INFLUENCE OF RISK MANAGEMENT STRATEGIES ON IMPLEMENTATION OF WOMEN DEVELOPMENT PROGRAMS: A CASE OF AFRICAN WOMEN'S ENTREPRENEURSHIP PROGRAM NAIROBI COUNTY, KENYA

BY

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A Research Project Report Submitted in Partial Fulfillment of the Requirements for the Award of the Degree of Master of Arts in Project Planning and Management of the University of Nairobi

2017

DECLARATION

The research project report is my original work and has not been submitted for a degree or any other award in any other institution.

Sign: ..... Date: .....

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L50/80028/2015

The research project report has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This work of research is dedicated to My Mother Nancy Muyia Adam and my Loving son Simeon Adu. To my Mother for encouragement and prayers since the beginning of My Master's Program. To Adu for the love and patience during the late night reading and running my errands. I will forever be grateful.

ACKNOWLEDGEMENT

I wish to acknowledge with gratitude the help I received from all those who in diverse ways made it possible for me to undertake this research and proposal to its successful conclusion. I wish to acknowledge my supervisor, Vivienne Owino for her patience and perseverance in guiding me through this research proposal. I am grateful to the University of Nairobi lecturers: Prof. Harriet Kidombo, Professor Christopher Mwangi Gakuu, Dr Bwibo Adieri to mention but a few, who taught me the various courses in this Master's degree program. I wish to express my gratitude to the University of Nairobi for the providing me with the opportunity to undertake this post graduate degree course. I am grateful to my classmates whose constant interaction, discussions, ideas and encouragement assisted me in completing the course work and research proposal. My gratitude also goes to Ms. Naomi Mutunga for her kindness and guidance during this period. Lastly and not the least I would like to thank my son Adu for the love and support he gave me during this period by running my errands. I wish to acknowledge the African Women Entrepreneurship Program staffs and the beneficiaries for participating in the study.

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ABBREVIATION AND ACRONYMS

AGOA	**:**	African Growth and Opportunity Act
AWEP	**:**	The African Women's Entrepreneurship Program
BNA	**:**	Basic Needs Approach
CBDPs	**:**	Community Based Development Projects
IGAs	**:**	Income-Generating Activities
IVLP	**:**	International Visitor Leadership Program
SPSS	**:**	Statistical package of Social Sciences
WID	**:**	Women in Development

ABSTRACT

The purpose of this study was to examine the influence of project risk strategies on implementation of women entrepreneurship development programs in Nairobi County. The specific objectives of the study were to: Examine the influence of risk avoidance strategy, risk reduction strategy, risk retention strategy and risk transfer strategy on implementation of women development programs in Nairobi County. The study reviewed studies on risk management strategies and implementation of women development programs. The study was guided by three theories namely: The Agency theory, the utility theory and the uncertainty Theory. This study employed a descriptive research design since it is more precise and accurate and also it involves description of events in a well-planned approach. The target population comprised of 44 women group leaders and the 131 staffs from various departments at African Women's Entrepreneurship Program offices in Nairobi making up a total of 175 respondents. Stratified sampling technique was used to arrive at a sample size of 111 staffs. A census method was used to select 44 women group leaders. A semi-structured questionnaire was utilized to gather primary data. The questionnaire had a Likerts scale that made certain uniformity in response and encourage involvement. The collected data was edited to remove errors and spot any inconsistencies and identify any problems resulting from the use of the questionnaire. Both descriptive and inferential analysis was carried out. The regression analysis indicated that the four risk management strategies examined in the study had significant influence on program implementation. This study recommended that organizations undertaking women entrepreneurship development programs should ensure utilization of various strategies to avoid risks, to reduce risk programs, teams should improve preparation of risk plans, ensure effective identification and documentation of past program risks. Further, the program teams should ensure reserve funds to sustain uncertainty, ensure they have realistic budgets and anticipate risks and lastly, to improve the implementation of women entrepreneurship development programs the program teams at AWEP, Kenya should allow finance institutions to take part and also the program teams draw contracts that bind other partners.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The growing evidence that economic and social development efforts had not benefited women as much as men led to the rise of income-generating activities (IGAs) for women in those countries. It was in the context of the basic needs approach (BNA) within the dominant concept of women in development (WID) that emerged in the early 1970s. The BNA targeted low-income women for IGAs. It is pertinent to note here that the publication of Ester Boserup's book *Women's Role in Economic Development* in 1970 triggered off the WID movement "when women in aid agencies argued that development programmes ignored and excluded women" (Bigio, 2009).

Under WID, the general assumption was that the neglect of women could be remedied by integrating them into the economy by way of development progammes and projects (Karl, 1995). By so doing, it was and still is expected that women's situation would improve. The BNA emphasizes the reduction of income inequities between men and women. It is for this reason that women in Kenya have for quite a long time now been encouraged to undertake IGAs so as to realize cash income of their own for supplementing their household income and to improve their standard of living (Wanjohi, 2010).

In Nairobi County, several Community Based Development Projects (CBDPs) focusing on women empowerment exist. They include those that focus on women entreprenuership development, education and advocacy, resource mobilization and women economic empowerment among others. Largely, in terms of focus, the youth CBDPs contribute to poverty reduction among the women by enabling access to social and economic services, improved livelihoods and employment opportunities. Risk management is a fundamental component of project management. The Project Management Institute (PMI) lists the management of risk in their Project Management Body of Knowledge (PMBOK Guide, 2004) as one of nine knowledge areas for project management, along with the management

of project scope, cost, and schedule. To get an understanding of the potential risks they have to be systematically measured, the effects and possible causes of them have to be anticipated and then appropriate strategies have to be chosen to deal with them. Once the risks have been identified they can be reduced, removed, avoided or accepted (Dorfinan, 2007). Wideman (1992) lists seven basic responses on identified risks: Recognised but no action taken (absorbed as a matter of policy), avoided (by taking appropriate steps), reduced (by an alternative approach), shared (with others, for example, by joint venture), transferred (to others through contract or insurance), retained and absorbed (by prudent allowances).

Turner (2004) says that all strategies to manage the risk fall into one or more of these four major categories: Tolerate; Treat; Terminate and transfer. Ideal use of these strategies may not be possible. Some of them may involve trade-offs that are not acceptable to the organization or person making the risk management decisions. Bliss (2005) listed these five types of similar risk strategies as (Dorfman, 2007). Risk avoidance also known as risk removal or risk prevention, risk avoidance involves altering the original plans of the project so that particularly risky elements are removed. It could include deciding not to perform an activity that carries a high risk. Risk reduction or risk mitigation involves the employment of methods that reduce the probability of a risk occurring, or reducing the severity of the impact of a risk on the outcome of the project. Risk transfer involves moving the ownership of the risk to a third party normally by contract. This also moves the impact of the risk away from the project itself to this third party.

Risk deferral: The impact a risk can have on a project is not constant throughout the life of a project (Munns & Bjeirmi, 1996). Risk deferral entails deferring aspects of the project to a date when a risk is less likely to happen. Regarding risk retention, whilst a certain number of the risks to the project originally identified can be removed by changing the project plan or dealt with by transferring the responsibility of the risk to third parties inevitably certain risks have to be accepted as a necessary part of the project. All risks that have not been avoided or transferred are retained or accepted risks by default.

The African Women's Entrepreneurship Program (AWEP), launched by the U.S. Department of State in July 2010, assists women entrepreneurs across sub-Saharan Africa.

These small and medium business owners are transforming their societies through economic development and social advocacy in their communities. The 184 alumnae of AWEP have created more than 17,000 jobs and established 22 women's businesses associations across Sub-Saharan Africa that are transforming societies and spurring economic growth.

Through the Department of State's International Visitor Leadership Program (IVLP), approximately 30 African women entrepreneurs arrive in the United States each year to attend professional development meetings and network with U.S. policy makers, companies, industry associations, nonprofit groups, and multilateral development organizations. The three-week program allows the AWEP participants to share best practices, discuss common challenges and learn about the global economy and factors that lead to long-term business growth. AWEP promotes business growth and increased trade both regionally and to U.S. markets, including through the African Growth and Opportunity Act (AGOA). AWEP empowers thousands of African women entrepreneurs to create better business environments, spur economic growth and become voices of change in their communities.

1.2 Statement of the problem

Traditionally projects are perceived as successful when they meet time, budget and performance goals (Shenhar, Dvir, Levy, & Maltz, 2001). Projects are full of uncertainties and failure to identify or manage those uncertainties appropriately can rapidly see them turn into serious problems and issues (Farrell, 2005). McFarlan (1981) suggested that projects fail due to lack of attention to individual project risks, aggregate risk of portfolio of projects and the recognition that different types of projects require different types of management.

According to a status report prepared in 2015 by The African Women's Entrepreneurship Program (AWEP), out of 96 youth development projects registered by the year 2015 in Nairobi, only 37 were still active by the year 2016. This accounted for a 61.1% drop in the existence of women entrepreneurship development projects within 4 years. This is despite the fact that all these women entrepreneurship development projects were under various forms of funding which could ensure their continued survival. It emerges that in the

planning and execution of respective mandates, these women projects face obvious risks that result in decline and premature closure of the implementation processes. There seem to be inadequate empirical evidence to show that these projects have Risk management strategies that are clearly related to set objectives. Research is therefore needed to identify the set of Risk Management strategies in projects in Nairobi County and how they could be influencing implementation of women development program. It is on this basis that this study proposes to examine the influence of risk management strategies on implementation of women development program in Nairobi County.

1.3 Purpose of the study

The purpose of this study was to examine the influence of project risk management strategies on implementation of women development program in Nairobi County.

1.4 Objectives of the study

The specific objectives of the study were to:

i. Examine the influence of risk avoidance strategy on implementation of women development program in Nairobi County.
ii. Establish the influence of risk reduction strategy on implementation of women development program in Nairobi County.
iii. Assess the influence of risk retention strategy on implementation of women development program in Nairobi County.
iv. Determine the influence of risk transfer strategy on implementation of women development program in Nairobi County.

1.5 Research Questions

The study sought to answer the following questions:

i. How does risk avoidance strategy influence implementation of women development program in Nairobi County?
ii. To what extent does risk reduction strategy influence implementation of women development program in Nairobi County?
iii. How does risk retention strategy influence implementation of women development program in Nairobi County?

iv. To what extent does risk transfer strategy influence implementation of women development program in Nairobi County?

1.6 Significance of the Study

The findings of the study would be useful literature in the management of projects in society. Other projects would not rely on abstractions but would have factual information based on related sample. The findings would also be useful to the government and other stakeholders in community development projects to establish how risk management strategies relate directly to women development program and how this relationship can be improved to avoid collapse of projects. The findings would also be useful to existing and future community based projects to learn fundamentals of risk management so as to either avoid problems that have affected pervious projects or enhance success of their own projects. This can only be possible if there is sufficient factual data available to community projects.

