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PORTFOLIO RISK MANAGEMENT AND PERFORMANCE OF SOCIAL PROTECTION PROGRAMME IN KENYA

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ABSTRACT

This study sought to establish the influence of project portfolio risk management on the performance of social protection programme in Kenya. This study was anchored on Modern Portfolio Theory. This study used descriptive research design and post positivism approach. This study targeted 88 NGOs working on social protection programme in Kenya. In every NGO, the study targeted 5 respondents comprising of 1 top manager, 2 project managers, and 2 donor representatives. The total target population was therefore 440 respondents. This implies that the unit of analysis was the 88 NGOs while the unit of observation was 440 respondents comprising of top managers, project managers, and donor representatives. This study adopted Yamane (1967) simplified formula to calculate the sample size of 210 respondents. Primary data collected using semi-structured questionnaire was used. The researcher carried out a pilot study on 10 % representative of the managers taken from the target population. Quantitative data collected was analyzed using descriptive statistics techniques. Pearson R correlation was used to measure the strength and direction of the linear relationship between variables. A multiple regression model was fitted to the data to determine how the independent variables influence the dependent variable. The findings were presented in tables and figures. Qualitative data was analyzed using content analysis and presented in prose form. Based on the findings, the study concluded that portfolio risk management positively and significantly influences the performance of social protection programmes in Kenya. The study recommends that the management of social protection programmes in Kenya should develop a comprehensive risk assessment framework is essential. This framework should meticulously identify potential risks associated with social protection programs. It should encompass a thorough analysis of both internal and external risks, providing a solid foundation for risk management strategies.

Key Words: Portfolio Risk Management, performance of social protection programmes, and Modern Portfolio Theory

Background of the Study

Social protection plays a key role in realizing Kenya's Vision 2030 which aims to provide a 'high quality of life for all its citizens by the year 2030' and a just and cohesive society with social equity.' These priorities cannot be achieved without a significant level of investment in social protection, as well as in other core services such as health, education, transport, housing, and social care. As organizations struggle with increased performance pressures, their interest is to gain efficiency through project portfolio management. The global market today is driven by the demand for better cheaper, products and services which entails the classification of work projects where individuals are assigned responsibility to achieve specific objectives within a given budget and by specified deadline. Project management approach is proving to be an efficient and flexible way to get things done (Itegi, 2017). Project portfolio risk management is the coordinated management of one or more portfolios to achieve organizational strategies and objectives (Hyväri, 2018). Project portfolio risk management is pivotal in planning and controlling complex project landscapes more effectively and more efficiently; and in implementing portfolio management practices as a management innovation (Koh, 2017).

Portfolio risk management is the process of identifying, assessing, and managing risks within an investment portfolio. The primary goal is to optimize the portfolio's risk-return profile, balancing the potential for returns with the exposure to various types of risks. This involves a systematic approach to understanding and mitigating risks that could impact the performance of the portfolio (Müller, 2018). Driss, (2019) revealed that Portfolio risk management entails risk identification, risk assessment, and diversification.

The overarching framework for social protection in Kenya is embedded within the national Constitution. Article 43(1)(e) states that 'Every person has a right to social security' while Article 43(3) stipulates that, 'The State shall provide appropriate social security to persons who are unable to support themselves and their dependents.' These rights reflect Kenya's commitments to its citizens, arising most fundamentally from its adherence as a member of the United Nations to the Universal Declaration of Human Rights and as a Party to the International Covenant on Economic, social, and Cultural Rights. Social protection plays a key role in realizing Kenya's Vision 2030 which aims to provide a 'high quality of life for all its citizens by the year 2030' and a just and cohesive society with social equity.' These priorities cannot be achieved without a significant level of investment in social protection, as well as in other core services such as health, education, transport, housing, and social care.

In 2011, the National Social Protection Policy (NSPP) was agreed upon by Cabinet, accompanied by a sessional paper on the NSPP in 2014; in 2012, a new international instrument, the Social Protection Floors Recommendation (ILO Recommendation No. 202) was formalized and agreed by Kenya, thereby providing a globally recognized standard and framework within which the NSPP can be embedded;61 in 2012, the Public Service Superannuation Scheme Act was passed by Parliament to bring about a transition to a funded basis of the old-age provision for (national) civil servants; in 2013, a Social Assistance Act was passed by Parliament (Act 24 of 2013); and, in 2013, National Social Security Fund Act was promulgated to bring about key reforms within the NSSF. A Social Protection Coordination Bill is currently under development. The NSPP set out the direction of social protection in Kenya to ensure that: 'All Kenyans live in dignity and exploit their human capabilities to further their own social and economic development.'

