explained. The chapter also covers various studies that have investigated the impact of risk response strategies on project delivery. Additionally, it contains discussions on the conceptual framework and research gaps.

2.2 Theoretical Literature Review

Theories review helps in comprehending major concepts in philosophy for research in the study. The chapter presents brief descriptions of theories and their application to current research, more specifically focusing on those that are foundational in risk management and project management in humanitarian NGOs.

2.2.1 Expectancy Theory

Expectancy Theory was proposed by Vroom (1964). The theory posits that an individual's motivation is influenced by their perception of the relationship between effort and the outcomes they expect to achieve. It is grounded on three key components: valence, expectancy, and instrumentality. Valence refers to the value an individual places on the expected reward, expectancy represents the belief that effort will lead to the desired performance, and instrumentality reflects the perceived connection between performance and the outcome. 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.

2.2.2 Enterprise Risk Management Theory (ERM)

The Enterprise Risk Management Theory was developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO, 2004). It states that organizations should manage all risks holistically to achieve objectives. 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.

2.2.3 Network Theory

The Network Theory was proposed by Barabási and Albert (1999). It states that organizations and systems are composed of interconnected nodes, and the structure of these networks influences performance and information flow. 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.

2.2.4 Resource-Based Theory (RBT)

The Resource-Based Theory was proposed by Wernerfelt (1984). It states that an organization's resources and capabilities are key drivers of competitive advantage and superior performance. 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.

In humanitarian NGOs, the RBT helps to highlight approaches toward risk responses, as in realizing that identification and exploitation of unique organizational resources are an essential precondition for the management of risks ((Helfat & Peteraf, 2014). For

instance, local knowledge, community relationships, or particular types of expertise about an NGO may be the very important resources to carry out proper risk responses. These two fundamentals of RBT-resource heterogeneity and immobility-have particular implications when it comes to project risks evaluation and the options for retaining or transferring the risk. NGOs with more strongly defined, unique resources will be better placed to retain and actively manage some risks themselves, whereas those that are substantially less well-endowed in these respects will be reliant to a greater extent on risk transfer strategies (Kozlenkova et al. 2014). Although the RBT has its limitations, such as the challenge in properly identifying and assessing intangible resources, it focuses on an important perspective because humanitarian NGOs can capitalize on their resources to reap advantages in risk management capabilities and project delivery capabilities.

2.3 Empirical Literature Review

2.3.1 Risk Transfer and Project Delivery

A 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 the 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.

Mutisya (2020) investigated how mechanisms of risk transfer influenced government-sponsored youth projects in Machakos County, Kenya. The research sampled 250 youth projects in Machakos County. Academics used stratified simple sampling strategies, picking 122 participants, consisting of project staff. The respondents filled out standard questionnaires to obtain primary data. Regression and correlation were used for data analysis and summary. The research found that risk transfer approaches highly and favorably impacted government-funded youth programs in Machakos County. Risk transfer approaches had to be integrated to promote youth program effectiveness, according to the study. This earlier research was solely targeted at government-funded youth projects in Machakos County, Kenya, in the year 2020.

In Nairobi County, Kamunya (2021) examined the effect of risk transfer practices on NGO work performance. This study used the descriptive research design in sampling activities of the 110 NGOs sampled randomly and using stratified sampling. The

collection of data consisted of a standardized survey conducted primarily online. 93 per cent (84 out of 110) of the projects for collecting responses relied on this method. Descriptive and inferential statistics were used to determine field results. A linear model regression analysis exhibited a highly associated, positively significant relationship between methods used in the transfer of risk and project delivery. The research was able to show that shifting project risks could enhance success rates even when the emerging risk is potentially high. Kamunya's research left out risk control and risk prevention as risk responses. The present study seeks to incorporate risk prevention and risk control as risk response strategies.

Boboye and Viscker (2023) particularly examined the mitigation of financial risk transfer on the firm's performance on small and medium enterprises in Ekiti State, Nigeria. They used a cross-sectional survey design as their statistical method. They had 1039 SME managers and owners in Ekiti, and a sample of 284 from which they drew. What they found out was that the risk transfer positively correlated with the SME's performance. Positively, SME performance was affected by risk transfer in Ekiti State, Nigeria. This research aimed at SMEs in Ekiti State, Nigeria, while the present article concentrates on humanitarian NGO's in Nairobi County, Kenya.

All these studies uniformly show that strategies for the transfer of risk positively influence outcomes of projects in varying settings, ranging from youth programs and NGOs to private businesses. The research collectively supports the process of risk transfer as a useful management technique for improving organizational performance and the success rate of projects delivered. Although these studies yield similar empirical evidence on risk transfer advantages, they have differing geographical emphases, organization types, research techniques, and variables of interest, and thus make for a deep reservoir for studying risk transfer in various settings.

2.3.2 Risk Prevention and Project Delivery

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.

Funding for outcomes of youth initiatives in Machakos County by the government portrayed positive effect on success rates. Research findings pointed to the need for risk prevention measures. The results showed maximum influence of risk prevention mechanisms on youth project operations. In addition, the research ascertained that venture of risk response strategies could make youth program effectiveness stronger.

The base population covered 250 youth projects. The present study has the objective of gathering information on all the NGO humanitarian projects being run in Nairobi, Kenya. Muchiri et al. (2021) assessed the approaches SACCOs in Kirinyaga County used to enhance financial performance with risk avoidance. They implemented descriptive research methodology. 23 operational SACCOs within Kirinyaga County were sampled to obtain information. Researchers administered questionnaires in order to gather important data on SACCO senior management. The investigation reaffirmed a strong positive correlation between risk-mitigation practices and financial performance for Savings and Credit Co-operatives in Kirinyaga County.

Findings showed that risk prevention mechanisms increase SACCO financial competitiveness. Adoption of the risk response measures is a necessary requirement for all SACCOs striving for better financial competitive positioning. The prior research focused mainly on the SACCO's financial performance in Kirinyaga County. In contrast, the current inquiry examines non-governmental organization humanitarian projects in Nairobi, Kenya. Ochola, Lucas, and Nyamita (2022) explored the way risk aversion determines effectiveness along the devolved structures of the Kenyan government. Due to the type of collected information, researchers used a correlational design methodology. From a target population of 423 respondents from Kenya's 47 devolved governmental ministries, a system of stratified sampling procedures were used to choose 381 participants. Scholars carried primary data by using questionnaires. Descriptive and inferential statistical techniques were used.

Results showed risk reduction plays an important role in performance outcomes in Kenya's devolved governments. Additionally, findings revealed risk avoidance has a positive effect on performance of Kenya's devolved structures of governance. Although the current research deals with humanitarian projects of NGOs in Nairobi, Kenya, the

previous research explored the effectiveness of Kenya's devolved governments. Joseph, Michael & Boniface (2023) made a research study on Nigerian NGO's response to fraud and risk reduction strategies. They employed survey research methodology. 110 systematically chosen individuals were given their questionnaire, and 106 were received. For the analysis of data, the methodology of Spearman method was used. They had descriptive techniques to underpin the analysis process. Their results showed that fraud risk prevention made a stronger contribution towards improvement of performance when compared to fraud risk detection, and that fraud risk prevention had a strong positive performance correlation. The present study has been carried out in Nairobi County within Kenya, while the previous investigation was carried out in Nigeria.

2.3.3 Risk Control and Project Delivery

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.

