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PROJECT RISK MANAGEMENT STRATEGIES AND PERFORMANCE OF YOUTH COMMUNITY BASED ORGANIZATION PROJECTS IN NAIROBI CITY COUNTY, KENYA

[1] Opiyo Wendy Viola, [2] Dr. Mutwiri Faith

[1] Masters of Science in Project Management of Jomo Kenyatta University of Agriculture and Technology

[2] Lecturer, Jomo Kenyatta University of Agriculture and Technology

ABSTRACT

Risk management in a project or organization is dependent on the ability of the team to understand the sources and variations in projects, and then working to minimize threats while maximizing opportunities wherever it is feasible. Community Based Organizations have had a tremendous positive impact on development in Kenya. Despite the significance of the CBO to the economy, the organizations are facing challenges especially in project management. Alliance Vision Educational Centre experienced comparable challenges, with only 35% of projects completed on time and 60% exceeding budget estimates by an average of 15%. The general objective was to determine the relationship between project risk management strategies and performance of youth community-based organization projects in Nairobi City County, Kenya. The specific objectives were to determine the relationship between risk avoidance, and risk acceptance on performance of youth community-based organization projects in Nairobi City County, Kenya. The study was guided by and enterprise risk management theory. The study used a descriptive research design. The study targeted 50 youth community based organizations in Nairobi City County. The study target included 50 project managers, 50 project liaison officers , and 150 executive members. Yamane 1967 formula was used to sample 154 respondents. The study used stratified random sampling. This study used questionnaire to collect primary data. Pilot test was conducted with 10% of the sample hence 15 project managers. The study used content and construct validity. Cronbach's Alpha Coefficient was used to measure questionnaires' reliability. Statistical Package for Social Sciences (SPSS version 28) was used to analyze quantitative data. Inferential and descriptive statistics were used to analyze quantitative data. Results were tabulated. The study revealed that risk management strategies significantly impact the performance of youth community-based organization (CBO) projects in Nairobi City County, Kenya. Specifically, risk avoidance strategy ($\beta = 0.288$, $p = 0.001$), and risk acceptance strategy ($\beta = 0.274$, $p = 0.001$) all showed positive contributions to project performance. The findings suggest that implementing comprehensive safety measures, and effective resource allocation are crucial for enhancing project outcomes. Consequently, the study concludes that robust risk management practices are essential for the successful completion and performance of youth CBO projects. It is recommended that youth CBOs prioritize these strategies, invest in training and development, and collaborate with stakeholders to enhance risk management capabilities, thereby ensuring sustainable project success and stakeholder satisfaction.

Key Words: Project Risk Management Strategies, Risk Avoidance, Risk Acceptance Performance, Youth Community-Based Organization Projects

Background of the Study

Schwalbe (2016) defined project risk management as the art and science of identification, analysis and responding to the uncertainties that emerges during the life period of a project in such a way as to achieve the project objectives by satisfying all the stakeholders. According to Kendrick (2019), risk management in a project or organization is dependent on the ability of the team to understand the sources and variations in projects, and then working to minimize threats while maximizing opportunities wherever it is feasible. The four primary risk management strategies utilized in project management are avoidance, reduction, transferring, and acceptance (Kerzner, 2019). Lugusa and Moronge (2016) suggested the following strategies of risk management which includes risk identification, risk assessment, risk avoidance, reduction, and sharing.

Risk avoidance is the elimination of threats that can negatively influence project performance (Imran & Yusnidah (2019). Avoiding an activity minimizes or reduces the likelihood of losing that activity, this means making strategic decisions to avoid certain actions, operations, or conditions that are likely to expose an organization to potential threats. By foregoing or altering plans and practices that could lead to risk, organizations effectively avoid the potential negative consequences associated with those risks. Using proven and old technology rather than new approaches is a common risk-aversion strategy, even if the new techniques promise superior performance or lower prices.