The Social Assistance Act of 2013 stipulated the establishment of a National Social Assistance Authority which, among other responsibilities, would identify and provide social assistance to persons in need of social assistance. The 2013 National Social Security Fund Act reflected a realization that the National Social Security Fund (NSSF), as the major focus of contributory livelihood provision for old age, must adapt to changing times.

Since 2012, the Social Protection Sector in Kenya has made significant progress. Most social assistance schemes have expanded significantly, although others have contracted and even disappeared. While there have been a number of initiatives to reform contributory schemes, progress has been limited. According to Koh (2017), project portfolio management is pivotal in planning and controlling complex project landscapes more effectively and more efficiently. It is a tool for effective resource allocation, for the selection of those projects with the highest potential to become tomorrow's new product and service winners. Therefore, with the correct PPM practice, managers can understand how to prioritize their focus and efforts on various projects to get the maximum positive impact on accomplishing core objectives (Oltmann, 2019). Considering the poor performance of social protection programs in Kenya, this study sought to establish the influence of project portfolio risk management on the performance of social protection programme in Kenya.

Statement of the Problem

Social protection (SP) interventions have been used as a means of mitigating risks and substantially reducing chronic poverty and vulnerability (Dissanayaka & Kumaraswamy, 2017). Therefore, the government has tried to strengthen the social Protection Sector by the expansion of the National Social Protection Secretariat (SPS) in 2012, the establishment of the State Department of Social Protection (SDSP) within MEACLSP in 2015, and the creation of the Social Assistance Unit (SAU) in 2016. According to Kenya Social Protection Sector Review (2017), around 36 percent of the population lives on less than KES 134 (US$1.34) per day while close to 80 percent has per capita daily expenditures below KES 280 (US$2.80) per day. World Bank data indicates that 45.9% of Kenya's total population of 44.3 million citizens is still affected by poverty which sharply contrasts with its immediate neighbors, Uganda and Tanzania which have 16.4% and 28.2% of the population living in poverty respectively (World Bank, 2019). Moreover, Kenya possesses a low score on the Human Development Index, specifically ranking 147 out of 187 countries in terms of life expectancy, education, and standard of living (HDR, 2019).

In the financial year 2018/2019, NGOs spent Kshs. 172.1 billion representing an increase of 15 percent compared to the previous year, with 80% from foreign Agencies contribution and 20% from local contribution. Kshs. 97.9 billion channeled to projects directly. Kshs.18.9 billion to outside countries with a regional presence. 1% of the funds raised with non-disclosed countries of support is a significant material. 34% of the NGOs comply with the report submission of 3,028 NGOs against 11,000. Evidence of unclear accountability in the sector. Other problems such as budget overruns and project delays have been experienced because some funds are being channeled to NGOs outside Kenya while there is not enough for the country. Inadequate coordination across and within programmes limiting the ability to build synergy and benefit from the existing infrastructure and resources.

Various studies like Okechukwu and Egbo (2017), Muchelule (2017), Bwisa (2017), and Muchelule (2018) carried out a study on the effect of Project Portfolio risk Management on the Performance of Business Organizations in Enugu Nigeria. The study however did not define the variables that were used in the study but rather used "effective portfolio risk management". Therefore, this study bridges the knowledge gap.

General Objective

1. To assess the influence of portfolio risk management on performance of social protection programmes in Kenya

Theoretical Review

A theory is a group of concepts and ideas used in the explanation of events and other things, particularly the ones based on general principles independent of the event to be explained (Ata ul Musawir *et al.*, 2017). The theoretical review gives an introduction of the theories that are used to express the reason for the existence of the research. In addition, a theoretical review provides the main variables that affect the phenomenon under study and points out the need to consider the effect of these variables under different circumstances (Swanson, 2013). This study was anchored on Modern Portfolio Theory.

Modern Portfolio Theory

The theory was developed by Harry Markowitz in 1952 (Markowitz, 1952). Modern Portfolio Theory reckons the benefits of diversification, also termed as not putting all of one's eggs in one basket. Modern portfolio theory (MPT) is a theory on how risk-averse investors can construct portfolios to optimize or maximize expected return based on a given level of market risk, emphasizing that risk is an inherent part of higher reward.