Although this analysis focused on Lagos State SMEs, the present investment activity will focus on NGOs in Nairobi's humanitarian industry. Boboye and Viscker also examined the effects of financial risk management strategies on firm success in Nigerian SMEs in Ekiti State. The cross-sectional survey used straightforward regression analysis, and it studied 1039 entrepreneurs and managers; 284 were in the sample. Results showed a high correlation between the prosperity of Ekiti State's SME and fruitful financial risk management measures. From the study, Nigerian insurance companies should provide such companies with attractive, affordable insurance services to the SME owners in order to improve behavioral risk response strategy. SMEs function at improved performance levels to some extent, respondents confirmed, when financial risk management strategies are implemented successfully. Previous studies addressed the performance of Nigerian SMEs, while the present study focuses on humanitarian NGO project delivery in particularly in Nairobi.

The risk response effect on financial performance among Nigerian manufacturing companies was studied by Johnally, & Toyin (2023). They sampled 20 NSE-listed manufacturing companies with 1,589 senior and managerial staff. The research applied a cross-sectional research design that was inferential, descriptive as well and quantitatively oriented. What was discovered was that good risk management improved performance. Through the study, the researchers concluded that the management of the manufacturing industry must focus on sustainability of high-risk awareness, and control in order to maximize the organization's performance. This past research focused on

Nigerian manufacturing firms, while the current research is on NGO project delivery in the Nairobi humanitarian industry.

2.3.4 Risk Retention and Project Delivery

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.

Mutisya (2020) carried out a study on how government-sponsored youth programs in Machakos County work, with the focus being on risk management. 250 youth programs were covered by the research using Stratified Simple Sampling, whereby 122 project participants and staff were picked. A background information collecting tool was a standard questionnaire used and both inferential and descriptive statistics were applied to analyze the data. As demonstrated by the results, the risk retention method greatly improves the performance in the Machakos County government youth programs. The conclusion of the study was that to enhance the effectiveness of a youth project, risk retention techniques should be applied. In this case, the study was a follow-up to research carried out on Machakos County government-funded youth programs, and the current study focused on NGO project performance in the humanitarian sector of Nairobi.

A study was undertaken by Ondu and Muchemi (2020) on risk retention on the performance of SACCOs in Nakuru County, Kenya. They used the descriptive survey research design to select 165 employees in the credit, finance, and management

departments of Nakuru County Saccos. 63 respondents were sampled from the target population on simple random sampling. Questionnaires were used in data collection. The study revealed that risk retention enhances SACCO performance in Nakuru County, Kenya; that is, better SACCO performance was observed with risk retention. Although this study focused on the SACCO performance in Nakuru County, the present research focuses on the NGO project performance in Nairobi’s humanitarian sector.

Kamunya (2021) analyzed the effects of risk response techniques on NGO project success in the study region. Most of the data were collected online using regular questionnaires. Of the planned 110 NGO projects, 84 projects were sampled. For the analysis, there was the use of both descriptive and inferential statistics were used. A strong positive correlation was established between project delivery and risk retention methods. The project managers preferred to be in full control of the work, leading to high demand for the methods of risk retention. This minimized the chances of other stakeholders or other projects compromising the scope. The study found that such a retention policy is hard to attain without a great investment of resources from the companies. Although the current research uses NGO projects in the humanitarian aspect of Nairobi for 2023, the previous research was focused on NGO project success in Nairobi City County.

2.4 Summary of Literature Review and Gaps

Table 2.1: Summary of Literature Review and Research Gaps

Authors	Main Objective	Key Findings	Gaps in Research	This Study's Main Focus
Boboye and Viscker (2023)	Examined the impact of financial risk transfer on company performance	Risk transfer had a beneficial impact on SMEs' performance	Focused specifically on SMEs in Ekiti State, Nigeria; lacks insight into risk control practices in other contexts	Focused on non-governmental organizations in the humanitarian field in Nairobi County, Kenya

Authors	Main Objective	Key Findings	Gaps in Research	This Study's Main Focus
Kamunya (2021)	The impact of risk transfer practices on the effectiveness of non-governmental organization projects in Nairobi City County	Considerable link between risk transfer technique and project delivery	Did not specifically examine risk response practices in the humanitarian sector	Sampled all projects by NGOs in the humanitarian sector in Nairobi
Biira, Tukei, and Mboma (2020)	Studied the correlation between Total Uganda Limited's organizational performance and its risk transfer mechanisms	Organizational performance was greatly impacted by risk transfer strategies	Study focused on a single organization, Total Uganda Limited, in Uganda	Focused on humanitarian NGOs in Nairobi
Mutisya (2020)	The effect of risk transfer practice on the results of government-sponsored youth initiatives in Machakos County	Risk transfer approach had a favorable effect on government-funded youth initiatives	Examined only government-funded youth programs; lacks perspective on NGO projects	Focused on project delivery of humanitarian NGOs in Nairobi
Njuguna (2019)	Project delivery was assessed in Nairobi in relation to risk transfer	Risk transfer has been shown to significantly and favorably impact project delivery	Broad focus on projects in Nairobi without considering NGOs' specific risks	Focused on projects' performance by NGOs in the humanitarian sector in Nairobi, Kenya
Joseph, Michael, and Bonifac e (2023)	How Nigerian NGOs performed in relation to fraud risk prevention measures	Performance was more positively impacted by fraud risk avoidance than by fraud risk detection	Focused narrowly on fraud risk prevention, neglecting broader risk response strategies	Study was done in Nairobi
Ochola, Lucas, and	Investigated how risk aversion affects	Risk reduction has a statistically significant impact	Study was limited to Kenya's	Focused on NGO projects in the humanitarian

Authors	Main Objective	Key Findings	Gaps in Research	This Study's Main Focus
Nyamita (2022)	the effectiveness of Kenya's devolved governments	on Kenya's devolved governments' performance	devolved government, missing NGO sector insights	sector in Nairobi, Kenya
Muchiri, Ngala, and Anyika (2021)	The risk mitigation tactics employed by SACCOs in Kirinyaga County to enhance their financial competitiveness	Definite and favorable correlation between risk management strategies and the profitability of SACCOs	Studied SACCOs, which differ from NGOs in risk management approaches	Focused on projects by NGOs in the humanitarian sector in Nairobi, Kenya
Mutisya (2020)	The impact of a risk prevention strategy on the effectiveness of government-funded youth programs in Machakos County	Risk prevention techniques had a favorable impact on the efficacy of government-funded youth initiatives	Examined government-funded youth programs, not NGOs' humanitarian projects	Sampled all projects by NGOs in the humanitarian sector of Nairobi
Njuguna (2019)	The link between risk prevention and project delivery.	Risk prevention has a favorable impact on project performance	Looked at general projects in Nairobi, not specific to humanitarian NGOs	Focused on projects delivery by NGOs in Nairobi
Boboye and Viscker (2023)	Financial risk response strategies' impact on company performance	Financial risk control techniques are positively and significantly correlated with SMEs' performance	Studied SMEs in Nigeria's private sector, not NGOs in humanitarian projects	Based on project delivery by NGOs in the humanitarian sector of Nairobi, Kenya
Johncall y and Toyin (2023)	Risk response's effect on Nigerian manufacturing companies' financial performance.	Performance is greatly impacted by risk control	Focused on Nigerian manufacturing companies, not NGOs	Focused on NGO operations in Nairobi humanitarian sector
Aduloju and	The impact of risk response techniques on	Organizational performance of certain SMEs is	Study was on SMEs in Lagos, Nigeria, not	Focused on NGO operations in Nairobi