1.7 Delimitations of the study

The study confined itself to project risk management strategies, although there are other factors that influence on implementation of women development program so as to have ample time to delve in this area without superficial coverage. The research was done on sampled project team. The study did not involve project beneficiaries and other stakeholders or else it would be too wide; other issues could be tackled later as individual study topics. The study used qualitative approach in data collection and stratified sampling to help in balanced comparison of women development program in Nairobi County. The researcher chose Nairobi although there are other counties since it has been under sharp criticisms from donors regarding achievement of project goals.

1.8 Limitations and Scope of the Study

The researcher encountered various limitations; the respondents were reluctant in giving information fearing that the information sought might be used to intimidate them or print a negative image about them or the organization. The researcher however handled the problem by carrying an introduction letter from the University and assured them that the information they gave was to be treated confidentially and used purely for academic purposes.

1.9 Basic assumptions of the study

This study was based on the assumptions that the respondents filled the questionnaire correctly and that the required support was received from the relevant authority for the study to be successful and meet the objectives.

1.10 Definitions of Significant Terms

Women development program	Refers to a program that involve change agent working together with women to identify a need to enable them move from an undesirable position to a more desirable position. It also represents an approach to facilitate the participation of women in development programs.
Risk avoidance strategy	Refers to a strategy that involves altering the original plans for the project so that particularly risky elements are removed. It could include deciding not to perform an activity that carries a high risk. In this study it includes project planning, training of project team, insurance cover.
Risk Management	Is the identification, assessment and prioritization of risk followed by coordinated and economical application of the resources to minimize, monitor and control the probability and or impact of unfortunate events or to maximize the realization of opportunities.
Risk reduction strategy	Refers to a strategy that involves the employment of methods that reduce the probability of a risk occurring, or reducing the severity of the impact of a risk on the outcome of the project. In this study risk reduction strategy include preparation of risk plans, identification of project risks and documentation of past project risks.
Risk retention strategy	Refers to a strategy that involves removing a certain number of the risks to the project originally identified by changing the project plan or dealt with by transferring the responsibility of the risk to third parties inevitably certain

	risks have to be accepted as a necessary part of the project. In this study the strategy include use of reserve funds to sustain uncertainty, use of funds to mitigate risks and ensuring realistic budgets that anticipate risks.
Risk transfer strategy	Refers to a strategy that involves moving the ownership of the risk to a third party normally by contract. In this study the strategy entails risk sharing, use of insurance policy and outsourcing.
Risk	Is the potential that a chosen action or activity (including the choice of inaction) will lead to a loss (an undesirable outcome).

1.11 Organization of the study

This study consisted of five main chapters namely: Chapter one presented the introduction of the study. The sub topics covered included study background, problem statement, purpose and objectives of the study, research questions, significance delimitation and limitation of the study, basic assumptions and definition of key terms. Chapter two discussed review of related literature on the relationship between risk management strategies and implementation of women development program; the subtopics reviewed under this chapter include; the concept of project implementation, an overview of risk management strategies, the relationship between various risk management strategies and implementation of women development program and conceptual framework. Chapter three identified the methodology that was applied in the collection of data, processing and the analysis. Specifically the following subsections were included; the research design that was adopted, the target population, data collection instruments and the procedures that were followed to facilitate data analysis procedures. Chapter four entailed analysis and findings of the study as set out in the research methodology. The results were presented on the influence of risk management strategies on implementation of women entrepreneurship development programs with special focus on African Women's entrepreneurship program, Nairobi. Chapter five presented the summary of findings, conclusions and recommendations on the influence of risk management strategies on programs performance

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discussed review of related literature on the relationship between risk management strategies and implementation of women development program. The subtopics reviewed under this chapter include; the concept of program implementation, an overview of risk management strategies, the relationship between various risk management strategies and implementation of women development program and conceptual framework.

2.2 Program Implementation

Program implementation has been defined many ways to include a large variety of criteria. However, in its simplest terms, program implementation can be thought of as incorporating four basic facets. A program is generally considered to be successfully implemented if it comes in on schedule (time criterion), comes in on-budget (monetary criterion), achieves basically all the goals originally set for it (effectiveness criterion), and is accepted and used by the clients for whom the program was intended (client satisfaction criterion). By its basic definition, a program comprises a defined time frame to completion, a limited budget, and a specified set of performance characteristics. Further, the program is usually targeted for use by some client, either internal or external to the organization and its program team. It seems reasonable therefore; that any assessment of program implementation should at least include these four measures among others (Omayma & Mohammed, 2014).

Program information was obtained from a group of over 50 managers who had some program involvement within the last two years. Participants were asked to consider a successful program with which they had been involved and then to put themselves in the position of a program manager charged with the responsibility of successful program implementation. They were then asked to indicate things that they could do that would substantially help in program implementation. This procedure, sometimes called Program Echo, was developed by Alex Bavelas (2005). The information obtained from the responses indicated that one of the factors that was developed was related to the underlying

purpose for the implementation and was classified Program Mission. Several authors have discussed the importance of clearly defining goals at the outset of the program. Bamberger (2009) classified the initial stage of program management as consisting of a feasibility decision. Are the goals clear and can they succeed? Askari's as cited by Motaleb and Kishk (2013) six-step implementation process begins with instructions to state the plan and its objectives. For both these authors, Program Mission has been found to refer to the condition where the goals of the program are clear and understood, not only by the program team involved, but by the other departments in the organization. Underlying themes of responses classified into this factor include statements concerning clarification of goals as well as belief in the likelihood of program success.

The other factor discerned was that of Top Management Support. Management support for programs, or indeed for any implementation, has long been considered of great importance in distinguishing between their ultimate success or failure. Program management as not only dependent on top management for authority, direction, and support, but as ultimately the conduit for implementing top management's plans, or goals, for the organization. Further, Bowen (2005) cited in Nini et al. (2017) shows that the degree of management support for a program will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that program or product. For the purposes of classification, the factor Top Management Support refers to both the nature and amount of support the program manager can expect from management both for himself as leader and for the program. Management's support of the program may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the program manager's confidence in their support in the event of crises.

The other factor to be classified was that of Program Schedule Plans. Program schedule refers to the importance of developing a detailed plan of the required stages of the implementation process. Ginzberg (2008) cited in Motaleb and Kishk (2013) has drawn parallels between the stages of the implementation process and the Kolb and Frohman's (2007) model of the consulting process views planning as a two-directional. In the boxing world, the saying goes that “Everybody has a plan... until you get hit.” The same dynamic exists when managing a program. Just like a boxer in the ring, the life of a program manager

is risky, complex, and sometimes just plain messy. Even with a comprehensive and detailed plan, there will be “punches” (issues) that challenge the program during its implementation. Like any good boxer, the program manager must learn how to manage the issues, navigate the complexity, and adapt the plan to reflect the most recent reality. An issue is an unresolved decision, situation or problem that will significantly impact the program and that the program team cannot immediately resolve. Issues management consists of having a process for identifying these problems and managing them until they are resolved. Resolving issues is frequently beyond the authority of the team (Alhawari, Karadsheh, Talet & Mansour, 2012). However, even if an issue needs to be escalated to the next level or delegated to another person to resolve, it still needs to be tracked by support for a program will lead to significant variations in the clients' degree of ultimate acceptance or resistance to that program or product. For the purposes of classification, the factor Top Management Support refers to both the nature and amount of support the program manager can expect from management both for himself as leader and for the program. Management's support of the program may involve aspects such as allocation of sufficient resources (financial, manpower, time, etc.) as well as the program manager's confidence in their support in the event of crises.

The importance of strong people management cannot be overstated. Program managers work in teams and often are only able to achieve their goals as a result of the commitment, cooperation and contributions of the people on the program team. As a result, managing people can become the program manager's most important and most difficult job. Most often, when we think of program managers who are especially talented at managing people, we tend to focus on their mastery of “soft skills” of people management (Chikane as cited by Pangeran, Pribadi, Wirahadikusumah & Pribadi, 2012). These are the program managers who are especially effective at motivating team members, communicating vision, empowering staff, recognizing achievements, listening, leading by example, resolving conflicts and building trust. All of these “soft skills” are related to the inter-personal competency of the program manager and are extremely important to program success. Therefore, program managers should strive to enhance their capacity to lead, motivate, inspire, mediate, communicate and encourage. In people management, ‘hard skills’ are also critically necessary. A comprehensive program plan will not rely solely on the inter-

personal skills of the program manager to ensure success in managing people. Instead, a comprehensive program plan will identify the concrete activities required to proactively manage all elements of the program team (Al-Kharashi, 2009). These concrete activities will be implemented during the Program Implementation Phase and will include: Acquiring Program Staff – As part of the function of managing the team, the program team leader must be clear on the systems for identifying staff candidates, interviewing candidates, identifying selection criteria and making final selections of program staff. Creating Staff Job Descriptions – Staff job descriptions include the list of program duties, roles and responsibilities for team members. Job Descriptions are not only used to recruit, orient and manage staff, but are also use to evaluate individual team member performance (Ginzberg, 2008).

2.3 Risk Avoidance Strategy and implementation of Women Development Program

Risk avoidance is a technique used for threats. It creates changes to the program management plan that are meant to either eliminate the risk completely or to protect the program objectives from its impact. Risk avoidance removes the risk event entirely either by adding additional steps to avoid the event or reducing the program scope requirements. It may seem the answer to all possible risks, but avoiding risks also means losing out on the potential gains that accepting (retaining) the risk might have allowed (Fang, Marle, Xie & Zio, 2013). According to Flyvbjerg (2013) risk avoidance has been the traditional approach adopted by engineering design and regulatory bodies. Typically it consists of screening alternative courses of action by performing a risk assessment, and enforcing a threshold criterion for acceptable risk. Such criteria are set on the basis of expert opinion and policy consideration including political compromise. Alternatives that fail to meet the set criterion are rejected. Typical applications of this approach include for instance approval of drugs, approval of emission levels or toxic waste levels and safety standards. Risk avoidance involves removing all requirements that represent uncertainty and high risk probability or consequence. Avoidance includes trading off risk for performance or other capability, and it is a key activity during requirements analysis. Avoidance requires understanding of priorities in requirements and constraints, which will help to establish whether they are mission critical and mission enhancing.

If the risk is classified as bringing negative consequences to the whole program, it is of importance to review the program's aim. In other words, if the risk has significant impact on the program, the best solution is to avoid it by changing the scope of the program or, worst scenario, cancel it. There are many potential risks that a program can be exposed to, and which can impact its success (Potts, 2008). This is why risk management is required in the early stages of a program instead of dealing with the damage after the occurrence of the risk. The avoidance means that by looking at alternatives in the program, many risks can be eliminated. If major changes are required in the program in order to avoid risks, Darnall and Preston (2010) suggest applying known and well developed strategies instead of new ones, even if the new ones may appear to be more cost efficient. In this way, the risks can be avoided and work can proceed smoothly because strategy is less stressful to the users. Risk avoidance involves changing the program plan to eliminate the risk or the condition that causes the risk in order to protect the program objectives from its impact. This may be either by eliminating the source of risk within a program or by avoiding programs (Merna, 2004). It seeks to reconfigure the program 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 program task.