Risk acceptance is the decision taken by an individual or organization to assume responsibility of a specific risk it faces, as opposed to transferring a calculated strategy of reserving funds to offset a risk when and if it occurs. This is accomplished by establishing a savings fund in the form of self-insurance that has the ability to cover many of the entity's predicted risks (Aiyer, Panigrahi, & Das, 2018). Risk acceptance, occurs when the project team decides not to modify the project plan to address a risk or is unable to come up with an alternative effective strategy to address the risks. Risk acceptance works well because the cost of mitigating hazards is sometimes greater than the risk itself. A project manager must be certain that he will be able to control any future risks (Junkman, 2018). According to Wanjohi (2010), CBOs are civil society non-profit organizations that operate within a single local community. They are essentially a subset of the wider group of non-profit making organizations. Within Community Based Organizations there are many variations in terms of size and organizational structure. Some are formally incorporated, with a written constitution and a board of directors (also known as a committee), while others are much smaller and more informal.

Statement of the Problem

Community Based Organizations (CBOs) have been instrumental in driving development in Kenya. Despite their significant contributions to the economy, youth CBOs struggle with project management challenges, hindering their overall performance towards project success. Youth projects have been underperforming and therefore not creating employment and self-reliance among the youth (Hillary 2020).

Recent statistics highlight the ongoing challenges faced by youth CBO projects. For instance, Kasoli and Mutiso (2020) found that out of the 75 donor-funded youth empowerment projects in Machakos County, 25% of them have stalled and 30% were never implemented and this was as a result of inadequate funding and lack of proper project management. Kigen and Kinyanjui (2023) indicated that 22 national youth development projects face performance challenges whereby 20% of the youth projects faced schedule overruns, and 80% experience cost overruns. Additionally, 40% of the youth projects funded by the youth enterprise fund operate beyond scope and budget, hence failing to pay up loan installments on time. Sinigi and Kaburu (2021) found that only 11 of the 40 enrolled youth organizations endured the project development phase, and very few projects surpassed the implementation phase due to youth organizations not receiving adequate financial and technical support. Further analysis in 2023 indicated that 60% of youth projects in Nairobi City County exceeded their budgets by 20-25% and faced an

average delay of 6-10 months (Kenya Youth Project Performance Report, 2023) whereas Raise Your Voice, encountered quality assurance issues in 75% of its completed projects, necessitating extensive rework and corrective actions (Raise Your Voice Project Performance Review, 2023).

Scholarly studies have shown that risk management strategies significantly influence project performance. Aduma and Kimutai (2018) found that risk prevention, control, acceptance, and transfer strategies affect project performance at the National Hospital Insurance Fund (NHIF) in Kenya. Similarly, Ndambiri and Kimutai (2018) on effect of project risk management on performance of health systems Digitalization projects in public hospitals in Nyeri County of Kenya concluded that project risk management was key to influencing the level of project performance. Despite these insights, the applicability of the relationship between risk management strategies and the performance of youth CBO projects in Nairobi City County, Kenya has not been extensively researched. Therefore, this study aimed to address this gap by investigating the impact of project risk management strategies on the performance of youth CBO projects in the county.

General Objective of the Study

To determine the relationship between project risk management strategies and performance of youth community-based organization projects in Nairobi City County, Kenya.

Specific Objectives of the Study

i. To evaluate the relationship between risk avoidance strategy and performance of youth community based organization projects in Nairobi City County, Kenya.

ii. To establish the relationship between risk acceptance strategy and performance of youth community based organization projects in Nairobi City County, Kenya.

LITERATURE REVIEW

Theoretical Review

Uncertainty Theory

Uncertainty theory was developed by Charles Berger and Richard Calabrese (1975). The principle of the uncertainty theory is that even if everything that can go wrong will go wrong, having identified the possibilities and devised mitigation plans, there is a much better chance that we will be able to cope. Uncertainty theory was applied to uncertain logic by Li and Liu (2010) in which the truth value is defined as the uncertain measure that the proposition is true. Progress tracking demands monitoring not only with activities have been completed, but also to the uncompleted project activities. The project manager must not only be able to trouble shoot, but also function as a reactive consolidator of what has been achieved up to a certain stage in the project. All risks incidents or certain outcomes of the project work must be constantly monitored and communicated to project stakeholders. Flexible contingent actions, depending on outcomes of key influence parameters, should be anticipated in the decision tree (Zwikael & Ahn, 2011). This theory indicates that all risks emanate from uncertainties that a foreseen in the implementation of a project. The theory supports the objective on risk avoidance. The project managers needs to assess the possible risks that a project may encounter be prepared for unforeseen events and establish measures to mitigate the harm that risks may cause.