The theory opines that it is possible to construct an efficient frontier of optimal portfolios offering the maximum possible expected return for a given level of risk. A major insight provided by the theory is that an investment's risk and return characteristics should not be viewed alone, but should be evaluated by how the investment affects the overall portfolio's risk and return. Modern Portfolio Theory shows that an investor can construct a portfolio of multiple assets that will maximize returns for a given level of risk. Likewise, given a desired level of expected return, an investor can construct a portfolio with the lowest possible risk. Based on statistical measures such as variance and correlation, an individual investment's return is less important than how the investment behaves in the context of the entire portfolio.

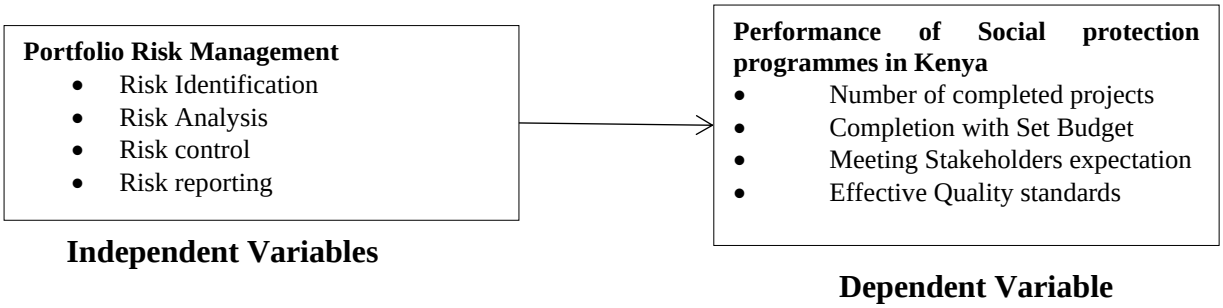
Also, an assumption in Markowitz Portfolio Theory is that all investors will have the same expectations and make the same choices given a particular set of circumstances. The assumption of homogeneous expectations states that all investors will have the same expectations regarding inputs used to develop efficient portfolios, including asset returns, variances, and covariances. For example, if shown several investment plans with different returns at a particular risk, investors will choose the plan that boasts the highest return. Similarly, if investors are shown plans that have different risks but the same returns, investors will choose the plan that has the lowest risk. McClure (2017) note that by investing in more than one stock, an investor can reap the benefits of diversification which include a reduction in the riskiness of the portfolio. It quantifies the benefits of diversification, also known as not putting all of one's eggs in one basket.

This theory is relevant to the portfolio risk management variable of this study because it educates project managers on the importance of risk in any project. It makes the project managers understand that risk is an essential part of project portfolio management and that it is possible to attain maximum profit in from a project portfolio, with a certain amount of risk.

Conceptual Framework

Conceptual frameworks are visual representations of the relationships between the study variables (Mugenda & Mugenda, 2003). In this study, the dependent variable is performance of social protection programme. The independent variables are portfolio governance, portfolio risk management, portfolio stakeholder engagement, and Portfolio Monitoring while the moderating variable is program funding. Figure 2.1 presents the conceptual framework that guided this study.

Figure 2.1: Conceptual Framework



Portfolio Risk Management

Project Management Body of Knowledge [PMBOK-PMI], (2013) defined portfolio risk as an uncertain event or condition that, if it occurs, has positive or negative effects on a project's objectives, thus the likelihood that a project will fail to meet its objectives. Thus, project risk management is laid down as project management activities for controlling and as such mitigate these risks (Amugsi & Muindi, 2017). Projects' risks are, therefore, various and diverse, where, Luis (2017) argued that projects attract a lot of interest from various stakeholders, resulting in wrangles that are risky to project's success and performance.

Technically and economically, therefore, well-planned projects may fail to achieve its goal, due to stakeholders' conflicting interests. This, thus, calls for stakeholder analysis that, must be rigorously and systematically done, to control unexpected problems from arising and harm project continuity and subsequent performance (Eshna, 2017). On the other hand, projects employ computerized project management software technology as a tool for project planning, scheduling, resource allocation, and change management. This besides, ensures a seamless understanding of the project management team and stakeholders thus allowing a common understanding of costs and quality management for the projects being undertaken (Kuria, 2016).