Authors	Main Objective	Key Findings	Gaps in Research	This Study's Main Focus
Akindipe (2022)	the organizational effectiveness of SMEs in Lagos State.	positively and significantly correlated with physical and financial risk control	NGOs in humanitarian projects	humanitarian sector
Njuguna (2019)	The effect of risk response on Nairobi City County projects' performance	There exists a noteworthy and affirmative link amid risk response and project performance	Examined government projects in Nairobi, not NGO initiatives	Focused on project delivery by NGOs in the humanitarian sector of Nairobi, Kenya
Kamunya (2021)	The impact of risk response techniques on the accomplishment of NGOs initiatives in Nairobi.	Significant correlation between project delivery and risk retention tactics	Study covered various NGO projects but not humanitarian-specific projects	Focused on projects' delivery by NGOs in 2023 in the humanitarian sector of Nairobi
Mutisya (2020)	Explored how government-funded youth programs in Machakos County operate in relation to risk retention strategies	The efficacy of Machakos County's government-funded youth initiatives is significantly impacted by the risk retention strategy	Focused on government-run projects rather than NGO operations	Focused on projects delivery by the humanitarian sector NGO in Nairobi
Ondu and Muchemi (2020)	Studied the impact of risk retention on Kenya's Nakuru County's SACCO performance	SACCOs perform better when they retain risk	Studied SACCOs, missing NGO-specific challenges	Focused on projects delivery by humanitarian sector NGOs in Nairobi
Njuguna (2019)	Studied Kenya's performance in relation to risk retention	Retaining risk was found to have a favorable and noteworthy impact on project delivery	Generalized study on risk retention, without focus on humanitarian projects	Focused on NGO performance in the humanitarian sector of Nairobi

Source: (Researcher, 2025)

2.5 Conceptual Framework

Conceptual frameworks are diagrammatic and pictorial representations of the relationships between variables that are inferred or derived from particular examples or situations.

Independent Variables

Dependent Variable

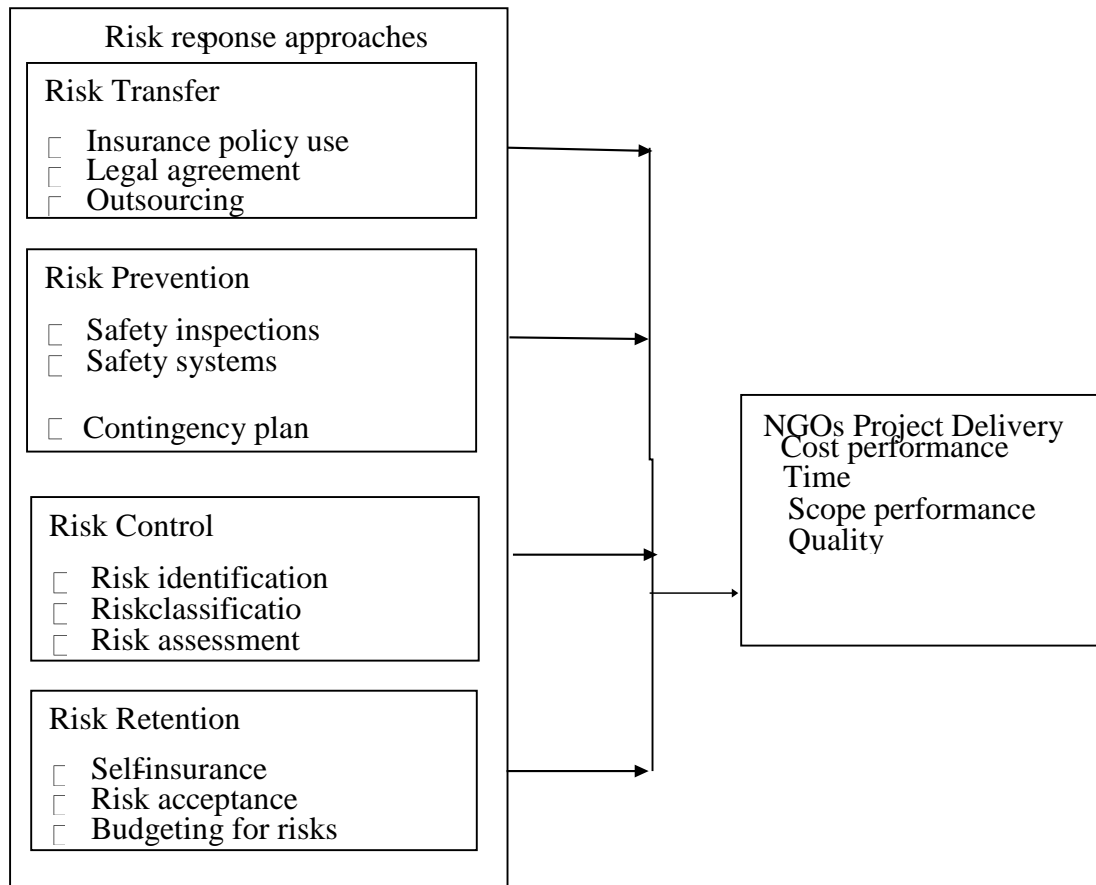


Figure 2.1: Conceptual Framework

Source: (Researcher, 2025).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section addresses important factors such as methodology in research, target population, sampling techniques, and selection procedures. It also describes the diagnostic procedures as well as the methods of data analysis.

3.2 Research Design

For this study descriptive research design was used. This procedure is chosen if the aim is to find and define the features, action or phenomenon among a particular group or in specific context. The design made it possible to conduct an in-depth analysis and observation of the ways in which humanitarian NGOs in Nairobi County dealt with risk mitigation and project implementation.

3.3 Target Population

The study concerned itself with humanitarian NGOs in Nairobi. Statistically, there are 1, 252 officially registered non- governmental organizations operating humanitarian projects within Nairobi county, fulfilling many humanitarian sectors (The NGO Coordination Board, 2023). We note from table 3.1 below a breakdown of these humanitarian organizations grouped by geographical region.

Table 3.1: Target Population Distribution

Sector	Number of NGOs
1. Education	334
2. Health	267
3. Relief and Disaster Management	232
4. HIV/AIDS	187
5. Children	232
Total	1,252

Source: NGO Coordination Board (2023)

3.4 Sampling Technique and Sample Size

A two-stage sampling process was used to make sure that the sample included NGOs and their projects in a balance.

Stage 1: Sampling of NGOs

The way we picked NGOs in each sector was by using simple random sampling. Guided by the suggestion of Mugenda and Mugenda (2019), we chose a 10% sample size for survey research, and accordingly, we sampled 125 NGOs using proportionate random sampling across different sectors as presented in Table 3.2:

Table 3.2: Sample of NGOs

Sector	Population	Sample
Education	334	33
Health	267	27
Relief and Disaster management	232	23
HIV/AIDS	187	19
Children	232	23
Total	1252	125

Source (Researcher, 2025)

Stage 2: Sampling of Projects

From each selected NGO, one recent or ongoing humanitarian project was randomly select for detailed study. This approach yields a final sample size of 125 humanitarian projects.

Table 3.3: Total Number of Respondents

Category of Respondents	Number per Project	Total Number of Respondents
Project Managers	1	125
Technical Staff	2	250
Total	3	375

Source (Researcher, 2025)

3.5 Data Collection Instrument

Cooper and Schindler (2016) and Mugenda et al. (2013) agree that the empirical research uses data processing techniques in the studies of variables. There are data gathering methods which vary in terms of quantity, duration, and diverse sources

obtained by researchers. 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.