Enterprise Risk Management Theory

The enterprise risk management theory was developed by Daniel Bernoulli in 1738. The major aim of this theory is to ensure that the project can keep on creating significant value under any uncertain environment. Managers stand high chances of saving a lot of money if they deal with uncertain project events in a proactive manner that will minimize the impact of threats and seize the opportunities that could occur (Shahu et al., 2012). The ERM theory has become popular in project management techniques despite the fact that it was developed for

management of company risks Drumll (2001) explains that adopting ERM philosophy in project management is a wise decision as it applies to industries that have very high rates of failure like construction industry. These failures are as a result of failure to identify, mitigate and control risk across the entire business making this theory relevant to this research. Proper management of the risks will determine how the managers will prevent the risks from occurring. The theory is significant to this research since project failure may be as a result of failure to plan and allocate adequate resources that would help the management to deal with project risks.

Conceptual Framework

A conceptual framework provides a sketch of the study by linking the independent variables and the dependent variable (Quinlan & Babin, 2019). The proposed study seeks to establish how the independent variables influence the dependent variable as is illustrated in Figure 2.1.

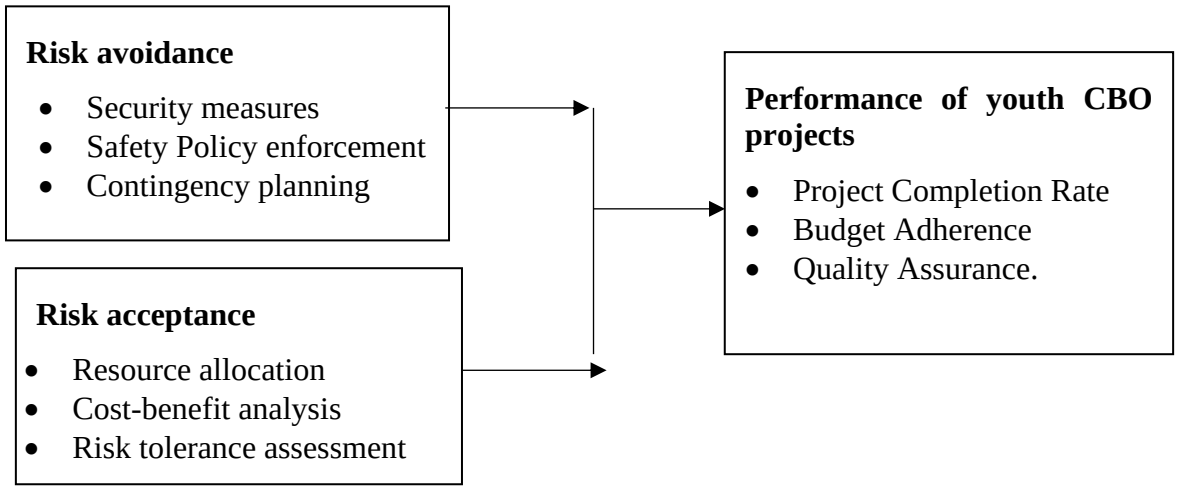

Figure 2. 1: Conceptual Framework

Risk Avoidance Strategy

Imran and Yusnidah (2019) defines risk avoidance as the elimination of threats that can negatively influence project performance. Risk avoidance is a means of completely eliminating a threat. Risk avoidance involves changing the project plan to eliminate the risk or the condition that causes the risk in order to protect the project objectives from its impact. This may be either by eliminating the source of risk within a project or by avoiding high risk projects (Merna, 2019). Risk avoidance seeks to reconfigure the project such that the risk in question disappears or is reduced to an acceptable value as well as developing an alternative strategy that has a higher probability of success but usually at a higher cost associated with accomplishing a project task (Srinivas, 2019).