However, social protection programme at times is prone to risks (Kumar et al., 2017). Projects managers should thus, be versed with ways and procedures of managing these risks. Further, Sabihah, Intan, Siti, and Ahmad (2017) argued that projects often experience execution risks especially when financial assistance is offered by outside vendors or sponsors who, at times stop such assistance without warning. This is because project sponsors are not directly controlled by the project management team. Thus, making projects encounter risks of sustenance different from expected, making it difficult to merge their plans with those of the project's management team (Mwololo, 2016).

Further, projects are also prone to a lack of continued support from both internal and external authorities. This may arise as a result of project management politics that in most cases occur when projects, are poorly scoped ending up to spills over to more additional time, leading to the wastage of resources (Gabriela & Agnieszka, 2017). Therefore, this research intends to study how portfolio project risk management should be aligned with project management practices to influence the performance of social protection programme in Kenya.

Empirical Review

Portfolio Risk Management and Programme Performance

Zanfelicce, and Rabechini (2021) researched on the influence of risk management on project portfolio success – proposal of a risk intensity matrix. The article aimed at understanding how the risk management influences the project portfolio success. Two methodological approaches were selected in this research: a bibliometric survey followed by a case study. The object of study was

the new products project portfolio of an organization from the industrial sector, manufacturer of durable goods. The findings revealed a low intensity of project portfolio risk management. This is aligned with the bibliometric survey results and with the evidence from the investigation performed on the case study unit. In order to evaluate the risk management influence over the portfolio success, this article proposes a matrix which suggests the risk management intensity associated with the project portfolio management processes. The proposed matrix application can be considered a contribution element to deepen the knowledge of the risk management influence on the project portfolio success.

Teller and Kock (2017) carried out an empirical investigation on how portfolio risk management influences project portfolio success. Project risk management is recognized as essential to cope with the challenges arising from the environment. Literature suggests a portfolio-wide perspective for managing risks in project portfolios. However, research on risk management and its success in a project portfolio context is scarce. This study examines how portfolio risk management influences project portfolio success. Using a sample of 176 firms, this study provides evidence that portfolio risk identification, the formalization of the portfolio risk management process, and risk management culture directly influence risk transparency, whereas risk prevention, risk monitoring, and the integration of risk management into project portfolio management are directly connected to risk coping capacity. The findings also suggest that both risk transparency and risk coping capacity have a direct impact on project portfolio success. However, the results did not confirm the hypothesis that risk transparency and risk coping capacity have a complementary effect on success. Implications for scholars and project portfolio managers are discussed.

Teller, (2017) researched on portfolio risk management and its contribution to project portfolio success: an investigation of organization, process, and culture. Based on a literature review, a comprehensive conceptual model is developed, which highlights the three components of portfolio risk management: organization, process, and culture. This study investigated their linkage to portfolio success, mediated through risk management quality, and, therefore, provides principles for more effective portfolio risk management. The developed framework can be used for further empirical research on the influence of portfolio risk management and its success. The study found supporting evidence of a positive relationship between project risk management and project success, but literature on how risk management is applied to and integrated with project portfolios has been scarce.

Kock et al. (2016) argue that risks and opportunities are always very close and that risk-taking can encourage organizations to quickly implement new ideas, making better use of available resources. This agility can become a strategic differential over its competitors, through the launch of new products and services. However, new ideas can become a competitive advantage for organizations only when they are successfully implemented. Therefore, it is necessary to keep a coherent view of risks and opportunities (Teller, 2017; Ward & Chapman, 2018), which leads organizations to manage the uncertainties associated with projects, so that their negative effects (risks) are mitigated or eliminated, and their positive effects (opportunities) are stimulated and expanded (Petit, 2018).

According to PMI (2017a), portfolio risk management must provide assessments such as: verify whether portfolio assumptions remain valid; identify significant changes of risks previously assessed; provide the continuity of risk management procedures already defined; and verify a perfect alignment between cost and timeline with contingency reserves concerning the identified risks.

RESEARCH METHODOLOGY

Research Design

This study used descriptive research design to collect both qualitative and quantitative data. Descriptive research design is concerned with systematic collection and analysis of data in order to describe the current state of affairs. It involves measurement, classification, analysis, comparison, and interpretation of data (Kombo & Tromp, 2016).