The questionnaire included sections that were based on 5-point Likert scale on which respondents marked their levels of agreement on statements describing each variable. Section A had background information, section B had risk responses and section c had project delivery dimensions. The open-ended questionnaire findings complemented the Likert scale findings for all variables: respondents had a chance to speak on their personal experience regarding risk management strategies. This combination made it possible for quantitative action, as well as qualitative ideas regarding the participants' views regarding risk management approaches.

3.6 Pilot Study

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.

For each pilot study, one project manager and two technical personnel were given the mandate of completing the questionnaire to adhere to the main study's respondent pattern. The pilot was carried out with 39 individuals (13 projects; 3 per project). The

collection of data took place among the selected participants through questionnaires and interviews with project managers.

Participants gave their comments on the usability, utility, and clarity of the questionnaire. Involvement provided valuable insights into areas that are troublesome or parts of the methodology that need to be improved. After analysis of the pilot findings, appropriate adjustments were made to the tools used.

This first-stage testing made sure that the respective research methodologies were satisfactory and appropriate for the final data collection stage, hence improving the overall validity and reliability of the study. The pilot study was a basic quality control measure before the actual execution of the complete research.

3.7 Validity and Reliability

3.7.1 Validity

The meaningfulness and accuracy of the findings in research is what is represented by validity according to Saunders, Lewis, and Thornhill (2012). In this study, both the content and construct approaches to validity have been undertaken. To support the findings, the form of the questionnaire was divided into separate segments, which analyzed data for various purposes and were well related to the experimental methodology. The project manager confirmed the content of the questionnaire by a thorough review and measured the adequacy of findings. There were several types of reliability that came out of the study.

The researcher ensured that in the questionnaire, there was an all-around coverage of risk mitigation strategies and project delivery. This required a lot of literature survey and experts' consultation to take all significant variables on board. Questionnaire questions were developed based on the study's core assumption. Each section had to reveal a concept, adequately representing the studied theoretical frameworks. Face

validity was achieved with the help of experts in project management and risk response. These specialists used to check the questionnaire for its adequacy, appropriateness, and comprehensibility. This evaluation was done with a view to improving the instrument before its use in the principal survey. The process of validation made sure that the research instrument measured concepts related to do with risk mitigation and project outcomes effectively.

3.7.2 Reliability

A consistency of elements determines reliability of measurement (Cronbach, 1951). Cronbach's alpha was used to measure the reliability of questionnaires (Cronbach, 1995). Reliability of internal consistency is high when Cronbach's alpha tend to 1 (Sekaran, 2006). According to recommendation of Cronbach (1951), Cronbach alpha was used with the coefficient of 0.7.

3.8 Data Collection Procedure

After the approval of data collection by Kenyatta University Graduate School, application for research permit was submitted. A paper was sent to NGO's leaders asking for approval for interviewing management staff. The participants filled in questionnaires at their convenience. The researcher sent surveys to the chosen people and later collected them using a drop-and-pick up technique where respondents were reluctant to give an immediate response. This collection strategy catered for participants who required more time as the researcher would still be able to access the required data, even in the case questionnaires took longer to be completed.

3.9 Data Analysis and Presentation

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.

$$\text{HPD} = \beta_0 + \beta_1\text{RT} + \beta_2\text{RP} + \beta_3\text{RC} + \beta_4\text{RR}$$

+ ε **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

3.10 Diagnostic Tests

Gujarati (2013) states that, the diagnostic procedures are critical to test the assumptions of linear regression model. Such tests make regression analysis accurate, reliable and with constant parameter estimates. The study incorporated specific examinations: normality tests, sexuality collinearity and homoscedasticity tests, all necessary for the confirmation of the appropriateness of the statistical assumptions of the model.

3.10.1 Normality tests.

The normality tests ensure that data sets have normal distributions. Onder & Aman (2017) underline the fact that normal data residuals are necessary for the development

of valid, trustworthy hypothesis tests and confidence intervals in the regression analysis. The Shapiro-Wilk test was used to check for normality, and data with p-values more than 0.05 are assumed to be normally distributed, which is required for this critical statistical assumption.

3.10.2 Multicollinearity Test

Multicollinearity in regression analysis happens when some correlation exists between dependent and independent variables. Variable correlation leads to unreliable, inaccurate coefficient estimates (Gujarati 2004). The research utilized the Variance Inflation Factor (VIF) to test multicollinearity, and if the outcomes were higher than ten, they were taken as indicators that multicollinearity existed among the variables under consideration.

3.10.3 Homoscedasticity Test

According to Kothari (2014), homoscedasticity implies that independent variables are stable, so the error term remains constant for all of the study's findings. The Breusch Pagan Test was used to determine heteroscedasticity. If the p value of the variance is below 0.05, there is homoscedasticity.

3.11 Ethical Considerations

Ethics are very important for researchers to achieve its objectives and must be identified in research. Adherence to set rules and regulations also formulates research ethics considerations. All the research is bound to follow certain ethical standards and protocols. This research adhered to the main ethical principles of Kenyatta University and Kenyan requirements to research. Kenya is a country where data collection requires one to acquire a NACOSTI research permit first. Also, all basic ethical principles of research were adhered to in the course of the study process.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This segment contains study findings and analyses, including statistical descriptions, tests that test the validity of model assumptions, relationships among variables, and regression analysis on how different risk response strategies impact the implementation of projects managed by non-governmental organizations in the city of Nairobi.

4.2 Response Rate

Response rate is the percentage of the compiled questionnaires collected by the researcher. Below are the statistics of the response for the study.

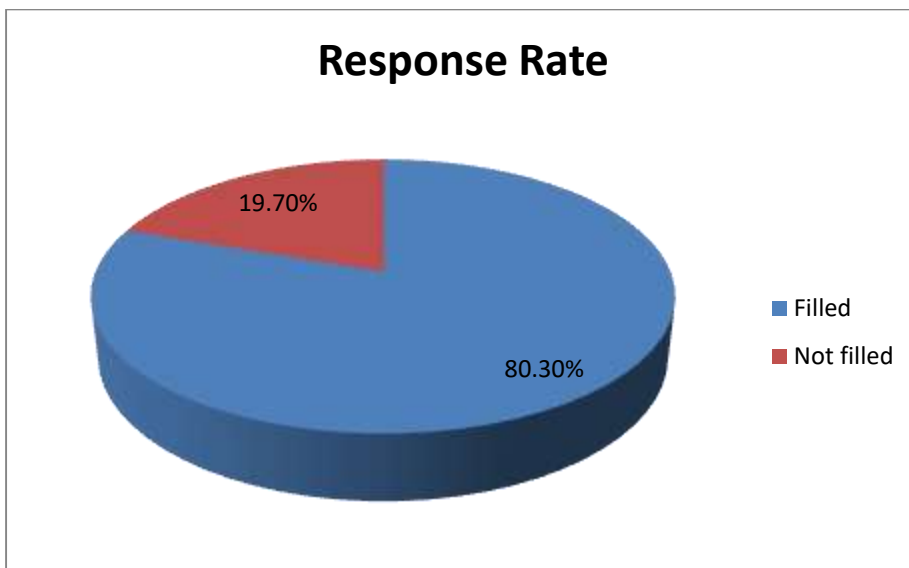


Figure 4.1: Response Rate
Source: Research Data (2025)

As depicted in the figure above, 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.

4.3 Demographic Characteristics

The collected demographic information was participants' gender, age, academic background and professional experience.