Risk avoidance involves developing an alternative strategy that has a higher probability of success but usually at a higher cost associated with accomplishing a project task. A common risk avoidance technique is to use proven and existing technologies rather than adopt new techniques, even though the new techniques may show promise of better performance or lower costs. Risk avoidance seeks to reconfigure the project such that the risk in question disappears or is reduced to an acceptable value. Care should be taken so that avoiding one known risk does not lead to taking on unknown risks of even greater consequence (Preston, 2021).

Risk Acceptance Strategy

Risk acceptance is the decision of not making any changes to the project plan to deal with a risk. This strategy can be used for both negative and positive risks. The two types of acceptance are developing a contingency plan to execute should a risk occur which is referred to as positive acceptance or taking no action at all which is passive acceptance. The most usual risk

acceptance response is to establish a contingency allowance, or reserve, including amounts of time, money or resources to account for known risks. Recognizing that residual risks (i.e., risk that remains after a risk response has been taken) will exist and responding either actively by allocating appropriate contingency, or passively doing nothing except Monitoring the status of the risk can be termed as risk acceptance (Sankar & Shashikanth, 2022).

Accepting risk, or risk acceptance, occurs when a business or individual acknowledges that the potential loss from a risk is not great enough to warrant spending money to avoid it. Also known as "risk retention," it is an aspect of risk management commonly found in the business or investment fields. Some risks may be accepted: in some cases, it is cheaper to leave an asset unprotected due to a specific risk, rather than make the effort (and spend the money) required to protect it. This cannot be an ignorant decision: the risk must be considered, and all options must be considered before accepting the risk (Conrad, et al, 2014). Risk response design should be based on a comprehensive understanding of how risks arise. This includes understanding not only the immediate causes of an event but also the underlying factors that influence whether the proposed response will be effective (Zhang, 2016).

The decision-maker agrees to address the risk by accepting it in case that the risk impact or probability is neglect able, the positive impacts of the uncertain events in the future are significant or when there is no other feasible response to deal with risk. When the positive impact of the risk outweighs the negative impacts, it is fruitful to accept the risk in a way that the deviation from the objectives minimizes and the positive impacts maximize during risk response. This study aims to design a quantitative method for this strategy (Kuo et al., 2019). Risk acceptance can act as a double-edged Sword, if not monitored and inspected by senior management. It can become a potential threat to organizations if it crosses a predetermined threshold level, thereby raising other forms of risks. The allowance should be determined by the impacts, computed at an acceptable level of risk exposure, for the risks that have been accepted. Risk acceptance does not reduce any effects however it is still considered a strategy. This strategy is a common option when the cost of other risk management options such as avoidance or limitation may outweigh the cost of the risk itself (Kammouh et al., 2020).

Empirical Review

Risk Avoidance Strategy and Project Performance

Khadem et al. (2018) studied risk avoidance strategies in oil and gas companies in Oman. The study employed a case study design. Data was collecting through observations and interviewing staff. Results showed that risk avoidance strategies in the companies was not sufficient resulting to costs and time overruns. Ike and Gift (2020) examined the correlation between risk avoidance and project performance in the oil and gas sector in Nigeria. The study target was 51 oil and gas companies. The study sample was 102 firm managers. Data was collected using questionnaires. Correlation results showed that there is a positive significant relationship between project risk avoidance and project performance. There was however poor technology adoption which could greatly help to avoid project risks.

Ochola and Nyamita (2022) investigated effect of risk avoidance on performance of devolved governments in Kenya. The study adopted a correlational research design. The study target was 423 respondents and 381 were sampled. Primary data was collected using questionnaires. Findings showed that risk avoidance has a significant effect on performance of devolved governments in Kenya. Biira and Tukei (2020) studied the relationship between risk avoidance and performance of petroleum firms in Uganda. Questionnaires were used to collect data from 126 respondents. Findings showed a positive significant relationship between risk avoidance and organizational performance. Nturanu and Mundia (2019) assessed effect of risk avoidance strategy on the success of construction projects. The study adopted a descriptive research design. The target population was 60 staff of the high court in Narok. Findings showed that there is a weak but significant relationship between risk avoidance and project performance.