Research Philosophy

This study adopted constructive epistemology and specifically post positivism approach. This approach emphasizes utilizing both positivist and interpretivist philosophy and views both of them as a continuum rather than contradictions. Creswell (2017) posits that the goal of research carried out in the spirit of constructive epistemology is to rely as much as possible on the participant's perception of the situation being studied.

Target Population

According to the Kenya Business Directory, there are 88 non-governmental organizations working on social protection programme in Kenya. This study therefore targeted all 88 NGOs. In every NGO, the study targeted 5 respondents comprising of 1 top manager, 2 project managers, and 2 donor representatives. The total target population was therefore 440 respondents. This implies that the unit of analysis was the 88 NGOs while the unit of observation was 440 respondents comprising of top managers, project managers, and donor representatives. The study selected project managers, company top management, and donor representatives because they are well conversant with project portfolio management practices used in their organization and can provide valuable information on ways the selected practices affect performance of social protection programmes in Kenya

Table 3.1: Target Population

Category	Population	Proportion
Top managers	88	20.0
Project managers	176	40.0
Donor representatives	176	40.0
Total	**440**	**100.0**

Sample Size and Sampling Technique

This study adopted Yamane (1967) simplified formula to calculate the sample size which provided the number of responses that should to be obtained using the equation;

$$n = \frac{N}{1 + N(e)^2}$$

Where:
n = sample size
N = population size (440)
e = the level of precision (0.05)

$n = 440 / [1+ 440(0.05)^2]$

$= 209.52 \approx 210$ respondents

$n = 210$ respondents.

Therefore, the sample size for this study was 210 respondents which represents 47.6% of the target population. This sample size is adequate because as explained by Mugenda and Mugenda (2013), a sample size of 30% of target population is appropriate.

Table 3.2: Sample Size

Category	Population	Proportion
Top managers	88	42
Project managers	176	84
Donor representatives	176	84
Total	**440**	**210**

The study used simple random sampling in selecting the 210 project managers, company top management, and donor representatives of non-governmental organizations working on social protection programme in Kenya. The study then used purposive sampling to select one top management employee (project managers, or donor representatives) in the selected organizations.

Data Collection Instruments

This study used primary data. A semi-structured questionnaire was used to collect primary data. Questionnaires are suitable when undertaking descriptive studies since they enable the researcher to identify and describe the variability in different phenomena (Saunders, Lewis, Thornhill, & Bristow, 2019). The choice of this method of data collection is based on the fact that questionnaires are low cost even when the population is large, and they are free from bias. When closed-ended questionnaires are used, answers are in respondents' own words; respondents have adequate time to give well thought out answers; and respondents who are not easily approachable can also be reached conveniently (Mugenda & Mugenda, 2013).

Data Collection Procedures

The researcher obtained a letter of confirmation from Jomo Kenyatta University of Agriculture and Technology for the collection of data. A research permit was also obtained from the National Commission for Science, Technology, and Innovation (NACOSTI). The researcher also recruited and trained two research assistants to help in the distribution and collection of completed questionnaires. The collection of data was conducted by use of the drop-off and pick-up-later method and the questionnaires were collected after one week by the research assistants. This accorded the respondents enough time to answer the questions. The researcher used this method due to the variances in respondents' time availability and the geographical spread of the selected government and non-governmental organizations working on social protection programme in Kenya.

Pilot Study

A pilot study, or, pilot test or pre-test is defined as a small-scale preliminary research that is conducted so as to evaluate time, cost and feasibility to improve on the design of a particular study prior to conducting the actual one or full-scale research project (Kultar, 2007). Pre-test is used to determine feasibility of carrying out the actual or large scale study. Pilot test also informed investigator on the weaknesses and strength of the proposed research. Further, pre-testing is used to determine reprocatability of variables, measurement of errors that can occur during the actual study and to improve efficiency of data collection instrument.

The researcher carried out a pilot study to ensure the data collection tool was reliable and valid. The pilot test helped correct some of the challenges encountered before under taking the final study. The pretesting sample was made of 21 managers taken from Non-governmental organization working on social protection programme in Kenya, representing 10% of the sample

size. According to Singpurwalla (2017), a pilot study sample size should ideally be 10% of the study sample. The companies used in the pilot test were excluded from the final study.