Eliminating activities with a high probability of loss by making it difficult for risk to occur, or by executing the program in a different way which will achieve the same objectives but which insulates the program from the effect of the risk can be termed was risk avoidance. Cooper et al. (2005) list some activities that can help to avoid potential risk: More detailed planning , Alternative approaches , Protection and safety systems , Operation reviews, Regular inspections, Training and skills enhancement, Permits to work, Procedural changes, Preventive maintenance

Communication between program head and management is crucial to the successful implementation of program. This is generally influenced by the principal–agent relationship between the parties and the contract type chosen (Müller & Turner, 2005). Bond-Barnard et al., (2013) show that a balance between formal and informal communication between program manager and other stakeholders reduces mistrust and

conflict of interest. A study conducted by Fisher & Urich (1999) introduces the models of instrumental and transformative participation and the way they influence flow and communication between program manager and other stakeholders. Rosenkranz et al., (2013) argues that knowledge transfer, communication, and shared understanding between program stakeholders are important requirements to programs. The ability of the program manager to facilitate communication among stakeholders, create the desired commitment level and reduce uncertainty can help avoiding the risk of program failure (Burström & Jacobsson, 2011). Blackstone et al., (2009) points out the importance of program managers' skills and leadership capabilities, user involvement, top management commitment and organizational engagement in successful implementation of programs. Shiferaw et al., (2012) find that weak links between program stakeholders affect the effectiveness of program governance system. While investigating the role of phased program planning in program success, Tasevska et al., (2014) study four measures namely, business case development, scope planning, baseline plan development and risk planning.

Kutsch et al., (2011) state that among many reasons behind program failure, 'planning fallacy', that is., over-optimism in the planning phase in the program due to resource misallocation and Miscommunication is crucial. It is preferable if a program is budgeted, one phase at a time, instead of budgeting at a time. Khamooshi AND Cioffi (2013) develop a model for phase-wise program budgeting and scheduling under uncertainty. Conversely, programs which involve cross-cultural teams working together from remote locations often require an overall plan and budget which is implemented through intertwining of phase-wise planning and budgeting. Keil et al. (1998) discusses the importance of Contingency plans that constitutes a serious threat to the successful completion of a software development program. Thal and Martínez (2011) suggest that Contingency plans help program teams to deal with uncertainties such as, handling new product development, enforcing innovative actions, increase plan flexibility, among others. Hanisch and Wald (2012) studies 1,622 articles and present a meta-analysis of program Contingency theory as appears in program management journals.

According to Goh and Abdul-Rahman (2013), the risks for any program should be managed and controlled within the constraints of time, scope, and cost. All identified risks

were evaluated in order to determine how they affect this triple constraint. The program manager, with the assistance of the program team, will determine the best way to respond to each risk to ensure compliance with these constraints. In extreme cases it may be necessary to allow flexibility to one of the program's constraints. Only one of the constraints for this program allows for flexibility as a last resort. If necessary, funding may be added to the program to allow for more resources in order to meet the time (schedule) and scope constraints. Time and scope are firm constraints and allow for no flexibility. Again, the cost constraint is flexible only in extreme cases where no other risk avoidance or mitigation strategy will work. Given the magnitude and the developmental emphasis on Rural based programs, its worthy investigating how risk avoidance management strategy contributes to their implementation of these programs (Hainz & Kleimeier, 2012).

2.4 Risk Reduction Strategy and implementation of Women Development Program

By having an overview over the whole program it is easy to identify problems which are causing damage. In order to reduce the level of risk, the exposed areas should be changed. This is a way of minimizing the potential risks by mitigating their likelihood. One way to reduce risks in a program is to add expenditures that can provide benefits in the long term. Some programs invest in guarantees or hire experts to manage high-risk activities. Those experts may find solutions that the program team has not considered. Risk mitigation is all about understanding those risks that can impact the objectives of the organization, and taking the appropriate steps to reduce the risks to an acceptable level. Strategies can be achieved at the overall program level by re-planning the program or changing its scope and boundaries. On international programs, companies will often purchase the guarantee of a currency rate to reduce the risk associated with fluctuations in the currency exchange rate. A program manager may hire an expert to review the technical plans or the cost estimate on a program to increase the confidence in that plan and reduce the program risk. Assigning highly skilled program personnel to manage the high-risk activities is another risk reduction method. Risk reduction strategies can include Contingency planning, Quality assurance, Separation or relocation of activities and resources, Contract terms and conditions, Crisis management and disaster recovery plans. Those risks which should be reduced can also be shared with parties that have more appropriate resources and knowledge about the consequences. Sharing can also be an alternative, by cooperating with

other parties. In this way, one program team can take advantage of another's resources and experience (Ahiaga-Dagbui & Smith, 2014).

It is a way to share responsibilities concerning risks in the program. Experts managing a high-risk activity can often predict problems and find solutions that prevent the activities from having a negative impact on the program. Reducing the risk in order to make it more acceptable to the program or organization, by reducing its impact can be termed as mitigation of risk. As a mitigation strategy the authors suggest escalating risk issues to top management, obtain signoff on commitments and stop the program and discuss with sponsor and management on further steps. In case there is lack of commitment from the management or the customer, the authors also suggest working with them to understand the reasons for indifference.

Motaleb and Kishk (2013) discuss the importance of a cost-benefit analysis on existing risks in the program. The authors suggest using a sensitivity analysis to identify risk parameters that may impact during program development and operational period and may lead to failure and varied points in the program life cycle. Funding plays a crucial role to conduct risk mitigation activities and enabling the system to restore its usual functioning. Funding deficits are an integral part of cost of time overruns. Infrastructure programs are prone to more funding deficits than programs in manufacturing or even software sectors. Such funding deficits are more prevalent in large infrastructure or multi-hazard mitigation programs with where investment stakes are high. IT firms have enough funding for their ongoing programs, but lack funding for infrastructure required for business continuity. Periodic communication of risk assessment results can mitigate risks in programs. According to the authors risk assessments are repositories of structured information and a medium for communication. Hence, the judicious use of risk assessment tools with adequate communication can mitigate risks to a great extent. Internal communication is one of the most important factors for success in program management. Program manager should tract the internal communication to ensure program deliverables to make ends meet.

Risks can be positive or negative and therefore optimizing risks means finding a balance between negative risk and the benefit of the operation or activity; and between risk

reduction and effort applied. Risk reduction involves reducing the severity of the loss or the likelihood of the loss from occurring. Some studies indicate that modem software development methodologies reduce risk by developing and delivering software incrementally. Early methodologies suffered from the fact that they only delivered software in the final phase of development; any problems encountered in earlier phases meant costly rework and often jeopardized the whole program. By developing in iterations, software programs can limit effort wasted to a single iteration. Risk reduction has an objective to reduce risk to an acceptable level and/or prioritize resources based on comparative analysis. Risk reduction includes risk aversion, risk homeostasis, discounting procedures, decision analysis, trade off analysis, insurance models, and repair and maintainability issues which should be effectively implemented for purpose of risk; management. Risk reduction is performed within an economic framework with an objective of optimizing the allocation of available resources in support of a broader goal. Therefore it requires the definition of acceptable risk, and comparative evaluation of options and/or alternatives for decision making (Mok, Shen & Yang, 2015).

Risk reduction can be approached by an organization within a strategic, or a system wide or an organization wide plan. A philosophy for risk control might be constructed based on recognizing that the occurrence of a consequence inducing event is the critical factor to be considered. Once the risks have been categorized and analysed, the process of handling those risks is initiated. The prime purpose of risk handling activities is to mitigate risk. According to Chang (2014) outsourcing could be an example of risk reduction if the outsourcer can exhibit higher potential at managing or reducing risks. For example, a company may outsource only its software development, the manufacturing of hard goods, or customer support needs to another company, while handling the business management itself This way, the company can concentrate more on business development without having to worry as much about the manufacturing process, managing the development team, or finding a physical location for a call center. The many Programs being implemented by Rural based organizations are exposed to various risks and therefore worthy to explore how risk reduction affects their implementation.

2.5 Risk Retention Strategy and implementation of Women Development Program

Risk retention is a feasible strategy for small risks where the cost of insuring against the risk would be greater over time than the total losses sustained. All risks that are not avoided or transferred are retained by default. This includes risks that are so large or catastrophic that they either cannot be insured against or the premiums would be infeasible. War is an example since most property and risks are not insured against ethnic or political conflict, so the loss attributed by these hostilities is retained by the insured (Dorfman, as cited by Ke, Wang, Chan & Cheung, 2011). Also any amount of potential loss over the amount insured is retained risk. This may also be acceptable if the chance of a very large loss is small or if the cost to insure for greater coverage amounts is so great it would hinder the goals of the organization too much. How rural based organizations carrying out programs involves accepting the loss, or benefit of gain, from a risk when it occurs was explored under this study as a factor of implementation.

When a risk cannot be transferred or avoided, the best solution is to accept the risk. In this case the risk must be controlled, in order to minimize the impact of its occurrence. This strategy can also be an option when other solutions are uneconomical. Acceptance indicates a decision not to make any changes to the program plan to deal with a risk or that a suitable response strategy cannot be identified. 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 (that is, 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. Risk acceptance would also mean that taking no action on risk was a carefully thought-after decision. Hence, if a decision is taken not to take any action of the existing risk and to accept it the way it is, it can be termed as risk acceptance strategy. Risk retention 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. A company that doesn't want to spend a lot of money on avoiding risks that do not have a high possibility of occurring will use the risk acceptance strategy (Claude & Brian, 2012).

2.6 Risk Transfer Strategy and implementation of Women Development Program

Assessing and transferring the level of risk in program management will ensure successful program outcomes. Transferring risks in program management is vital but it doesn't have to be complicated after assessing the risk levels. Risk transfers is defined as sharing with another party the burden of loss or the benefit of gain, from a risk, and the measures to reduce a risk. The term of 'risk transfer' is often used in place of risk sharing in the mistaken belief that you can transfer a risk to a third party through insurance or outsourcing. In practice if the insurance company or contractor go bankrupt or end up in court, the original risk is likely to still revert to the first party (Khodakarami & Abdi, 2014).