Risk Acceptance Strategy and Project Performance

Ali, Stewart and Qureshi (2017) investigated the risk management practices adopted in Construction industry in Pakistan. The study adopted a descriptive research design. The sample was 40 practitioners, construction managers and construction project team. Questionnaires were used to collect data. Findings showed that the risk acceptance strategies adopted by the construction company influence completion of projects. The study concluded that risk acceptance policies have a strong positive influence on project performance.

Girma (2018) studied effect of project risk analysis on project performance in Ethiopia. Purposive sampling was used to sample study respondents. Semi-structured questionnaire was distributed to 33 respondents. Findings showed that risk acceptance enables project managers to reduce the extent of damage caused by project risks and to focus on high-priority risks and on the most likely and troublesome ones. Abebe (2021) assessed the practice of project risk management in Bole Arabsa housing project. The study used descriptive research design. Questionnaires were used to collect data. Cluster sampling was used in sampling 259. Questionnaires were used to collect data. Findings showed that irregularity as far as handling of uncertainties that occur within the project. Careful plan is not designed for the projects to overcome or handle uncertain events that may take place.

Ubani, Amade, Benedict, Aku, Agwu, and Okogbuo (2015) investigated effects of risk management measures on construction sector in Nigeria. The study target was 84 contractors, clients, and consultants in the construction business. According to the findings, construction organizations chose to actively retain risk by buying self-insurance after assessing the cost of potential losses and other risk management options. The study's results also showed that risk acceptance improves the success of construction businesses.

RESEARCH METHODOLOGY

The study used a descriptive research design. The study targeted the youth community-based organizations in Nairobi City County. According to Ministry of gender and social affairs, there are 50 youth CBOs in Nairobi Count. Therefore, the unit of analysis in this study was the 50-youth community-based organizations (CBOs) projects in Nairobi City County, Kenya, while the unit of observation was 50 project managers, 50 project liaison officers and 150 executive members directly involved in the management and implementation of youth CBO projects. The sample size of respondents was determined using Yamane 1967 formula. Total sample is therefore 154. The study used Stratified random sampling, this is a technique that involves dividing the population of interest into strata or subgroups based on relevant characteristics, and then randomly selecting participants from each stratum (Fink, 2017).

This study used questionnaire to collect primary data. A pilot test was conducted to ascertain validity and reliability of the questionnaire. Pilot test was conducted with 10% of the sample hence 15 project managers as recommended by Orodho (2014). Pilot test result was used to test the questionnaire validity and reliability. Statistical Package for Social Sciences (SPSS version 28) was used to analyze quantitative data. Inferential and descriptive statistics was used to analyze quantitative data. The descriptive statistics included frequency, percentage, and mean while inferential statistics included correlation and regression. Correlation was used to assess the association between the independent variables and the dependent variable while regression shows how a change in the independent variable would predict changes in the dependent variable.

RESEARCH FINDINGS AND DISCUSSION

Out of the 139 questionnaires distributed, 128 were completed and returned, representing a response rate of 92.1%. According to Metsamuuronen (2017), a response rate above 50% is considered adequate for data analysis and reporting, while a response rate above 70% is classified as excellent. Hence, the response rate of this study was within acceptable limits for drawing conclusions and making recommendations.

Descriptive Data Analysis

This section presents descriptive statistics based on the data collected. The analysis includes measures such as mean and standard deviation to describe the data comprehensively. The study requested respondents to indicate the extent to which they agreed or disagreed with various statements that sought to determine the relationship between project risk management strategies and performance of youth community-based organization projects in Nairobi City County, Kenya. They used the scale of 1-5 where 1= Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree. The means and standard deviations were used to interpret the findings where a mean value of 1-1.4 was strongly disagree, 1.5-2.4 disagree, 2.5-3.4 neutral, 3.5-4.4 agree and 4.5-5 strongly agree. Standard deviation greater than 2 was considered large meaning responses were widely spread out and not tightly clustered around the mean.