Data Analysis and Presentation

Quantitative and qualitative data was generated from the closed-ended and open-ended questions, respectively. Qualitative data was analyzed on of thematic basis and the findings provided in a narrative form. Before the data could be analyzed, the researcher ensured the data was checked for completeness, followed by data editing, data coding, data entry, and data cleaning. Inferential and descriptive statistics were employed for analysis of quantitative data with the assistance of Statistical Package for Social Sciences (SPSS version 25). To summarize the respondent's responses in relation to their views on the various aspects of the variables, and the respondents' demographic information analysis was undertaken using descriptive statistics (Bhattacherjee, 2016).

Descriptive statistics such as frequency distribution, mean (measure of dispersion), standard deviation, and percentages were used. Descriptive statistics are very important because if the researcher simply presented raw data it would be hard to deduce what the data was showing, especially where there was a lot of it. Descriptive statistics therefore enables researchers to present the data in a more meaningful way, which allows simpler and easier interpretation (Singpurwalla, 2013). Inferential data analysis was conducted by use of univariate regression analysis, Pearson correlation coefficient, and multiple regression analysis. Inferential statistic is used to make judgments about the probability that an observation is dependable or one that happened by chance in the study. Before conducting inferential statistics, the researcher conducted diagnostic tests.

Regression Analysis

The relationship between the study variables was tested using univariate and multivariate regression models. The univariate model is simple with one predictor and a single outcome while the multivariate model is complex with a single outcome but more than one predictor.

Moderation in this case happens when the relationship between the independent variables and the dependent variable is influenced by the introduction of another variable. This additional variable is the moderator. The effect that this variable has is termed as interaction as it affects the direction or strength of the relationship between the dependent variable (performance of social protection programme in Kenya) and the independent variables. To get the moderating effect of the program funding on the relationship between the dependent and independent variables, the researcher used multiple regression model.

DATA ANALYSIS AND FINDINGS

Descriptive statistics

Portfolio Risk Management and Performance of Social Protection Programmes

The second specific objective of the study was to assess the influence of portfolio risk management on performance of social protection programmes in Kenya. The respondents were requested to indicate their level of agreement on various statements relating to portfolio risk management and performance of social protection programmes in Kenya. The results were as presented in Table 1

In relation to risk identification, the respondents agreed that their organization has formulated risk identification strategies. This is supported by a mean of 3.967 (std. dv = 0.897). In addition, as shown by a mean of 3.920 (std. dv = 0.815), the respondents agreed that the portfolio risk identification strategies in their organization are effective. Further, the respondents agreed that

they are satisfied with the risk identification process in our organization. This is shown by a mean of 3.888 (std. dv = 0.901).

From the statements on portfolio risk analysis, the respondents agreed that their organization has formulated risk analysis strategies. This is shown by a mean of 3.835 (std. dv = 0.793). In addition, the respondents agreed with a mean of 3.813 (std. dv = 0.884) that the portfolio risk analysis strategies in their organization are effective. Further, as shown by a mean of 3.798 (std. dv = 0.786), the respondents agreed that they are satisfied with the portfolio risk analysis process in their organization.

In relation to portfolio risk control, the respondents agreed that their organization has implemented portfolio risk control mechanism. This is shown by a mean of 3.788 (std. dv = 0.892). In addition, the respondents agreed that the risk control strategies in their organization are effective enough. This is shown by a mean of 3.783 (std. dv = 0.786). Further, the respondents agreed that they are satisfied with the portfolio risk control process in their organization. This is shown by a mean of 3.776 (std. dv = 0.872).

From the statements on risk reporting, the respondents agreed that the organization has a risk reporting committee. This is shown by a mean of 3.769 (std. dv = 0.843). In addition, the respondents agreed with a mean of 3.754 (std. dv = 0.832) that the process of risk reporting in their organization is simple and transparent. Further, as shown by a mean of 3.723 (std. dv = 0.763), the respondents agreed that they are satisfied with the risk reporting process in their organization.