Some ways of managing risk fall into multiple categories. Risk retention pools technically retain the risk for the group, but spreading or transferring among individual members of the group. This is different from traditional insurance, in that no premium is exchanged between members of the group up front but instead, losses are assessed to all members of the group. Program leaders cannot fully rely on available information and will have no option but to make policy and investment choices under uncertainty. As protectors against risky future outcomes, Rural based organizations are in an ideal position to offer practical and sustainable solutions on problems arising from increasingly erratic risks, that affect implementation of programs through applying risk transfer techniques.

If a risk can be managed by another actor who has a greater capability or capacity, the best option is to transfer it. Risk should be transferred to those who know how to manage it. The actors that the risks can be transferred to are, for example, the client, contractor, subcontractor, designer etc., depending on the risk's character. As a result this could lead to higher costs and additional work, usually called risk premium. It must be recognized that

the risk is not eliminated, it is only transferred to the party that is best able to manage it. Shifting risks and the negative impacts they bring is also an option when the risks are outside the program management's control, for example political issues or labor strikes. The situation may also consist of catastrophes that are rare and unpredictable in a certain environment. Risks that are beyond the management's control should be transferred through insurance policies. Risk transference is the process of transferring any losses incurred to a third party, such as through the use of insurance policies, outsourcing to a party or even contractual agreements to transfer risk to third party. Essentially this is a risk reduction method that shifts the risk from the program to another party. The purchase of insurance on certain items is a risk transfer method. The risk is transferred from the program to the insurance company. The purchase of insurance is usually in areas outside the control of the program team. Weather, political unrest, and labor strikes are examples of events that can significantly impact the program and that are outside the control of the program team. Transferring a portion or entire risk to a third party, by identifying another stakeholder to manage the risk activities with low probability of recurrence, but with a large financial impact, is termed as risk transference (De Wet & Visser, 2013).

2.7 Theoretical Framework

This study is guided by three theories as discussed below:

2.7.1 The agency theory

Agency theory extends the analysis of the firm to include separation of ownership and control and managerial motivation. In the field of corporate risk management agency issues have been shown to influence managerial attitudes toward risk taking and hedging. The theory explains how best to organize relationships in which one party determines the work and the other party does the work. It also explains a possible mismatch of interest between shareholders, management and debt holders due to asymmetries in earning distribution, which can result in the firm taking too much risk or not engaging in positive net value programs. This theory is relevant to the current study because it becomes necessary to carefully identify the risks that may occur over the life of the program, from conception to operation, and allocate those risks to the participants who are best able to manage them to ensure successful completion of the program.

2.7.2 Utility theory

The utility theory describes the change in the tolerance for risk as the amount at stake. The decision maker is faced with a choice between two contradicting choices. The two contrasting cases of function of utility that is the characteristic of a decision maker with an aversion to risk. Reaction to risk depends on the views of damage of loss or benefits of gains. Reaction to outcome depends on the original expectation. Immature organizations seek absolute certainty while mature organizations expect to be able to manage risks and make proper provisions. Risk planning will not change many aspects of what will actually happen, but key is preparing for the most likely eventuality and reacting (Takashi, Young & Paul, 2012). This theory is relevant to the current study because managers in charge of program development need to identify the risks that may occur and identify the suitable strategies that will improve the odds of program success

2.7.3 The uncertainty Theory

Uncertain entailment was proposed by Liu, 2010 as a methodology for calculating the truth value of an uncertain formula when the truth values of other uncertain formulas are given. Uncertainty is an important aspect in program management. It is closely associated with uncertainty management which is the process of integrating risk management and value management approaches to the construction process. Uncertainty in programs is about ambiguity and variability (Perera, Rameezdeen, Chileshe & Hosseini, 2014). Uncertainty can potentially have damaging consequences for the construction programs since risk is one of the implications of uncertainties on programs and it culminates to unsuccessful programs.

Program management techniques and strategies are methods for reducing uncertainty and improving our odds of success. These strategies reduce risks in three fundamental ways namely: active planning and future stimulation, early problem recognition and improved communication. Therefore, uncertainty requires disciplined risk management, the identification of potential risk that could affect the program followed by the planning of preventive measures to block adverse events, (Osman, 2014). The study will further investigate the influence of risk avoidance, risk reduction, risk retention, and risk transfer strategy on women entrepreneurship development programs.

2.8 Conceptual Framework

A conceptual framework is logically developed, described and elaborated network of interrelationships among variables deemed to be integral part of the dynamics of the situation being investigated. The conceptual framework in Figure 2.1 shows the relationship between the dependent and independent variables of the study. The study examines program implementation as a function of integral risk management strategies that include risk avoidance, reduction, retention and transfer. Program implementation as earlier on discussed, described the ability of a program to have the following indicators as measures of program implementation: Completion within time and budget; Beneficiaries' satisfaction and goal achievement.

Risk management strategies entail the plans undertaken by program managers to manage a particular program. Indicators of different strategies of risk management include; Organizations not venturing in some activities to avoid perceived risks, programs undertaking risk reduction measures, having risky mitigation strategies, doing nothing about potential program risks, insuring, leasing or outsourcing risky program operations so as to share or allocate program risks.

The extents to which program managers adopt risk management strategies are perceived to have high contribution to the performance of community development programs. The relationship might however be affected by other factors though not major, which might interfere with the effect of both dependent and independent variables. This study intends to examine the influence of risk management strategies on implementation of women entrepreneurship development programs in Nairobi County.

Figure 1: Conceptual Framework

2.9 Knowledge Gap

There is a lack of systematic harmonization in the implementation of community development program activities, as well as non-alignment of the activities to existing national guidelines. This is an indication of inefficiency and duplication, which consequently undermine the effectiveness of program aid. Investigating performance of community development programs in general, is the focus of much attention at this time,

as many countries invest in them as a strategy for the achievement of the millennium development goals (Kutsch, Browning & Hall, 2014).

Even with the significance of program management in Non-governmental organizations and business practices, research on program management is still relatively immature and lacks theoretical bases and concepts. Locally, studies that have been carried out on risk management include: Ackon (2015) who carried out an investigation of the factors that influence performance of Community Development Programs in Kenya: case of AMREF Kenya and Nyakundi (2011) who did the effect of risk management practices on the performance of Youth Programs in Nyamira County. None of these studies have focused on the influence of program risk strategies on implementation of women development program in Nairobi County. Thus this study will contribute to filling up this knowledge gap, us it will involve the testing of the variables of the conceptual framework.

2.10 Summary of Literature Review

This chapter discusses the theoretical background on program implementation under three theories namely the agency theory, the utility theory and the uncertainty theory. The chapter has also reviewed the available literature on risk avoidance, risk reduction, risk retention, and risk transfer strategy. The current study acknowledges that a great deal of studies has been carried out as far as risks and risk management is concerned. However, there seems to be a scarcity of literature on the direct relationship between risk management strategies and performance of smaller programs that are likely to be initiated at village or community levels. The studies so far carried out appear to operate on assumptions that program teams are composed of professionals in various capacities such as financial control. The current study aimed at providing information on risk management strategies as related to performance of programs whose program team personnel might not necessarily possess any professional qualifications. How they manage risks and either perform dismally or succeed is a worthy addition to the existing literature on risks and program risk management strategies.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter the researcher identified the methodology that was applied in the collection of data, processing and the analysis. Specifically the following subsections were included; the research design that was adopted, the target population, data collection instruments and the procedures that were followed to facilitate data analysis procedures.

3.2 Research Design

This study employed a descriptive research design since it is more precise and accurate and also it involves description of events in a well-planned approach. This enhanced the presentation of data in charts, or tables, and also show whether the data analysis demonstrates statistical relationships or is only descriptive (Love & Sing, 2013).

3.3 Target Population

According to Kasomo (2013) a population is any group of institutions, people or objectives that have at least one characteristic in common. Mugenda and Mugenda (2003) define a target population as that population to which a researcher wants to generalize the results of the findings. The target population comprised of the 131 staff from various departments at African Women's Entrepreneurship Program office in Nairobi, Kenya (AWEP, HR report 2016) as shown in Table 3.1. The target population also included the program beneficiaries that constitute 44 women group in Huruma, Baba dogo and Kariobangi estates.

3.4 Sampling Procedures

Census method was used and allowed all the 44 women leaders from the 44 groups to participate in the study. The study also utilized Allen and Earl (2010) formula as indicated in Krejcie (1970) table for determining the sample size (appendix V). From the table a population size of 131 should have a sample size of 97 was selected from the departments. The study then employed stratified sampling procedure for the selection of the sample size for every category as shown in Table 3.1. From every management level (Table 3.1) a sample size equivalent to 74% was selected using stratified sampling method. The advantage of using this method is that it minimized errors that occur during sampling

therefore increasing the accuracy (Allen & Earl, 2010). This gave a total sample size of 141 respondents.

Table 3. 1: Sample Size

Departments	**Frequency**	**Ratio**	**Sample Size**	**Sampling method**
				Stratified Sampling
Communication	17	0.847	13	
Quality assurance department	15	0.847	11	
Training	16	0.847	12	
Planning	15	0.847	11	
Finance department	14	0.847	10	
Human resource department	10	0.847	7	
Administration	12	0.847	9	
Research and development	18	0.847	13	
Corporate social responsibility	14	0.847	10	
Sub- Total	**131**		**111**	
Beneficiaries (group leaders)	44		44	**Census**
Total Sample size	**175**		**141**	

Source: AWEP Human Research annual report.

3.6 Research Instruments

A semi-structured questionnaire was utilized to gather primary data. The questionnaire had a Likerts scale that made certain uniformity in response and encourage involvement (Kothari, 2004). The questionnaires are chosen in this study for the respondents are literate and able to answer questions asked satisfactorily. Mugenda and Mugenda (2003) suggest

that questionnaires are frequently used to get important information regarding a population under study. The questionnaire comprised of both open and closed ended questions.

3.7 Piloting of Research Instruments

The questionnaire designed based on the research questions was pilot tested to refine the questions before it can be administered to the selected sample. A pilot test was carried out to identify weaknesses in design and to make available proxy data for selection of a sample. Mugenda and Mugenda (1999) states that, the accurateness of data to be collected principally depends on the data collection instruments in terms of validity and reliability. For pilot sample, Creswell (1998) propose the rule of the thumb as 10% of the sample to for the pilot. In this study the pilot study respondents are selected outside the main study sample but within the target population. A pilot study was undertaken on one staff from every department at AWEP offices in Nairobi and five women leaders from women groups in Kasarani where similar programs have been initiated by AWEP.

3.7.1 Validity of Research Findings

According to Ngechu (2004) validity is the extent by which the sample of test items signify the content the test is meant to measure. Expert opinion was requested to comment on the significance and appropriateness of questions and give suggestions of corrections that need to be made to the makeup of the research tools. This helped to develop and better the content validity of the data to be collected.

3.7.2 Reliability of Research Instruments

Internal consistency method was determined using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in the alpha value. Coefficients between 0.6 and 0.7 are generally accepted that shows acceptable reliability and 0.8 or higher said to be good reliability (Mugenda & Mugenda, 1999). In this study, coefficients above 0.7 were recommended.