4.3.1 Gender of the Respondents

The following table illustrates the gender distribution of respondents in the study.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percent
Male	153	51
Female	148	49
Total	301	100.0

Source: Research Data (2025)

The demographic analysis reveals a balanced gender distribution among respondents, with 153 males (51%) and 148 females (49%). This near-equal representation ensures diverse perspectives on risk response approaches and project delivery within humanitarian NGOs in Nairobi, enhancing the study's validity and reliability. The inclusive sample supports comprehensive findings.

4.3.2 Age Brackets of the Respondents

The study categorized respondents into different age brackets to analyze age distribution.

Table 4.2: Age Brackets of the Respondents

Age Categories	Frequency	Percent
18–25 Yrs	9	3
26-35 Yrs	72	24
36-45 Yrs	190	63
46 Yrs & above	30	10.0
Total	301	100.0

Source: Research Data (2025)

The age distribution of respondents reveals a diverse demographic, with the majority aged 36-45 years (190 respondents, 63%), followed by those aged 26-35 years (72 respondents, 24%). Only 9 respondents (3%) were between 18-25 years, while 30 respondents (10.0%) were 46 years and above. This indicates that most participants are

experienced professionals, likely contributing valuable insights into risk response approaches and project delivery among NGOs in Nairobi. The balanced representation enhances the study's credibility.

4.3.3 Educational Level of the Respondents

This comprises the various education levels of the respondents. It is important as it assesses their qualifications and competence. The table below presents the findings.

Table 4.3: Educational Level of the Respondents

Education Level	Frequency	Percent
Certificate	69	23
Bachelor's degree	202	67
Masters	30	10.0
Total	301	100.0

Source: Research Data (2025)

The educational level of respondents shows that the majority hold bachelor's degrees (202, 67%), followed by those with certificates (69, 23%) and master's degrees (30, 10.0%). This indicates a well-educated sample, suggesting respondents have sufficient knowledge and expertise to provide insightful perspectives on risk response approaches and project delivery in humanitarian NGOs in Nairobi.

4.3.4 Sector of the Respondents

This represents the different sectors in which the respondents are engaged. It helps in understanding their professional background and area of expertise. The table below presents the findings.

Table 4.4: Sector of the Respondents

Industry Sector	Frequency	Percent
Education	84	28
Health	66	22
Relief and Disaster management	52	17
HIV/AIDS	51	17
Children	48	16
Total	301	100.0

Source: Research Data (2025)

The sector distribution of respondents reflects a diverse representation, with the majority from the Education sector (84, 28%), followed by Health (66, 22%), Relief and Disaster Management (52, 17%), HIV/AIDS (51, 17%), and Children (48, 16.0%). This balanced sample ensures comprehensive insights into risk response approaches across various humanitarian fields in Nairobi.

4.3.5 Working Experience of the Respondents

This section presents the respondents' years of work experience, which is essential in assessing their expertise and familiarity with their roles. The table below presents the findings.

Table 4.5 : Working Experience of the Respondents

Working Experience	Frequency	Percent
Less Than 2 Year	12	4.0
2 to 5 Years	24	8.0
6 to 9 Years	12	4.0
More Than 10 Years	253	84
Total	301	100.0

Source: Research Data (2025)

The majority of respondents (253, 84%) have more than 10 years of working experience, while only a small percentage have less than 2 years (12, 4.0%), 2 to 5 years (24, 8.0%), or 6 to 9 years (12, 4.0%). This indicates a highly experienced sample, suggesting that the respondents possess substantial knowledge and expertise in risk response approaches and project delivery within humanitarian NGOs in Nairobi, enhancing the credibility of the findings.

4.4 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.

4.4.1 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 4.6: 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 4.6 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.

4.4.2 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 4.7: 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 4.7 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.

4.4.3 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 4.8: 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 4.8 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 Johnccally 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.

4.4.4 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 4.9: 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							3.69210.55630

Source: Research Data (2025)

From table 4.9 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.

4.4.5 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 4.10: 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 4.10. 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.

4.5 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 4.11: 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 4.11 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.

4.6 Diagnostic Tests

The diagnostic tests were conducted by the study to establish that the assumptions of a linear regression model were realized. The tests were; normality test, multi-collinearity test and the homoscedasticity test.

4.6.1 Normality Test

The normality test was conducted to determine if the data set was normally distributed. The Shapiro Wilk Test was used by the study. The table below illustrated the normality results;

Table 4.12 Normality test

Variables	Shapiro-Wilk	
	Statistic	Sig.
Risk transfer	0.870	0.315
Risk prevention	0.782	0.242
Risk Control	0.649	0.411
Risk retention	0.729	0.215

Source: Research Data (2025)

The results demonstrated that the variables had significance values of 0.315, 0.242, 0.411 and 0.215 respectively. Therefore, the data was normally distributed because the significance values were greater than 0.05.

4.6.2 Multicollinearity Test

The multicollinearity test was conducted to examine the relationship between the dependent and the independent variables. The Variance Inflation Factor (VIF) guided the research findings as demonstrated below.

Table 4.13: Multicollinearity Test

Model	Co linearity Statistics	
	Tolerance	VIF
Risk transfer	0.355	2.820
Risk prevention	0.210	4.760
Risk control	0.808	1.240
Risk retention	0.308	3.250

a. Dependent Variable: Project Delivery

Source: Research Data (2025)

The results showed that the variance inflation factors were 2.820, 4.760, 1.240 and 3.250 for the variables therefore there was absence of multicollinearity because the values were less than 10 and a tolerance of more than 0.1.

4.6.3 Homoscedasticity Test

The homoscedasticity test was carried out to determine whether the regression analysis model provides biased estimates. The Breusch Pagan test was used to demonstrate the results. The table below demonstrated the results;

Table 4.14: Heteroscedasticity Test

Chi –Square	df	Sig.
0.000	1	0.795

a. Dependent Variable: Project Delivery

Source: Research Data (2025)

The findings indicated that the p value was 0.795 thus heteroscedasticity was not present and the null hypothesis that data set was homoscedastic was not rejected because the p value was greater than 0.05.

4.7 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 4.15: 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 can be explained by risk transfer, risk prevention, risk control, and risk retention strategies. Therefore, 24.8 percent accounted for other variables that impact project delivery not included in the study.

Table 4.16: ANOVA

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 5.2 was 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 4.17: Multiple Linear Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
(Constant)	13.226	1.804		7.331	.000
Risk Transfer	.673	.105	.201	6.414	.000
1 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.

CHAPTER FIVE

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This section synthesizes important findings that were generated from the analysis of risk response approaches and project execution in humanitarian NGOs in Nairobi County, Kenya. It provides study findings and practical recommendations on ways to improve risk management to improve outcomes of projects. In addition, it discovers areas of gaps that should be researched in this field. The analysis applies qualitative and quantitative approaches to gain an overall understanding on the effectiveness of risk management.

5.2 Summary of Study Findings

This research determined the effects of different strategies of responding to risk on the execution of projects among non-governmental organizations involved in humanitarian work in Nairobi City County. The investigations were specifically on risk transfer, risk prevention, risk control, and risk retention approaches. Below are the discovered results:

5.2.1 Risk Transfer and Project Delivery

Research investigated the effect of risk transfer on the execution of project. Findings show that legal contracts stand out to be the significant risk transfer mechanism, and 59% of the participants confirmed the same. Further, 55% also cited outsourcing as one of the major strategies to the reduction in risk when implementing projects. Nevertheless, employed projects were afflicted with an insufficient insurance cover against possible perils, which is indicative of poor use of insurance protections since 50% of respondents confirmed this weakness. Improved risk transfer showed correlation with better results of projects. Statistical analysis showed a positive and

significant association between risk transfer practices and performance of the projects at the confidence level of 95%.