Table 1: Portfolio Risk Management

	Mean	**Std. Deviation**
Our organization has formulated risk identification strategies	3.967	0.897
The portfolio risk identification strategies in our organization are effective	3.920	0.815
Am satisfied with the risk identification process in our organization	3.888	0.901
Our organization has formulated risk analysis strategies	3.835	0.793
The portfolio risk analysis strategies in our organization are effective	3.813	0.884
Am satisfied with the portfolio risk analysis process in our organization	3.798	0.786
Our organization has implemented portfolio risk control mechanism	3.788	0.892
The risk control strategies in our organization are effective enough	3.783	0.786
Am satisfied with the portfolio risk control process in our organization	3.776	0.872
The organization has a risk reporting committee	3.769	0.843
The process of risk reporting in our organization is simple and transparent	3.754	0.832
Am satisfied with the risk reporting process in our organization	3.723	0.763
Aggregate	**3.808**	**0.897**

Performance of Social Protection Programmes in Kenya

The respondents were requested to indicate their level of agreement on various statements relating to performance of social protection programmes in Kenya. The results were as presented in Table 2.

In relation to number of completed projects, the respondents agreed that most of the projects in their organization have been completed. This is shown by a mean of 3.984 (std. dv = 0.997). In addition, the respondents agreed that the completed projects in their organization are well-functioning. This is shown by a mean of 3.977 (std. dv = 0.831). Further, the respondents agreed that some projects in are yet to be completed. This is shown by a mean of 3.928 (std. dv = 0.563).

From the statements on completion with Set Budget, the respondents agreed that most of the projects in our organization are characterised with budget overrun. This is shown by a mean of 3.921 (std. dv = 0.851). In addition, the respondents agreed with a mean of 3.897 (std. dv = 0.967) that only few projects in their organization are completed within the set budget. Further, as shown by a mean of 3.865 (std. dv = 0.863), the respondents agreed that satisfied with the cost of projects in our organization.

In relation to effective quality standards, the respondents agreed that the completed projects meet the expected quality standards. This is supported by a mean of 3.846 (std. dv = 0.734). In addition, as shown by a mean of 3.823 (std. dv = 0.843), the respondents agreed that some of the completed projects in their organization are of low quality. Further, the respondents agreed that they are satisfied with quality standards of projects in their organization. This is shown by a mean of 3.798 (std. dv = 0.912).

From the statements on meeting stakeholder's expectation, the respondents agreed that the level of stakeholder satisfaction on the completed projects is high. This is shown by a mean of 3.782 (std. dv = 0.732). In addition, the respondents agreed with a mean of 3.765 (std. dv = 0.835) that they receive minimal complaints from stakeholders concerning the completed projects. Further, as shown by a mean of 3.732 (std. dv = 0.765), the respondents agreed that stakeholders are okay with the quality of projects in their organization.

Table 2: Performance of Social Protection Programmes in Kenya

	Mean	Std. Deviation
Most of the projects in our organization have been completed	3.984	0.997
The completed projects in our organization are well functioning	3.977	0.831
Some projects in are yet to be completed	3.928	0.563
Most of the projects in our organization are characterised with budget overrun	3.921	0.851
Only few projects in our organization are completed within the set budget	3.897	0.967
Am satisfied with the cost of projects in our organization	3.865	0.863
The completed projects meet the expected quality standards	3.846	0.734
Some of the completed projects in our organization are of low quality	3.823	0.843
Am satisfied with quality standards of projects in our organization	3.798	0.912
The level of stakeholder satisfaction on the completed projects is high	3.782	0.732
We receive minimal complaints from stakeholders concerning the completed projects	3.765	0.835
The stakeholders are okay with the quality of projects in our organization	3.732	0.765
Aggregate	**3.809**	**0.818**

Correlation Analysis

The study computed Correlation analysis to determine the strength and the direction of the relationship between the variables being studied. If the correlation values are r = ±0.1 to ±0.29 then

the relationship between the two variables is small, if it is r = ±0.3 to ±0.49 the relationship is medium, and when r= ±0.5 and above there is a strong relationship between the two variables under consideration. Table 3 presents the findings obtained.

Portfolio risk management is also seen to have a positive significant relationship with performance of social protection programmes in Kenya (r= .848, p<0.05). Since the p-value (.000) was less than the selected level of significance (0.05), the relationship was considered significant. This therefore suggests that portfolio risk management affects performance of social protection programmes in Kenya. The study findings agree with those of Zanfelicce, and Rabechini (2021) that Portfolio risk management influence project performance. Kock et al. (2016) argue that risks and opportunities are always very close and that risk-taking can encourage organizations to quickly implement new ideas, making better use of available resources. This agility can become a strategic differential over its competitors, through the launch of new products and services