3.8 Data Collection Procedure

The researcher collected quantitative data by the help of a questionnaire. The respondents informed that the data they provided would be for a research purpose only. The researcher got an introductory letter from the University permitting the researcher to collect data from

AWEP, Kenya then personally deliver the questionnaires and had them filled in and later picked them.

3.9 Data Analysis and Presentation

Before analysis, the data collected were checked for completeness and consistency. The collected data were sorted for order. It was edited to remove errors and spot any inconsistencies and identify any problems resulting from the use of the questionnaire. Editing made coding easier. Descriptive statistics comprised of frequency, mean and percentages to report sample characteristics and main patterns arising from the data. The findings were presented in form of frequency tables. To determine how the independent variables predict the dependent variable, the study used the regression model:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ Where;

Y = The dependent variable (Implementation of women development program)

β_0 = Is a constant and it's the Y value when all the predictor values (X_1, X_2, X_3 and X_4) are zero,

β_1, $\beta 2$, $\beta 3$ and $\beta 4$ = Are constants regression coefficients representing the condition of the independent variables to the dependent variables.

X_1= Risk avoidance strategy; X_2 = Risk reduction strategy; X_3 = Risk retention strategy X_4 = Risk transfer strategy and ε - (Extraneous) Error term explaining the variability as a result of other factors not accounted for.

3.10 Ethical Considerations

Ethics are norms governing human conducts which have a significant impact on human welfare. It involves making a judgment about right and wrong behavior. Bryman (2007) states that it is the responsibility of the researcher to carefully assess the possibility of harm to research participants, and the extent that it is possible; the possibility of harm should be minimized. The researcher recognizes that the issue under study is sensitive because it involves the core business of the organization. Therefore, there is need to protect the identity of the respondents as much as possible. This means that the questionnaires did not require the respondent's names or details that may reveal their identity. The researcher also obtained a letter from University allowing undertaking the study and an introductory letter explaining the purpose of the study and that confidentiality was upheld for all respondents.

3.11 Operational definitions of variables

Operational definitions are specific ways in which real cases can be classified into categories of the concept ones wants to use in research. The indicators are denoted by the main variables under study in order to render them measurable.

Table 3. 2: Operational Definition of variables

Objective	Variable	Type of variable	Indicators	Measurement	Scales of measurement	Tools of analysis
	Implementation of women development program	Dependent variable	Completion within time and budget Beneficiaries' satisfaction Goal achievement	Dimensions of program implementation	Norminal	Descriptive
Examine the influence of risk avoidance strategy on implementation of women development program	risk avoidance strategy	Independent variable	Avoiding community elites Avoiding community hostility	Dimensions of risk avoidance	Norminal	Descriptive
Influence of risk reduction strategy on implementation of women development program	risk reduction strategy	Independent variable	Preparation of risk plans Identification of program risks.	Dimensions of risk reduction strategy	Norminal	Descriptive
Influence of risk retention strategy on implementation of women development program	risk retention strategy	Independent variable	Reserve funds to sustain uncertainty Funds to mitigate risks Realistic budgets that anticipate risks	Dimension of risk retention	Norminal	Descriptive
Influence of risk transfer strategy on implementation of	risk transfer strategy	Independent variable	Risk Sharing	Dimension of risk transfer	Norminal	Descriptive

CHAPTER FOUR

DATA ANALYISIS, PRESENTATION, INTERPRETATION AND DISCUSSIONS

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The results were presented on the influence of risk management strategies on implementation of women entrepreneurship development programs with special focus on African Women's entrepreneurship program, Nairobi. The data was collected through questionnaires which were designed in line with research objectives. To enhance the quality of data obtained, Likerts type questions were included whereby respondents indicated the extent to which the variables were practiced in a five point Likerts scale.

4.2 Response Rate

The study targeted a total of 131 respondents out of which 111 responded and returned their questionnaires contributing to 84.73 percent response rate. According to Mugenda and mugenda above 70% response rate is the acceptable level of generalization. This commendable response rate was made a reality after the researcher made personal calls and visits to remind the respondent to fill-in and return the questionnaires.

4.3 Demographic Characteristics

This section will contain general characteristics of respondents which include, staff Education level, staffs years with present program, years with present program education level and extent the program facing resource risks.

4.3.1 Staffs' Education level

The study sought to establish the respondents' highest level of education to ascertain whether they were knowledgeable enough to contribute positively to the study.

Table 4. 1: Staffs' Education level

Category	Frequency	Percent
Postgraduate degree	60	54.0
Bachelors' degree	20	18.0
Diploma	31	28.0
Total	**111**	**100.0**

From the findings 54 percent of the managements personnel indicated postgraduate as their highest education level, 25 percent of the management indicated diploma while 18.0 percent indicated bachelor's degree. This shows that the management team was educated and the researcher was confidence that they would give reliable information.

4.3.2 Staffs' Years with Present Program

The study further sought to find out the respondents' years with present program, the results are shown in Table 4.2.

Table 4. 2: Staffs' Years with Present Program

Category	Frequency	Percentage
Less than five years	72	65.1
6-10 years	22	19.6
11-15 years	10	9.3
16-20 years	3	3.0
Over 20 years	3	3.0
Total	**111**	**100.0**

From the findings 59.8 percent of the respondents indicated they had been with the present program for a period less than five years, 19.6 percent indicated between 6 – 10 years, 9.3percent indicated 11 – 15 years, a few 3 percent indicated 16-20 years and another few 3 percent indicated over 20 years. This implies that the 3 percent who have stayed for over 20 years are experts in the field who the institution must retain to ensure programs risks are mitigated and completion is on time and as the planned schedule.

4.3.3 Beneficiaries Demographic information

The study sought to establish the beneficiaries' highest level of education and their years with present program, the results are as shown in Table 4.3.

Table 4.3: Years with present program*Education Level

Education Level		Years with present program				Total
		1-5 Years	6-10 Years	11-15 Years	16-20 Years	
High School	%	77.4	16.1	3.2	3.2	100
Diploma	%	60	40	0	0	100
Bachelors	%	90	10	0	0	100
Postgraduate	%	25	50	25	0	100
Others	%	85.2	14.8	0	0	100
Total	**%**	**77.9**	**18.2**	**2.6**	**1.3**	**100**

From the findings majority 77.4% were high school leavers and 90% indicated that they had been with the present program for a period of 1 - 5 years respectively. This implies that the beneficiaries were well educated to understand the objectives of the study.

4.3.4 Program Exposure

The study sought to establish the respondents' level of agreement regarding the various risks the programs are exposed to. The results are as shown in Table 4.4.

Table 4. 4: Extent of the program facing resources risks

Risks	Very great extent		Great extent		Moderate extent		Small extent	
	F	%	F	%	F	%	F	%
Client	18	16.7	74	66.7	12	1l.1	6	5.6
Resource	59	52.8	40	30.6	9	8.3	9	8.3
Cost	22	19.4	49	44.4	15	13.9	12	1l.1
Management	28	25.0	25	22.2	52	47.2	6	5.6
Security	15	13.9	12	11.1	74	66.7	9	8.3
Suppliers	15	13.9	74	66.7	12	11.1	9	8.3

As highlighted by 66.7 percent of respondents, client and security risks affected greatly the sustainability of programs. Resources affected greatly as indicated by 52.8 percent of respondents compared to cost at 44.4 percent. Management affected moderately as scored by 47.2 percent. When planning one must determine the skill set required and to identify and reserve the people with those skills. People and funds are any program's main resource base.

4.4 Risk avoidance Strategy and implementation of Women Development Program

The first objective sought to examine the influence of risk avoidance strategy on implementation of women development program in Nairobi County. Specifically, the study sought to establish the respondents' level of agreement on statements about risk avoidance strategy and implementation of women development program. The results are as shown in Table 4.5.

Table 4. 5: Risk avoidance Strategy and implementation of women development program

Risks	**Strongly agree**		**Agree**		**Strongly disagree**		**Disagree**		**Not decided**			
	F	%	F	%	F	%	F	%	F	%	**Mean**	**Std dev**
Use of contingency plans	44	39.51	35	31.6	6	5.8	12	10.5	3	2.6	4.4	0.691
Implementation of safety systems, use of work plans in execution of programs	44	39.5	38	34.2	18	15.8	9	7.9	3	2.6	4.5	0.66
Utilization of regular inspections	32	28.9	44	39.5	9	7.9	20	18.4	6	5.3	4.2	0.51

The study showed that the use of contingency plans strongly affected implementation of women development program as said by 28.9 percent and 39.5 percent who agreed as shown by a mean score of 4.2, 39.5 percent of the respondents agreed that implementation of safety systems, use of work plans in execution of programs affected implementation of women development program as shown by a mean score of 4.5. 39.5 percent of the respondents did not give any opinion on the effect of utilization of regular inspections implementation of women development program as shown by a mean score of 4.2.

This implies that use of contingency plans creates changes to the program management plan that are meant to either eliminate the risk completely or to protect the program objectives from its impact. Implementation of safety systems and use of work plans in execution of programs enhances program implementation by removing the risk event

entirely either by adding additional steps to avoid the event or reducing the program scope requirements.

4.5 Risk Reduction Strategy and implementation of Women Development Program

The second study objective sought to establish the influence of risk reduction strategy on implementation of women development program in Nairobi County. The results are as shown in Table 4.6.

Table 4. 6: Risk Reduction Strategy and implementation of women development program

Risks	Strongly agree		Agree		Strongly disagree		Disagree		Not decided			
	F	%	F	%	F	%	F	%	F	%	Mean	Std dev
Program teams prepare risk plans	41	36.8	41	36.8	12	10.5	15	13.2	3	2.6	4.4	0.61
Effective identification of program risks	38	34.2	35	31.6	9	7.9	23	21.1	6	5.3		
Teams do documentation of past program risks	32	28.9	53	47.4	6	5.3	20	18.4	0	0	3.9	0.69
Teams map out risk areas	38	34.2	56	50.0	3	2.6	12	10.5	3	2.6	4.4	0.521

Table 4.6 shows that 34.2 percent and 31.6 percent of the respondents strongly agreed and agreed respectively that effective identification of program risks affected implementation of women development program as shown by a mean score of 4.4. Twenty one 28.9 percent strongly agreed that documentation of past program risks affected implementation of women development program as shown by a mean score of 3.9. Most of the respondents

(36.8 percent) strongly agreed and agreed that program team preparation of risk plans affected implementation of women development program as shown by a mean score of 4.4. This implies that for effective implementation of programs, it is important for the risk managers to identify problems which are causing damage. Through preparation of risk plans after effective identification of program risks teams managers can reduce the level of risk. This is a way of minimizing the potential risks by mitigating their likelihood.