5.2.2 Risk Prevention and Project Delivery

The second goal was to assess the role of risk prevention in execution of projects. Results showed that the organization installed active backup systems for projects, thereby avoiding disruptions, with 55% of the persons agreeing. 63% confirmed systematic safety mechanisms were in place in addition to standard safety inspections aimed at identifying threats to projects. 59% reported that there are regular staff training with regard to risk prevention and systemic reduction of risks. Regarding the project prevention measures, moderate but positive correlations were found to project delivery. In addition, results showed the risk prevention strategies such as the internal controls and proactive management practices had major and positive effect on the outcomes of project delivery. This implies that organizations which place high premium on risk prevention records more success in project outcomes than otherwise. The adoption of such preventative measures indicates the commitment towards the continuity of the project in the face of probable impediments.

5.2.3 Risk Control and Project Delivery

The third goal aimed at finding out the impact of risk control on project delivery. 69% indicated that their organization performs risk detection procedures and analyses in the interest of identifying and dealing with possible threats. 50% of the respondents said that there are clear risk management policies exercised in their organization. In addition, 60% showed that risk control measures are continuously updated to mitigate possible organizations risks. Also, the relationship with improved delivery performance of the project goes with risk control. Analysis found out that risk control had a slightly negative impact on project delivery, but it was not statistically significant. This implies

that even with the enactment of risk control measures they cannot significantly improve the outcome of project deliveries. The measures taken for risk management are not reflecting any tangible gains in the effectiveness of project delivery.

5.2.4 Risk Retention and Project Delivery

The fourth objective was to comprehend the way in which holding risks influences project delivery. To start with, 61 percent of the respondents concurred the organization accepted some project risks as part of their operations since they have a self-insurance mechanism for project risks. 53 percent noted that the organization budgets for potential risks and are integrated into project planning. In addition, the majority of the participants (53 percent) maintained that risk retention strategies are periodically reviewed to ensure effectiveness. However, project delivery was strongly associated with risk retention. The findings indicated that risk retention had a significant and positive impact on project delivery. This implies that organizations that effectively deal with retained risks have better project delivery and performance.

5.3 Conclusions

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.

5.4 Recommendations

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.

5.5 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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APPENDICES

Appendix I: Introductory Letter

Dear Mr./Miss/Mrs.

RE: APPLICATION FOR PERMISSION TO COLLECT DATA

I am Fidelis Nyongesa studying master of business administration (Project Management) degree at Kenyatta University. I am carrying out research on “**RISK RESPONSE APPROACHES AND PROJECT DELIVERY AMONG NON-GOVERNMENTAL ORGANIZATIONS IN THE HUMANITARIAN SECTOR IN NAIROBI CITY COUNTY, KENYA**”. I am seeking information from your organization in order to complete a coursework requirement. I am committed to protect the privacy of all information collected.

Thank you for your time in advance.

Yours sincerely

Fidelis Nyongesa

Appendix II: Questionnaire

The research is examining the impact of risk response tactics on the project performance of NGOs in Nairobi County's humanitarian sector, Kenya. Kindly answer all the questions provided below. Please refrain from mentioning your name in any form.

SECTION A: DEMOGRAPHIC CHARACTERISTICS

(Please tick the appropriate box (✓))

1. Gender:

- Male
- Female

2. Age:

- 18 - 25 years
- 26 - 35 years
- 36 - 45 years
- 46 years and above

3. Working Experience in NGOs (in years):

- Less than 2 year
- 2 - 5 years
- 6 - 9 years
- More than 10 years

4. Educational Background:

- Certificate
- Bachelor's Degree
- Master's Degree

INSTRUCTIONS:

For the following sections, please indicate your level of agreement with each statement

by ticking (✓) the appropriate box:

1 = Strongly Disagree, 2 = Disagree, 3 = Moderately Agree, 4 = Agree, 5 = Strongly

Agree

SECTION B: RISK TRANSFER

Statement	1	2	3	4	5
The organization has comprehensive insurance policies to cover potential project risks and uncertainties.					
Legal agreements are used effectively to shift project risks to external parties.					
The organization relies on outsourcing to mitigate risks associated with project delivery.					
Insurance policies are periodically reviewed and updated to ensure adequate coverage.					
The organization has mechanisms to ensure compliance with legal agreements for risk transfer.					
Outsourcing project components helps in managing risks effectively.					

SECTION C: RISK PREVENTION

Statement	1	2	3	4	5
Regular safety inspections are conducted to identify potential risks in projects.					
The organization has a structured safety system in place to minimize risks.					
Project contingency plans are developed and implemented effectively.					
Staff receive adequate training on safety and risk prevention.					
The organization proactively monitors risks to prevent them before they occur.					
The contingency plans help in minimizing project disruptions.					

SECTION D: RISK CONTROL

Statement	1	2	3	4	5
The organization has a structured risk identification process in place.					
Risk classification is effectively used to prioritize mitigation measures.					
Project risk assessments are regularly conducted to improve risk control.					
There are clear policies and procedures for managing identified risks.					
Employees are encouraged to report potential project risks.					
The organization continuously reviews and updates risk control measures.					

SECTION E: RISK RETENTION

Statement	1	2	3	4	5
The organization has a self-insurance mechanism for project risks.					
Some project risks are consciously accepted as part of the operation.					
Budgeting for potential risks is integrated into project planning.					
The organization effectively balances retained risks and risk mitigation.					
There is a structured decision-making process for risk retention.					
Risk retention strategies are periodically reviewed for effectiveness.					

SECTION F: NGOs PROJECT DELIVERY

Statement	1	2	3	4	5
The organization effectively controls project costs.					
Project timelines are adhered to without major delays.					
The project scope is well defined and maintained throughout implementation.					
Quality standards for project outputs are consistently met.					
Stakeholders are satisfied with the performance of completed projects.					
The organization continuously evaluates and improves project delivery performance.					

Appendix III: List of Projects

1. Kenya Education Project
2. Health Ngo's Network
3. First Avenue For Youth Development
4. Consortium For National Health Research
5. Consortium Of National Health Research (Cnhr)
6. Global E - Schools And Communities Initiatives (Gesci) Kenya
7. Euronaid Aid
8. Kibera Slums Community Development Program
9. Ufanisi Kenya
10. Sudan Council Of Churches - Usa
11. Nomadic Vocational Training Initiative
12. Green World Citizen
13. Semi-Rural Aids Control Organization
14. Slums Light Rays International
15. Centre For Rural Economy Support Services
16. Skills Development For Self Reliance
17. Micro - Concepts Kenya
18. Friends Society For Kenyan Children, Japan
19. Maendeleo Ya Vijana Wa Kenya
20. Cooperation For Fair Trade In Africa
21. Courtesy Urban Slums, Peri-Urban And Rural Community Based Health Services
22. Homeless Persons Organization
23. Mathioya Environmental Conservation Organisation