Risk Avoidance Strategy

The first objective was to evaluate the relationship between risk avoidance strategy and the performance of youth CBO projects in Nairobi City County, Kenya. Respondents were asked to indicate their agreement with statements on risk avoidance strategies. Table 1 presents a summary of the findings.

Table 1: Descriptive Analysis for Risk Avoidance Strategy

Risk Avoidance Strategy	**Mean**	**Std. Dev.**
Security measures have been put in place to enhance safety	4.145	0.765
There is constant training for staff on safety precautions	3.934	0.851
The organization has put in place safety and protection measures against any occurrence that would delay project implementation	3.870	0.685
Safety policies are strictly adhered to and injured staff are fully compensated	4.067	0.756
There are constant evaluations to ensure projects run on schedule	3.825	0.735
There is a clear project plan to guide project activities and prevent any event that may delay project implementation	3.786	0.655
The organization supports the use of contingency/alternative plans to prevent project delay	3.945	0.801
The organization conducts routine inspections to make sure that nothing comes up that could delay project implementation	4.033	0.866
Aggregate Score	**3.951**	**0.764**

The findings showed that respondents generally agreed that security measures have been put in place to enhance safety (M= 4.145, SD= 0.765); that there is constant training for staff on safety precautions (M= 3.934, SD= 0.851); that the organization has put in place safety and protection measures against any occurrence that would delay project implementation (M= 3.870, SD= 0.685); and that safety policies are strictly adhered to and injured staff are fully compensated (M= 4.067, SD= 0.756). They also agreed that there are constant evaluations to ensure projects run on schedule (M= 3.825, SD= 0.735); that there is a clear project plan to guide project activities and prevent any event that may delay project implementation (M= 3.786, SD= 0.655); that the organization supports the use of contingency/alternative plans to prevent project delay (M= 3.945, SD= 0.801); and that the organization conducts routine inspections to make sure that nothing comes up that could delay project implementation(M= 4.033, SD= 0.866).

The findings suggest that respondents agreed on average that risk avoidance strategies positively influence the performance of youth CBO projects in Nairobi City County, Kenya, with an aggregate mean of 3.951 (SD = 0.764). This indicates a strong emphasis on proactive safety measures and contingency planning to mitigate risks in project execution. This observation aligns with the study by Ike and Gift (2020), which found a positive significant

relationship between project risk avoidance and project performance in the oil and gas sector in Nigeria. Additionally, Ochola and Nyamita (2022) demonstrated a significant effect of risk avoidance on the performance of devolved governments in Kenya, reinforcing the importance of effective risk avoidance strategies in enhancing project performance across different sectors. These studies underscore the critical role of risk avoidance strategies, including proactive safety measures and contingency planning, in achieving successful project outcomes.

Risk Acceptance Strategy

The second objective was to establish the relationship between risk acceptance strategy and the performance of youth CBO projects in Nairobi City County, Kenya. Table 2 presents a summary of the findings.

Table 2: Descriptive Analysis for Risk Acceptance Strategy

Risk Acceptance Strategy	**Mean**	**Std. Dev.**
The organization has allocated resources for any risk that may occur	4.123	0.732
The organization promotes the use of alternate plans to prevent any situations that cause project delays	4.012	0.645
The benefits and losses for risks are evaluated frequently	3.945	0.734
The organization occasionally does nothing about risks	3.878	0.756
Costs of possible risks are analyzed	3.934	0.825
The project manager has enough knowledge on the risk analysis process	4.078	0.715
The management is continuously updated on expected risks and retention tactics	4.045	0.724
Utilizing the right technologies facilitates accepting and retaining risks	3.823	0.765
Aggregate Score	**3.980**	**0.724**

The findings show agreement among respondents that the organization has allocated resources for any risk that may occur (M= 4.123, SD= 0.732); that the organization promotes the use of alternate plans to prevent any situations that cause project delays (M= 4.012, SD= 0.645); that the benefits and losses for risks are evaluated frequently (M= 3.945, SD= 0.734); and that the organization occasionally does nothing about risks (M= 3.878, SD= 0.756). They further agreed that costs of possible risks are analyzed (M= 3.934, SD= 0.825); that the project manager has enough knowledge on the risk analysis process (M= 4.078, SD= 0.715); that the management is continuously updated on expected risks and retention tactics (M= 4.045, SD= 0.724); and that utilizing the right technologies facilitates accepting and retaining risks(M= 3.823, SD= 0.765).