4.6. Risk Retention Strategy and implementation of women development program

The third objective sought to assess the influence of risk retention strategy on implementation of women development program in Nairobi County. The results are as shown in Table 4.7.

Table 4. 7: Risk Retention Strategy and implementation of women development program

Risks	**Strongly agree**		**Agree**		**Strongly disagree**		**Disagree**		**Not decided**			
	F	%	F	%	F	%	F	%	F	%	Mean	Std dev
Teams ensure reserve funds to sustain uncertainty	3	26.3	44	39.5	6	5.3	29	26.3	3	2.6	3.5	1.05
Programs generate enough funds to mitigate risks.	11	10.5	38	34.2	11	10.5	38	34.2	11	10.5	2.9	0.69
Teams ensure realistic budgets that anticipate risks.	18	15.8	50	44.7	11	10.5	26	23.7	6	5.3	3.3	0.71

Teams ensure they have realistic budgets	18	15.8	47	42.1	11	10.5	26	23.7	9	7.9	3.7	0.92

Fewer individuals very highly accepted that ensuring that programs have reserve funds to sustain uncertainty strongly affected implementation of women development program. In agreement were 34.2 percent who felt the same affected, however 26.3 percent and 34.2 percent others said not at all did programs generation of funds affect implementation of women development program as shown by a mean score of 2.9. Setting realistic budgets received mild responses with only 15.8 percent strongly agreeing and 42.1 percent agreeing that they affected implementation of women development program as shown by a mean score of 3.3. Ability of the teams to be able to face and mitigate the risks was strongly supported by 15.8 percent and 44.7 percent individuals that agreed that they affected implementation of women development program as shown by a mean score of 3.3. This implies that to ensure successful program implementation, program managers should accept risks that cannot be transferred. In this case the risk must be controlled, in order to minimize the impact of its occurrence. This strategy can also be an option when other solutions are uneconomical. The strategy involves having realistic budgets and reserve funds. Acceptance indicates a decision not to make any changes to the program plan to deal with a risk or that a suitable response strategy cannot be identified.

4.7 Risk Transfer Strategy and implementation of women development program

The study sought to determine the influence of risk transfer strategy on implementation of women development program in Nairobi County. The study findings were presented in Table 4.8 based on the 5-point Likert's scale rated the usage of the risk transfer strategy in management of programs by AWEP.

Table 4. 8: Risk Transfer Strategy and program performance

Risks	Strongly agree		Agree		Strongly disagree		Disagree		Not decided			
	F	%	F	%	F	%	F	%	F	%	Mean	Std dev
Teams draw contracts that bind other partners	15	13.2	35	31.6	29	26.3	23	21.1	9	7.9	3.2	0.98
Use of insurance premium and signing of binding contractual agreements	15	13.2	44	39.5	29	26.3	18	15.8	6	5.3	3.6	0.12

An equal number of 13.2 percent said that teams drawing contracts that binds other partners to determine implementation of women development program was highly used by the management teams in running the programs as shown by a mean score of 3.2. The view received the support of 31.6 percent of the respondents. Further 39.5 percent did not give any opinion concerning use of insurance premium and signing of binding contractual agreements determine implementation of women development program was highly used by the management teams in running the programs as shown by a mean score of 3.2. This implies that in order to ensure successful implementation of programs, the program team can share the risk with another party the burden of loss or the benefit of gain, from a risk. The program team can use insurance policies.

4.8 Implementation of Women Development Program

The study sought to establish the respondents' level of agreement on statements based on statements about implementation of women entrepreneurship development programs. Table 4.9 presents information on implementation of women development program as reported by the staffs at AWEP altogether.

Table 4. 9: Implementation of women development program

Risks	**Strongly agree**		**Agree**		**Strongly disagree**		**Disagree**		**Not decided**			
	n	%	n	%	n	%	n	%	n	%	Mean	Std dev
Programs are sufficiently sustainable	32	28.9	70	63.2	0	0	6	5.3	0	0	4.7	0.71
Programs are able to attract more funding	38	34.2	61	55.3	6	5.3	6	5.3	0	0	4.2	0.69
Programs achieve community acceptance.	38	34.2	61	55.3	3	2.6	6	5.3	0	0	4.1	0.49
Teams are able to initiate other programs	26	23.7	61	55.3	0	0	9	7.9	0	0	4.2	0.99
Program expansion IS used to monitor Performance	26	23.7	53	47.4	3	2.6	18	15.8	0	0	3.7	0.92
Programs have observable impact on community and program teams	38	34.2	58	52.6	12	10.5	0	0	0	0	4.3	1.08
Programs with sound bank statements	38	34.2	44	39.5	9	7.9	12	10.5	0	0	3.6	0.59
Programs face financial challenges	23	21.1	58	52.6	18	15.8	26	23.7	0	0	4.1	0.71
Programs face personnel challenges	20	18.4	44	39.5	15	13.2	26	23.7	0	0	3.9	0.69
Programs face material challenges	20	18.4	53	47.4	20	18.4	12	10.5	3	2.6	3.7	0.49

The study findings showed that majority of the respondents said that the programs were sustainable as reported by 28.9 percent who strongly agreed and the 63.2 percent of the officers who agreed that they were sustainable as shown by a mean score of 4.7. The programs have the ability to attract more funding and community acceptance was the opinion of the 89.5 percent of the respondents, of whom 34.2 percent and 55.3 percent strongly agreed and agreed respectively. Only 10.6 percent disagreed that the programs could attract more funding, with another 2.6 percent strongly disagreeing that that the programs do not have community acceptance as shown by a mean score of 4.2. Most 58 (80.0 percent) of the respondents expressed the view that the program teams had the capacity to initiate new programs. A statement that was strongly agreed with by 23.7 percent and 55.3 percent of the program managers who also agreed. According to 23.7 percent of the participants in the study program expansion was used to monitor the progress of the programs with support of 47.4 percent others who agreed. On the other hand only 2.6 percent strongly disagreed with 15.8 percent disagreeing that program expansion cannot be used to monitor performance as shown by a mean score of 3.6. However, most program managers did agree that program expansion is an indicator of performance.

It was the opinion of 34.2 percent of the officers who strongly felt that the programs had sound bank statements and observable impact respectively, this observation was also echoed by 52.6 percent and 39.5 percent who agreed the programs had both sound bank statements and observable impact. Only 10.5 percent of the officers who participated in the study disagreed strongly with the view, as another 7.9 percent strongly disagreed and (15.8) disagreed that the programs had observable impact. The programs faced numerous challenges including financial, human resource or personnel and material challenges as suggested by (18.4 percent) officers who strongly agreed that the programs face personnel and material challenges respectively, while 21.1 percent) strongly agreeing that the programs faced financial challenges. This was supported by 52.6 percent who agreed that financial resources were a challenge to implementation and 39.5 percent who -also agreed that personnel services were the main challenge. Material challenge was strongly rejected by 18.4 percent and 13.2 percent who strongly disagreed with personnel being a challenge and 15.8 percent who strongly disagreed that finances were not a challenge in program implementation as shown by a mean score of 3.7, This can be attributed to the fact that

with sound program planning adequate finances are made available for the implementation process. Ideally, during the planning stage, sources of funding must be considered before seeking to implement a program.

4.9 Inferential statistics

4.9.1 Regression Analysis

A multiple linear regressions of variables were carried out to determine the influence of risk management strategies on implementation of women development programs with special focus on AWEP, Kenya. Tables 4.10 provides a summary of model and indicate the Adjusted R squared used as test for model fitness. The F -test was carried out to test the significance of the regression model in predicting the dependent variable (implementation of women development program). From the results, it is clear that the four independent variables predict the implementation of women development program (adjusted R squared = 0.703). That means the model explains 70.3 percent of the variance in the implementation of programs. 29.7 percent of variations are brought about by factors not captured in the objectives. Therefore, further research should be conducted to investigate the other factors (29.7 percent) that affect implementation of women development program initiated by AWEP, Kenya. The regression equation appears to be very useful for making predictions since the value of R^2 is close to 1.

Table 4. 10: ANOVA[b]

		Sum of Squares	df	Mean Square	F	R	R^2	Adjusted R^2	Sig.
1	Regression	6.227	4	1.557	8.767	.273(a)	0.747	0.703	.034(a)
	Residual	18.831	106	0.1776					
	Total	25.059	110						

The significance value is 0.034 which is less that 0.05 thus the model is statistically significant in predicting independent variables (Risk transfer strategy, risk reduction strategy, risk retention strategy and risk avoidance strategy) this shows that the overall model was significant.

Multiple regression analysis was conducted to determine the relationship between the (risk reduction strategy, risk reduction strategy, risk retention strategy, and risk avoidance strategy) and implementation of women development program.

Table 4. 11: Regression Analysis Results – Regression Coefficients

	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	1.138	0.3917		2.905	.000
Risk avoidance strategy	.479	.2397	.586	1.998	.001
Risk transfer strategy	.157	.0724	.238	2.169	.033
Risk reduction strategy	.423	.1897	.609	2.229	.031
Risk retention strategy	.258	.1304	.387	1.979	.003

a Dependent Variable: Implementation of women development program

The regression equation ($Y = \beta 0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$) was:

$Y = 1.138 + 0.479X_1 + 0.157X_2 + 0.423X_3 + 0.258X_4$

According to the regression equation established, taking all factors into account (risk reduction strategy, risk reduction strategy, monitoring and evaluation, and risk avoidance strategy) constant at zero implementation of women development program will be 1.138. A one unit increase in risk reduction strategy will lead to 0.479 unit increase implementation of women development program. Also the study revealed that a one unit

increase in risk reduction strategy will lead to 0.423 unit increase in implementation of women development program. Further, a one unit increase in risk retention strategy will lead to 0.258 unit increase in implementation of women development program. Lastly, the results showed that a one unit increase in risk avoidance strategy will lead a 0.157 unit increase in implementation of women development program.

4.10 Discussions

The results showed that risk avoidance strategy influenced implementation of women development program. The regression coefficient was 0.479 and the p-value was 0.001 at 95% level of confidence. This finding agreed with Roque and de Carvalho (2013) that risk reduction strategy is critical success factor and had a significant influence on project performance ($P<0.05$). The results demonstrated that the influence of project risk reduction strategy on project success was positive and statistically significant at 5 percent level.

Also the results showed that risk reduction strategy influenced implementation of women development program. The regression coefficient was 0.423 and the p-value was 0.031 at 95% level of confidence. This finding is in line with Jun, Qiuzhen and Qingguo (2010) as cited by Thillai, and Nikhil (2013) findings from their study on the influences of project risk reduction on IT project performance focusing on a case of China vendor firms. The study showed that there existed a significant positive relationship between project risk reduction strategy and project performance ($P< 0.05$). The results indicated that project risk reduction strategy improve project implementation making project complete within time schedule, at the budgeted and vender firm improved on profitability level.