24. Ignite The Orphan - Africa
25. The Safe Center
26. Foundation For Kenya Pastoralists Women
27. Women For Change Organization
28. Operation Eyesight Program
29. Afrika Neema Foundation
30. Share An Opportunity (S.A.O) Kenya
31. Kenyans Working For Environmental Restoration
32. The Mwea Fund
33. Nguma Community Development Initiative
34. Loolol Development Initiative
35. Foster National Cohesion
36. Korbanas International Inc
37. Centre For Health And Development Research (Chdr)
38. Street Children International
39. Indigenous People's Aid
40. Kenyan Child Education Fund
41. Eastern African Network Ofr Sustainable Development
42. Eastern African Network For Supportable Development
43. Initiative For National Strategic Technoresource Programme - Kenya
44. Sahaya Deaf, Kenya
45. Hope For The Blind Development Centre
46. Centre For Women In Enterprise Development
47. Kiini Sustianable Initiative
48. Southern Economic Development Organization

49. Arid Region Integrated Development Agency
50. Community Focus Initiative
51. Vision Self Help Programme
52. Friends Of Basketball Kenya
53. Gpower
54. Volunteer International Community Development Africa (Vicda)
55. Children's Environment Programme
56. Centre For Health, Advocacy, Gender And Education Initiative
57. Centre For Applied Research And Capacity Development (Carcd)
58. National Youth Resource Centres
59. Rural Communities In The 21st Century
60. Hands Of Grace Children's Support Project
61. International Youth Empowerment Center
62. Kenya Students Against Hiv/Aids
63. Frontiers Of Hope International
64. Naivasha Food Security (Nafos) Organization
65. Information Initiative For Development
66. Kenya Water Energy Cleanliness And Health Project
67. Forum For Environmental Sustainability, Poverty Eradication And Gender Equality (Fespege)
68. Youth On The Move
69. Prevention Against Drug Abuse-East Africa
70. Centre For Underprivileged And Displaced Persons International
71. Voluntary Agency For Local Initiatives Development
72. Youth Hope And Development Initiative

73. Afrika 21st Century Organization
74. Family Access Community Centre
75. Association For Aid And Relief (Aar) Japan
76. Health Agriculture and Develop
77. Institute for Human Security
78. Change for Future Programme
79. Caritas Switzerland
80. Reed Rehabilitation and Development for Southern Sudan
81. Cooperazione Per Losviluppo Paesi Emergenti
82. Jabali Development Organization
83. Community Effort for Development
84. Centre for Sustainable Development Initiatives
85. Mothers and Child Development Programme
86. Mukurwe - Ini Development Initiative Organization
87. Explore Kenya Inclusive Organization
88. Organization For Community Development
89. Hope for Teenage Mothers
90. Initiative for Transformational Community Development In Africa
91. Youth Against Crime
92. Foundation for Health and Social Economic Development Africa
93. Centre for Renaissance and Empowerment of Africa Through Africa
94. Center for Regeneration And Empowerment Of Africans Through Africans
95. Visions Public Development Services
96. Vision Community Development Services
97. Arise and Help International

98. Smile International
99. Resource Maximization Programme
100. Cyber Africa Ict And Km Academy
101. Little Sports Organization
102. Servant's Heart Kenya Foundation.
103. Servant's Sentiment, Kenya
104. Servant's Heart, Kenya (Shk)
105. The Usenge Community Health And Education Organization - Kenya
106. Tender Hands Initiative
107. Center For Indigenous And Appropriate Technology
108. Wealth Innovation Promotion Programme
109. Center For Women And Youth Development
110. Women's Empowerment Link 112 Help A Child Face Tomorrow
111. Active Youth Organization (Aktive Jugend)
112. Community Emergency Response Volunteers
113. Centre For Artists For Development
114. Development Initiatives Access Link
115. Blossom International (B.I)
116. Partners For Building And Construction And Empowerment
117. A Better World (Kenya)
118. Water Association Support Organization
119. Benando Breakthrough Support Mission
120. Nairobi Recyclers
121. Horn Of Africa Development Initiative
122. Neighbours For Persons With Special Needs

123. Mchanganyiko Unity Women Organization
124. West Widi Organozation
125. Inspired Pastoralist Initiatives
126. Africa Health Information Channel (Ahic)
127. Eastern Africa Federation Of The Disabled
128. Center For Leadership And Governance
129. Touch A Life International
130. Agency For Peace And Development
131. Totos International Advocates For Human
132. Geno Community Development Initiative
133. Family Care Relief Organization
134. Safeguard Young Lives Organization (Say Live)
135. Simon Mutiso Achilles Charity Foundation
136. Kenya Organization of Enterprises Programme
137. House of Grace Organization
138. Institute for Peace Development and Innovation
139. Dhaylaale Relief and Development Organization
140. A Global Healthcare Public Foundation
141. Missionaries of The Poor
142. Retrak International
143. Integrity Development Organization
144. Cancer Research & Communications Organization
145. The National Organization For Private Public Partnerships
146. Rapha Transformation Centre
147. Debora International Kenya

148. Neem Environment Project
149. Dove Child Development Program
150. Casam (Kenya)
151. Nub Relief, Rehabilitation And Development Organization
152. African Medical And Research Foundation
153. Scars To Stars
154. Al- Maktoum Foundation
155. Deaf Community Development And Relief Service
156. Organization Of Youth Empowerment And Solidarity
157. Health Support International
158. Tumaini Fund For Economic Development International
159. Future Alternatives In Developing Africa
160. Global Rescue Emergency Disaster Victims And Development Youth Alliance
For Leadership And Development In Africa - Yalda (K)
161. Lamu West Professionals Organization
162. Pwani Development Group
163. Maji Mazuri Afforestation And Reclamation Programme
164. Muslim Aid
165. International Partners In Mission
166. The African Forest Forum
167. African Environmental Education Foundation
168. Uppernile Kalaazar Education Association
169. Development Training Treatment And Research Kenya
170. The National Intergrated Community Development And Policy Change
Organization

171. Enterprise Development Initiative (Kenya)
172. Global Volunteers Programme
173. African Angels Children's Fund
174. The Hut Of Orphans Of Kenya
175. Soma - Action International
176. Rescue Initiatives Centre
177. Sustainable Development For All - Kenya
178. Hands Of Compassion Support Project
179. Barhostess Empowerment & Support Programme
180. Tumaini Lifespring Foundation
181. Mt. Kenya Environmental Protection Movement
182. Kifafa Care And Support Child Project
183. Acres Of Mercy, Kenya
184. The Great Eastern Development Organization
185. Compassionate Social Care Organization
186. Healthy Teens Organization
187. Similani Development Organization
188. Community Environmental Rehabilitation And Economic Empowerment Programme.
189. Physicians For Human Rigths Inc
190. Brian Resources, Training, Production And Dissemination Centre
191. Grandplan Finance
192. Centre For Civil Society Oganizations
193. Child Outreach Foundation Centre
194. Intercontinental Charity Organization

195. Human Quality Assessment Services
196. Rural And Urban Community Initiative Support Organization
197. Save Somali Women And Children (Sswc)
198. Rural Development Through Social Appropriation Of Technologies (Rudesat)
199. International
200. Article 19: Globla Campaign For Free Expression
201. Center For The Strategic Intiatives Of Women For The Horn Of Africa
202. Careers For Life International
203. Relief International - Kenya
204. Changing Fortunes Organization
205. Friends Of The Passion - Kenya
206. Vanilla - Jatropha Development Foundation
207. African Beekeeping Resource Centre
208. Aids Law Project
209. Maasai American Organization
210. Kenya Youth Development Foundation
211. Customary Law Advocacy Programme
212. Kenya Alliance For Communal Co-Existence And Development
213. Sudd Development Agency
214. Female Enlightenment Organization
215. Helpers Of Africa International
216. Helpers Of Africa Global
217. Roots And Culture Inegrated Project
218. Living Testimony Organization
219. Cities In Partnership With The Communities