The findings suggest that respondents agreed on average that risk acceptance strategies positively influence the performance of youth CBO projects in Nairobi City County, Kenya, with an aggregate mean of 3.980 (SD = 0.724). The highest agreement was on the statement that the organization has allocated resources for any risk that may occur. This indicates that resource allocation and the use of alternative plans are critical for managing accepted risks effectively. These results are consistent with Ali, Stewart, and Qureshi's (2017) study, which found that risk acceptance strategies adopted by construction companies in Pakistan positively influenced project completion and overall performance. Similarly, Girma's (2018) research in Ethiopia showed that risk acceptance enables project managers to reduce the extent of damage caused by project risks and to focus on high-priority and troublesome risks. Both studies underscore the importance of allocating resources and having alternative plans in place to effectively manage accepted risks, thus enhancing project performance.

Project Performance

The main focus of the study was to examine the relationship between project risk management strategies and performance of youth community-based organization projects in Nairobi City County, Kenya. Respondents were asked to indicate their agreement with statements on project performance. Table 3 presents a summary of the findings.

Table 3: Descriptive Analysis for Project Performance

Project Performance	**Mean**	**Std. Dev.**
The projects meet time objectives	3.978	0.765
Projects are delivered within set budget	3.923	0.745
Project donors are satisfied	4.056	0.789
Projects realize their benefits	3.912	0.734
Project beneficiaries are satisfied	3.978	0.654
Aggregate Score	**3.969**	**0.737**

Based on the findings, respondents generally agreed that the projects meet time objectives (M= 3.978, SD= 0.765); that projects are delivered within set budget (M= 3.923, SD= 0.745); that project donors are satisfied (M= 4.056, SD= 0.789); projects realize their benefits (M= 3.912, SD= 0.734); and that project beneficiaries are satisfied (M= 3.978, SD= 0.654). The findings suggest that respondents generally agree that youth CBO projects in Nairobi City County, Kenya, perform well, with an aggregate mean of 3.969 (SD = 0.737). This indicates that the successful completion of projects within time and budget constraints, as well as achieving project objectives, contributes to overall project performance and stakeholder satisfaction. This observation is supported by Rehman (2017), who found that effective risk management strategies, including those that ensure projects are completed on time and within budget, significantly reduce the chances of project failure in construction firms in Pakistan.

Correlation Analysis

The correlation values range from 0 to 1; if the correlation values are r = ±0.1 to ±0.29 then the relationship between the two variables is small, if it is r = ±0.3 to ±0.49 the relationship is medium, and when r= ±0.5 and above there is a strong relationship between the two variables under consideration. Table 4 presents correlation analysis findings.

Table 4: Correlations

		Project Performance	Risk Avoidance	Risk Acceptance
Project Performance	Pearson Correlation	1		
	Sig. (1-tailed)			
	N	128		
Risk Avoidance Strategy	Pearson Correlation	.742**	1	
	Sig. (1-tailed)	.000		
	N	128	128	
Risk Acceptance Strategy	Pearson Correlation	.728**	.441	1
	Sig. (1-tailed)	.000	.211	
	N	128	128	128

**. Correlation is significant at the 0.05 level (1-tailed).

Risk avoidance strategy shows a strong positive correlation with project performance ($r = 0.742$, $p < 0.05$). This statistic means that as the implementation of risk avoidance strategies increases, the performance of youth CBO projects also tends to improve. This strong correlation highlights the importance of proactive measures, such as safety protocols and contingency planning, in mitigating risks and enhancing project success. This finding aligns with Ike and Gift (2020), who demonstrated a positive significant relationship between risk avoidance and project performance in the oil and gas sector in Nigeria. Additionally, Ochola and Nyamita (2022) found that risk avoidance significantly impacts the performance of devolved governments in Kenya, further emphasizing the critical role of avoiding risks in achieving project objectives.