Further, the results showed that risk transfer strategy influenced implementation of women development program. The regression coefficient was 0.157 and the p-value was 0.033 at 95% level of confidence, a one unit increase in risk transfer strategy will lead to 0.157 unit increase in implementation of women entrepreneurship development programs ($p<0.05$). The study findings disagreed with Juliane and Alexander (2013) findings that determined how risk transfer strategy influences IT project portfolio success in IT enterprises in UK. The results indicated that risk retention strategy shows a significant negative relationship with project performance ($b=-0.16$, $p<0.05$).

Lastly, the results showed that risk retention strategy influenced implementation of women development program. The regression coefficient was 0.258 and the p-value was 0.003 at 95% level of confidence; a one unit increase in risk retention strategy will lead a 0.258 unit increase in implementation of women development program ($p<0.05$). The findings are in congruent with Love and Sing (2013) study results from their study on impact of program risk retention strategy and performance of software projects in IT enterprises in China. The study results indicated that as program risk retention increases, the risk of unclear or misunderstood scope/objectives appears to decrease and improve program implementation. The p-value showed a relationship between project risk avoidance and project performance was significant at a 95 percent confidence level.

CHAPTER FIVE
SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions and recommendations on the influence of risk management strategies on implementation of women development programs. The study sought to examine the influence of risk avoidance, risk reduction, risk retention and risk transfer on implementation of women development program.

5.2 Summary of the findings

5.2.1 Influence of risk avoidance strategy on implementation of women development program

The study showed that the use of contingency plans strongly affected implementation of women development program as shown by a mean score of 4.2. The respondents agreed that implementation of safety systems, use of work plans in execution of projects affected implementation of women development program as shown by a mean score of 4.5. The regression analysis showed that there exist a statistically significant relationship between risk avoidance and implementation of women development program.

5.2.2 Influence of risk reduction strategy on implementation of women development program

The respondents agreed that effective identification of program risks affected implementation of women development program as shown by a mean score of 4.4. They also strongly agreed that documentation of past program risks affected implementation of women development program as shown by a mean score of 3.9. Most of the respondents agreed that program team preparation of risk plans affected implementation of women development program as shown by a mean score of 4.4. The regression analysis results showed that risk reduction strategies have a statistically significant influence on implementation of women development program.

5.2.3 Influence of risk transfer strategy on implementation of women development program

The study showed that program teams drawing contracts that binds other partners to determine implementation of women development program was highly used by the management teams in running the programs as shown by a mean score of 3.2. Further the respondents were neutral concerning use of insurance premium and signing of binding contractual agreements determine implementation of women entrepreneurship development programs was highly used by the management teams in running the programs as shown by a mean score of 3.2. The regression analysis results showed that risk transfer strategies have a statistically significant influence on implementation of women development program.

5.2.4 Influence of risk retention strategy on implementation of women development program

The study showed neutral that the respondents were did programs generation of funds affect implementation of women entrepreneurship development programs as shown by a mean score of 2.9. Setting realistic budgets received mild responses with only 15.8 percent strongly agreeing and 42.1 percent agreeing that they affected implementation of women entrepreneurship development programs as shown by a mean score of 3.3. Ability of the teams to be able to face and mitigate the risks was strongly supported by 15.8 percent and 44.7 percent individuals that agreed that they affected implementation of women entrepreneurship development programs as shown by a mean score of 3.3. The regression analysis results showed that risk retention strategies have a statistically significant influence on implementation of women entrepreneurship development programs.

5.3 Conclusions of the Study

From the study findings the following conclusions were made:

From the study findings it is concluded that there exist a statistically significant relationship between risk avoidance and implementation of women development program, this was clearly indicated by utilization of various techniques in the effort to avoid risks including

use of contingency plans, implementation of safety systems, use of work plans in execution of programs and utilization of regular inspections to ensure no eventuality occurs that may affect the performance of program. Risk avoidance also exhibited positive correlation with implementation of women development program.

The study concludes that risk reduction strategies have a statistically significant influence on implementation of women development program and this was demonstrated by utilization of various strategies of reduction such as preparation of risk plans, effective identification of program risks and documentation of past program risks.

The study concludes that risk transfer strategies have a statistically significant influence on implementation of women development program. The various strategies of risk transfer included use of insurance premium and signing of binding contractual agreements.

Lastly, the study concludes that risk retention strategies have a statistically significant influence on implementation of women development program. The various strategies of risk retention include creation of reserve funds to sustain uncertainty, preparation of realistic budgets that anticipation of risks.

5.4 Recommendations

5.4.1 Risk avoidance strategy and implementation of women development program

This study recommends that organizations undertaking implementation of women development program should ensure utilization of various strategies to avoid risks. Such strategies include and not limited to the use of contingency plans, implementation of safety systems, use of work plans in execution of programs and utilization of regular inspections to ensure no eventuality occurs that may affect the performance of program. The study found that risk avoidance strategy affected the implementation of women development program.

5.4.2 Risk reduction strategy and implementation of women development program

The study recommends that to reduce risk program teams should improve preparation of risk plans, ensure effective identification and documentation of past program risks. The study found that risk reduction strategies affected positively the implementation of women development program initiated by AWEP Kenya.

5.4.3 Risk retention strategy and implementation of women development program

Regarding risk retention strategy, the program teams should ensure reserve funds to sustain uncertainty, ensure they have realistic budgets and anticipate risks. The study established that risk retention strategy affected positively the implementation of women development program.

5.4.4 Risk transfer strategy and implementation of women development program

In order to improve the implementation of women development program the program teams at AWEP, Kenya should allow finance institutions to take part and also the program teams draw contracts that bind other partners. The study showed that program risk transfer strategies affected positively implementation of women development program.

5.4.1 Suggestions for Further Research

The study of program risk management strategies concentrated on only four sub-variables. It was not possible to study all strategies that influence implementation of women development program. While this study successfully examines the variables, it also presents rich prospects for several other areas to be researched in future. One aspect of the research was that of study scope, the present study was only confined to AWEP, Kenya.

Furthermore the study could be extended to a different context, for instance across a variety of other organizations. Also this study only was confined to four risk management strategies namely: Risk transfer strategy, risk reduction strategy, risk retention strategy and risk avoidance strategy.

Additionally, an inclusion of moderating characteristics such as organizational structure and culture should also be incorporated in such studies. It would be useful to carry out the

same type of research in other organizations and across East Africa and beyond and see whether the same results would be replicated.

The following areas will require further investigations:

i. Influence of risk management strategies on performance of development programs
ii. Influence of program monitoring and evaluation on implementation of women entrepreneurship development programs
iii. Moderating effect of funding on the relationship between risk management strategies and implementation of women entrepreneurship development programs

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APPENDICES

Appendix 1: Introduction Letter

Muchiri Flora
Nairobi University
P.O Box 30197
Nairobi
21st October 2017

Dear Sir,

RE: PERMISSION TO COLLECT DATA FOR ACADEMIC RESEARCH

I am a Masters of Arts in Project Planning and Management University of Nairobi. As a requirement of my degree, I am supposed to carry out a research study intended to solve a problem within my area of specialization. I therefore intend to carry out a study on "Influence of project risk strategies on implementation of women development program in Nairobi County". The information provided will solely be used to accomplish this academic goal. I therefore request you to allow me to gather information on projects within your area of jurisdiction.

Yours Faithfully,

Muchiri Flora

Appendix II: Questionnaire

RE: INTRODUCTION

Dear Respondent

This questionnaire is aimed at providing information on the effect of risk management strategies on the implementation of women development program. The information you give will only be used to accomplish an academic goal. You are kindly requested to fill in the questions depending on the instructions given. The information you provide was treated with utmost confidentiality. Do not include your name or name of your project anywhere on the questionnaire.

SECTION A

PART A: BACKGROUND INFORMATION

Please answer the following items. Tick (√) in the appropriate space.

1. Please indicate your position

   Top management level [ ] Middle level Management [ ]

   Lower level Management [ ]

2. What is your level of education qualification?

   a. Certificate [ ] b. Diploma [ ]

   c. Degree [ ] d. Masters [ ]

   e. Others [ ]

3. Please indicate your years with the present programs

   1 – 5 years [ ] 6-10 years [ ]

   11-15 years [ ] 16-20 years [ ]

4. Based on your experience, to what extent does your program face the following risks?

Use a scale of 1 to 5 where 1 = not at all, 2 = little extent, 3 = Moderate extent, 4 = Great Extent and 5 = very great extent.

	1	**2**	**3**	**4**	**5**
Client risks					
Resources risks					
Cost risks					
Management risks					
Security risk					
Supplier risks					

5. What risk management strategies do you undertake?

a. We avoid venturing into risky business programs (Risk avoidance)

b. We outsource competent service providers to manage the risks (Risk reduction)

c. We accept the potential gain or loss associated with a program (Risk retention)

D. We transfer the risks to insurance companies through paying equivalent insurance premiums (Risk transfer)

SECTION B: PROJECT RISK MANAGEMENT STRATEGIES

Part A: Risk Reduction Strategy

6. Please use the point scale below to indicate your level of agreement by ticking each one of the given statement.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Statements	**1**	**2**	**3**	**4**	**5**

a) Risk analysis leads to a program that prepares risk plans adequately.					
b) Risk analysis leads to a team that effectively identifies program risks.					
c) Prudent risk analysis leads to a team that does documentation of past program risks.					
d) Risk analysis leads to a team that map out risk areas during program implementation.					
e) Due to prudent risk analysis, team is able to effectively minimize risks.					