Table 3: Correlation Analysis

		Programmes Performance	**Portfolio Risk Management**
Programmes Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	201	
Portfolio Risk Management	Pearson Correlation	.848**	1
	Sig. (2-tailed)	.000	
	N	201	201

Test of Hypotheses

To test the hypotheses, the study conducted univariate regression analysis in which the performance of social protection programmes in Kenya was regressed on each of the independent variables. The predictive power of the model was based on R^2 while F-statistic was used to determine the fitness of the model at $P < 0.05$. The significance of the study variables was also based on P-values at 0.05 significance level. The following null hypotheses tested were:

> **H_{01}:** portfolio risk management does not have a significant influence in the performance of social protection programmes in Kenya

Test for Hypothesis One

The objective of the study was to determine the influence of portfolio risk management on the performance of social protection programmes in Kenya. The corresponding hypothesis was:

Ho_1: portfolio risk management does not have a significant influence in the performance of social protection programmes in Kenya.

A univariate analysis was therefore conducted to test the null hypothesis. From the model summary findings in Table 4 the r-squared for the relationship between portfolio risk management and the performance of social protection programmes in Kenya was 0.265; this is an indication that at 95% confidence interval, 26.5% variation in the performance of social protection programmes in Kenya can be attributed to changes in portfolio risk management. Therefore, portfolio risk management can be used to explain 26.5% change in the performance of social protection programmes in Kenya. However, the remaining 73.5% variation in the performance of social protection programmes in Kenya suggests that there are other factors other than portfolio risk management that explain the performance of social protection programmes in Kenya.

Table 4: Model Summary for portfolio risk management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515[a]	.265	.266	.68365

a. Predictors: (Constant), portfolio risk management

The analysis of variance was used to determine whether the regression model is a good fit for the data. From the analysis of variance (ANOVA) findings in Table 5, the study found out that that Prob>$F_{1,51}$= 0.000 was less than the selected 0.05 level of significance. This suggests that the model as constituted was fit to the performance of social protection programmes in Kenya. Further, the F-calculated, from the table (426.325) was greater than the F-critical, from f-distribution tables (3.887) supporting the findings that portfolio risk management can be used to predict the performance of social protection programmes in Kenya.

Table 5: ANOVA for Portfolio Risk Management

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	51.159	1	51.159	426.325	.000[b]
	Residual	23.817	199	0.120		
	Total	74.976	200			

a. Dependent Variable: the performance of social protection programmes
b. Predictors: (Constant), Portfolio Risk Management

From the results in table 6, the following regression model was fitted.

$$Y = 1.792 + 0.476\, X_2$$

(X_2 is Portfolio Risk Management)

The coefficient results showed that the constant had a coefficient of 1.792 suggesting that if Portfolio Risk Management was held constant at zero, the performance of social protection programmes in Kenya would be at 1.792 units. In addition, results showed that Portfolio Risk Management coefficient was 0.476 indicating that a unit increase in Portfolio Risk Management would result in a 0.476 increase in the performance of social protection programmes in Kenya. It was also noted that the P-value for Portfolio Risk Management coefficient was 0.000 which is less than the set 0.05 significance level indicating that Portfolio Risk Management was significant. Based on these results, the study rejected the null hypothesis and accepted the alternative that Portfolio Risk Management has positive significant influence on the performance of social protection programmes in Kenya.

Table 6: Beta Coefficients for Portfolio Risk Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.792	.188		9.523	.000
	Portfolio Risk Management	.476	.046	.475	10.347	.000

a. Dependent Variable: the performance of social protection programmes

Conclusions

The null hypothesis test was ‘portfolio risk management does not have a significant influence in the performance of social protection programmes in Kenya. The study found that portfolio risk management is statistically significant in explaining the performance of social protection programmes in Kenya. The influence was found to be positive. This means that unit improvement

in portfolio risk management would lead to an increase in the performance of social protection programmes in Kenya. Based on the findings, the study concluded that portfolio risk management positively and significantly influences the performance of social protection programmes in Kenya.

Recommendations

The study recommends that the management of social protection programmes in Kenya should develop a comprehensive risk assessment framework is essential. This framework should meticulously identify potential risks associated with social protection programs. It should encompass a thorough analysis of both internal and external risks, providing a solid foundation for risk management strategies. Secondly, integrate risk management practices into the processes, and systems to ensure early identification and detection of risks, and provide clear mitigating mechanisms, response, and recovery.

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