Risk acceptance strategy demonstrates a strong positive correlation with project performance ($r = 0.728$, $p < 0.05$). This statistic suggests that when organizations accept certain risks and allocate resources to manage them, project performance improves. This approach involves

assessing potential risks, planning for their occurrence, and ensuring that adequate resources are available to address them if they materialize. The positive correlation is consistent with Girma (2018), who found that risk acceptance enables project managers to focus on high-priority risks and minimize their impact. Additionally, Ubani et al. (2015) showed that risk acceptance improves the success of construction businesses in Nigeria, further validating the importance of this strategy in enhancing project outcomes.

Regression Analysis

Table 5 presents the beta coefficients of the study variables.

Table 5: Beta Coefficients of Study Variables

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.312	0.213		3.029	.005
Risk Avoidance Strategy	0.288	0.084	0.256	3.429	.001
Risk Acceptance Strategy	0.274	0.079	0.251	3.468	.001

The fitted regression model is as follows:

$$Y = 0.312 + 0.288\ X_1 + 0.274\ X_2$$

Risk avoidance strategy has a beta coefficient (β) of 0.288 with a p-value of 0.001. This statistic means that for every unit increase in the risk avoidance strategy, there is an expected increase of 0.288 units in project performance, assuming all other variables remain constant. The significant p-value (< 0.05) indicates that this positive impact is statistically significant. These findings align with Ochola and Nyamita (2022), who found that risk avoidance significantly affects the performance of devolved governments in Kenya, emphasizing the importance of proactive measures to prevent risks and enhance project success.

Risk acceptance strategy has a beta coefficient (β) of 0.274 with a p-value of 0.001. This means that for every unit increase in the risk acceptance strategy, project performance is expected to increase by 0.274 units, holding other variables constant. The significant p-value indicates that this positive impact is statistically significant. This finding resonates with Girma (2018), who found that risk acceptance strategies enable project managers to handle high-priority risks effectively, thereby enhancing project performance. Additionally, Ubani et al. (2015) showed that risk acceptance improves the success of construction businesses in Nigeria, further underscoring its importance.

Conclusions

The study concludes that risk avoidance strategies, including proactive safety measures and contingency planning, significantly enhance the performance of youth CBO projects in Nairobi City County, Kenya. The positive relationship between risk avoidance and project performance highlights the importance of these strategies in mitigating risks and ensuring project success.

The study concludes that risk acceptance strategies, including resource allocation and alternative planning, are essential for managing accepted risks effectively. These strategies enable project managers to focus on high-priority risks and minimize their impact, thereby improving project performance.

Recommendations

Based on the findings regarding the influence of risk avoidance strategies on project performance, it is recommended that youth CBOs in Nairobi City County, Kenya, continue to prioritize these strategies. Specific recommendations include implementing comprehensive safety measures to prevent potential risks, conducting regular staff training on safety precautions and risk management, developing and maintaining robust contingency plans to

address unforeseen events, and ensuring constant evaluations and inspections to identify and mitigate risks promptly. These proactive measures will help mitigate potential risks and enhance project performance, leading to more successful project outcomes.

To manage accepted risks effectively, youth CBOs should allocate sufficient resources and develop alternative plans. Specific recommendations include ensuring that adequate resources are available to address accepted risks if they materialize, developing alternative plans to mitigate the impact of potential risks, providing training for project managers on risk analysis and management processes, and continuously updating management on expected risks and retention tactics. By implementing these strategies, youth CBOs can enhance their ability to manage accepted risks effectively, leading to improved project performance and successful outcomes.

Suggestions for Further Studies

Future research should explore the impact of project risk management strategies across different regions and sectors to provide a broader understanding of their effectiveness. Comparative studies and qualitative research methods, such as interviews and focus groups, could offer deeper insights into stakeholders' perceptions and experiences. Additionally, examining the role of regulatory frameworks and policy interventions in shaping the adoption and impact of risk management strategies could provide valuable insights for enhancing project performance.

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