220. The Kenya National Committee For The Prevention Of Alchoholism And Drug
Dependency

221. Africa 2000 Network (Kenya)

222. Upendo Foundation

223. Initiative For Learning Disabilities Kenya

224. The Cross -Disciplinary Network For Urban

225. Salama Community Association

226. Focus On Women Entreprenuership Empowerment Organization

227. Resources, Investments, Development And Growth Of Enterprises

228. Sustainable Programme For Socio - Economic Empowerment And Development

229. Kwa Reuben Centre For Hiv/Aids Awareness Intervention And Barriers

230. Midar Centre For Rural Development And Education

231. Swiss Foundation For Mine Action (Kenya Chapter)

232. Inside Out Learning Organization

233. Samwel Kandie Foundation And Educational Centre

234. Change Community Life Support Agency (Chacolisa)

235. Friends of Environment

236. Friends of Widows And Disability People Initiative Kenya

237. Center for The Study And Practice Of Director Democracy

238. Empowerment of Widows And Orphans Initiative

239. Users and Survivors of Psychiatry in Kenya

240. Directed Educational Environment and Developmental Strategies for Poverty
Reduction

241. Kiharu Constituency Development Organizattion

242. Kiharu Constituency Development Fund


243. Kipsigis Heritage Foundation
244. Perfect Love Development Initiative
245. Internal Displacement Policy and Advocacy Centre
246. Community Disability Concern (K)
247. Joint Epilepsy Foundation
248. Alliance for Care and Prevention Of Tuberculosis In Kenya
249. Bridges of Hope
250. The Sanctuary
251. Friendly Integrated Development Initiatives In Poverty Alleviation
252. Across Kenya Development Organization
253. Regional Strategies Organization
254. Born to Aid
255. New Sudan Wildlife Conservation Organisation
256. Jumuika Empowerment Programme
257. Water for All Organization
258. Orphan Child Africa Organization
259. Kenya Grandmothers Care Givers Network
260. Mandela Community Development Programme
261. Oldoinyo Olmaa Organization
262. Program for Indigenous Community Initiatives
263. HIV/AIDS Orphans Charity Foundation
264. Eastern Africa Treatment Access Movement
265. Peace Missioners
266. Kogweno Development Organization
267. Federation of Women Groups

268. Federation of Women Groups In Nairobi District
269. Development and Relief Organization of Kenya
270. Youth Agency for The Development of Science Technology and Innovations
271. Community Development in Diversity Organization
272. Mercy Touch International
273. Trans - Africa Regional Institute for Peace and Development
274. Gatundu Development Organization
275. Operation Give and Grow
276. Paramount Integrated Relief Initiative
277. Forum for African Women Educationalists - Kenya Chapter
278. Savings Agriculture and Environment In Time (Saet)
279. Young Volunteers Forum
280. Save A Life for Rural Community Development (Salrd)
281. Mbaitu Environment Foundation
282. Equipment Support for Aids Orphans - Kenya
283. Inada Lange Foundation for Aids Research - Kenya
284. Healthy Environment Foundation
285. Scoring Goals
286. Intervida - Kenya
287. Campaign Against Rape Africa
288. Soma Community Book Services
289. The Village Initiative
290. Free The Children
291. Women Ambassadors of Vulnerable Girls Organization
292. Eastern Africa Environmental Network

293. Anti - Drugs International Organization
294. Child Life Missions of Kenya
295. African Medical Network
296. Rehabilitation Centre for Drug Addicts
297. Citizens Against Drug Addiction
298. African Foundation for Civil Society Organization
299. Women of Action Organization
300. Tumaini La Watoto Outreach Foundation
301. Wambutura Community Initiative
302. Kitete Food Security Initiative
303. Africare Child Foundation Kenya
304. International Youth Fellowship - Kenya
305. International Youth Communion - Nairobi
306. Faith Family Missions
307. Dutch International
308. Hope For The Orphans International
309. Engender Health
310. Integrated Women Empowerment Development Organization
311. New Start HIV Services
312. International Medical Collaboration Unit Kenya
313. Rural Women Entrepreneurs Promotional Programmes
314. Sisters Keeper Organization
315. Kenya Youth Educational and Community Development Programme
316. Githage Community Development Organization
317. Natural Resources and Environment Conservation Partnership Of Kenya

- 318. Saidia Usaidike Women Organization (Kenya)
- 319. Asal Development Initiative
- 320. Smoke - Free Africa
- 321. Multi - Faceted Assistance and Information Sharing On Hiv/Aids
- 322. Centre for Rehabilitation of Ex-Convicts (Cerec)
- 323. Green Blessings Initiative
- 324. Stay Alive Community Organization
- 325. Help A Child Face Future
- 326. Kenya Rural Trickle Up and Entrepreneurship Promotion Programme
- 327. Women Capacity Development International Organization
- 328. Community Mobilization and Integration Services

Appendix IV: Research Approval Letter


KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke P.O. Box 43844, 00100
Website: www.ku.ac.ke NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School **DATE:** 25TH February, 2025

TO: Fidelis Menasi Nyongesa **REF:** D53/OL/CTY/22335/2022
C/o Management Science Dept.


SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 19th February, 2025 approved your Research Project Proposal for the M.B.A Degree Entitled, **“Risk Response Approaches and Project Delivery among Non- Governmental Organizations in the Humanitarian Sector in Nairobi City County, Kenya.”**

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University’s Website under Graduate School webpage downloads.

Also, please ensure that you publish article(s) from your project before submitting it to Graduate School for examination as per the Commission for University Education and Kenyatta University guidelines.

Thank you 


JOHN ODONGI
FOR: EXECUTIVE DEAN, GRADUATE SCHOOL

c.c. Chairman, Management Science Department.

Supervisors:

1. Dr. Lucy Ngugi
C/o Department of Management Science
Kenyatta University

jo/te

Transforming Higher Education... Enhancing Lives
Kenyatta University is ISO 9001:2015 Certified 

Appendix V: Research Authorization Letter



**KENYATTA UNIVERSITY
GRADUATE SCHOOL**

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

Website: www.ku.ac.ke

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

Our Ref: D53/OL/CTY/22335/2022

DATE: 25TH February, 2025

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

Dear Sir/Madam,


**RE: RESEARCH AUTHORIZATION FOR FIDELIS MENASI NYONGESA – REG.
NO. D53/OL/CTY/22335/2022**

I write to introduce **Fidelis Menasi Nyongesa** who is a Postgraduate Student of this University. He is registered for M.BA degree programme in the **Department of Management Science**.

Fidelis intends to conduct research for a M.BA Project Proposal entitled, **“Risk Response Approaches and Project Delivery among Non- Governmental Organizations in the Humanitarian Sector in Nairobi City County, Kenya.”**

Any assistance given will be highly appreciated.






Yours faithfully,


PROF. ELIUD NJAGI
EXECUTIVE DEAN, GRADUATE SCHOOL

EN/e



Appendix VI: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION.
Ref No: 175922	Date of Issue: 20/March/2025
RESEARCH LICENSE	
	
This is to Certify that Mr. fidelis menasi nyongesa of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: RISK RESPONSE APPROACHES AND PROJECT DELIVERY AMONG NON- GOVERNMENTAL ORGANIZATIONS IN THE HUMANITARIAN SECTOR IN NAIROBI CITY COUNTY, KENYA for the period ending : 20/March/2026.	
License No: NACOSTI/P/25/417025	
Applicant Identification Number 175922	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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