7. In your own opinion please suggest what should be done regarding risk reduction strategy to enhance implementation of women entrepreneurship development program

……
……
……
……

Part B: Risk Avoidance Strategy

8. Please use the point scale below to indicate your level of agreement by ticking each one of the given statement.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Statements	**1**	**2**	**3**	**4**	**5**
a. Use of contingency plans					

b. Implementation of safety systems, use of work plans in execution of programs					
c. Proper training of program team					
d. Utilization of regular inspections					

9. In your own opinion please suggest what should be done regarding risk avoidance strategy to enhance implementation of women entrepreneurship development program

……
……
……
……

Part C: Risk Retention Strategy

10. Please use the point scale below to indicate your level of agreement by ticking each one of the given statement.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Statements	**1**	**2**	**3**	**4**	**5**
a) Risk analysis leads to a team that ensures it has reserve funds to sustain uncertainty					
b) Risk analysis leads to a program that generates enough funds to mitigate risks.					
c) Due to prudent risk analysis, team ensures it has realistic budgets that anticipate risks.					

d) Risk analysis leads to a team able to face and manage risks within program limit					

11. In your own opinion please suggest what should be done regarding risk retention strategy to enhance implementation of women entrepreneurship development program

……
……
……
……

Part D: Risk Transfer Strategy

12. Please use the point scale below to indicate your level of agreement by ticking each one of the given statement.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Statements	**1**	**2**	**3**	**4**	**5**
a. Teams draw contracts that bind other partners					
b. Use of insurance premium and signing of binding contractual agreements					

13. In your own opinion please suggest what should be done regarding risk transfer strategy to enhance implementation of women entrepreneurship development program

……
……

……

……

SECTION C: IMPLEMENTATION OF WOMEN DEVELOPMENT PROGRAM

Please use the point scale below to indicate your level of agreement by ticking each one of the given statement.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Statements		**1**	**2**	**3**	**4**	**5**
i.	Programs are sufficiently sustainable					
ii.	Programs are able to attract more funding					
iii.	Programs achieve community acceptance.					
iv.	Teams are able to initiate other programs					
v. vi.	Program expansion IS used to monitor performance					
vii. viii.	Programs have observable impact on community and program teams					
ix.	Programs with sound bank statements					
x.	Programs face financial challenges					

14. In your own opinion, do you think risk management strategies improve implementation of women development program? Yes () No ( )

If yes explain,

……

……

……

End, Thank you for your corporation

Appendix III: Questionnaire For Beneficiaries

INSTRUCTIONS

The questionnaire below has been set in relation to the objectives of the study.

Please answer all questions.

Please do not write your name anywhere in the questionnaire.

Tick [√] the appropriate box. Any

Do not interchange the questionnaires or discuss your questionnaire with your response.

Respondent details:

1. Education (highest level achieved)

   High School [ ] College/University [ ]
   Graduate [ ] Postgraduate [ ]
   None of the above [ ]

2. Years with present company

   1-5years [ ] 6-10 [ ]
   11-15 [ ] 16-20 [ ]
   Over 20years [ ]

3. Years in Present Position

   1-2years [ ] 3-4 []
   5-6 [ ] Over 6 years [ ]

IMPLEMENTATION OF WOMEN DEVELOPMENT PROGRAM

4. Please use the point scale below to indicate your level of agreement by ticking each one of the given statement.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly agree

Statements	**1**	**2**	**3**	**4**	**5**
i. Increase in the number of women owning successful enterprises					

ii.	Enhance economic and financial literacy					
iii.	Increasing the number of women in leadership and decision making positions					
iv.	Strengthen Institutional Capacity					

End, Thank you for your corporation

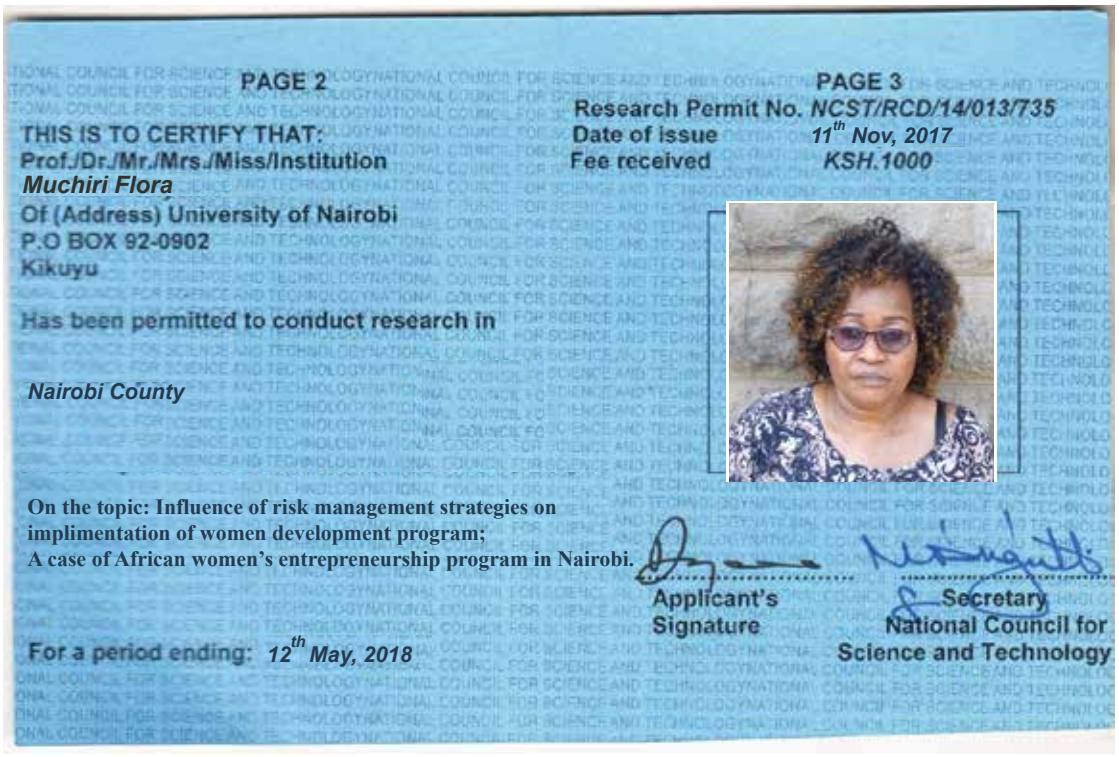
Appendix IV: Table for determining sample size

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	100000	384

Note.—*N* is population size. *S* is sample size. **Source: Krejcie & Morgan (1970)**

Appendix V: Research Permit

APPENDIX VII



PAGE 2

THIS IS TO CERTIFY THAT:
Prof./Dr./Mr./Mrs./Miss/Institution
Muchiri Flora
Of (Address) University of Nairobi
P.O BOX 92-0902
Kikuyu

Has been permitted to conduct research in

Nairobi County

On the topic: Influence of risk management strategies on implimentation of women development program;
A case of African women's entrepreneurship program in Nairobi.

For a period ending: *12th May, 2018*

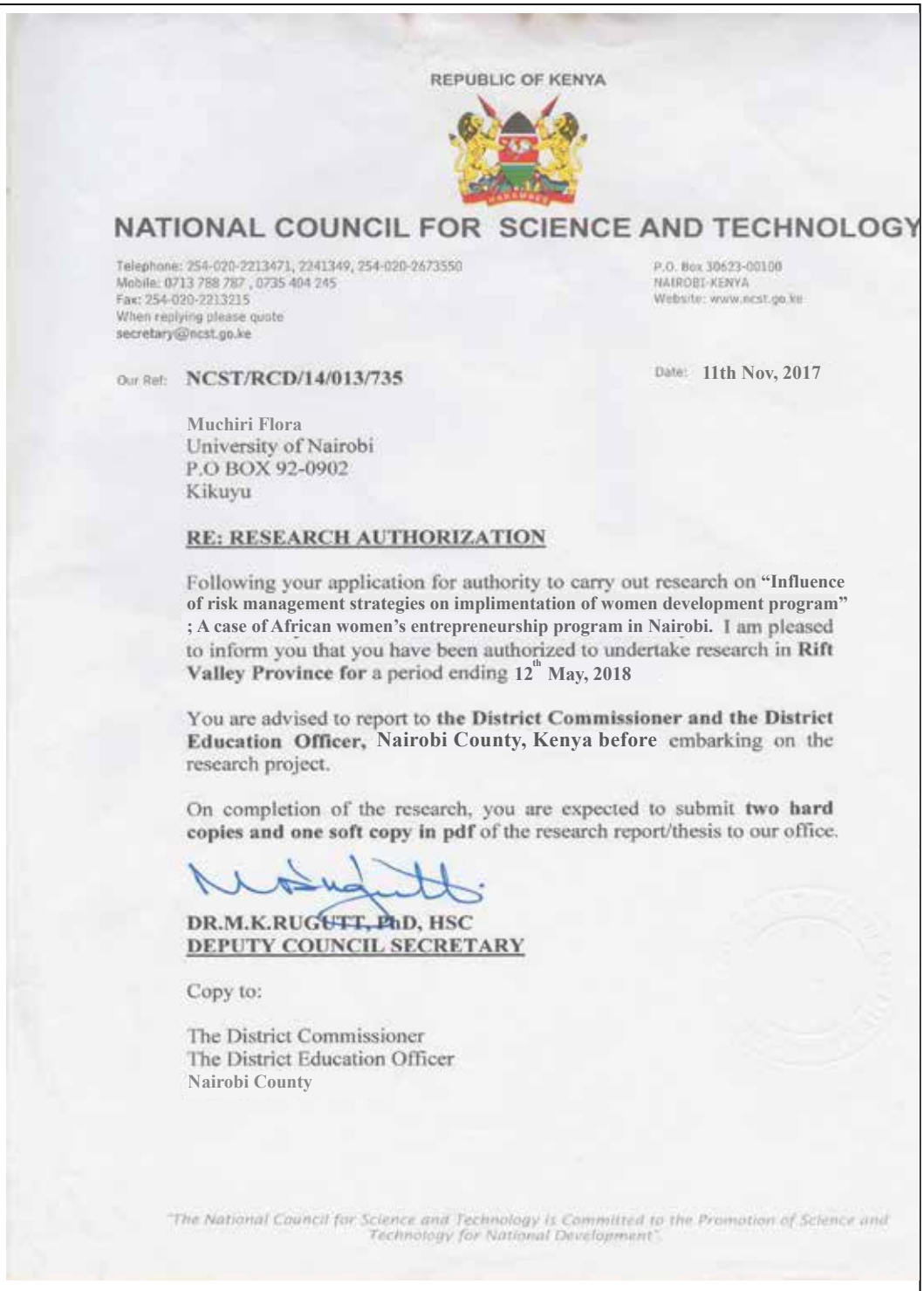
PAGE 3

Research Permit No. *NCST/RCD/14/013/735*
Date of issue *11th Nov, 2017*
Fee received *KSH.1000*

Applicant's Signature

Secretary
National Council for Science and Technology

APPENDIX VI



REPUBLIC OF KENYA

NATIONAL COUNCIL FOR SCIENCE AND TECHNOLOGY

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NAIROBI-KENYA
Website: www.ncst.go.ke

Our Ref: **NCST/RCD/14/013/735**

Date: **11th Nov, 2017**

Muchiri Flora
University of Nairobi
P.O BOX 92-0902
Kikuyu

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on **"Influence of risk management strategies on implimentation of women development program" ; A case of African women's entrepreneurship program in Nairobi.** I am pleased to inform you that you have been authorized to undertake research in **Rift Valley Province for** a period ending **12th May, 2018**

You are advised to report to **the District Commissioner and the District Education Officer, Nairobi County, Kenya before** embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.

DR.M.K.RUGUTT, PhD, HSC
DEPUTY COUNCIL SECRETARY

Copy to:

The District Commissioner
The District Education Officer
Nairobi County

"The National Council for Science and Technology is Committed to the Promotion of Science and Technology for National Development".