



Risk Management Practices and Success of Non-Governmental Projects in Rwanda. A Case of ADP Kageyo World Vision Project

^{1*}Habimana Elysee, ²Dr Kamande Mercyline, PhD

¹School of Business and Economics, Mount Kenya University Rwanda

²School of Business and Economics, Mount Kenya University Rwanda

*Corresponding author e-mail: habimely@gmail.com

Abstract

The purpose of this research was to examine the role of risk management practices on project success implemented by NGOs in Rwanda. The target population was 590 comprises World Vision workers and stakeholders of ADP Kageyo, as well as volunteers and beneficiaries. A sample size of 238 respondents obtained using Yamane formula was selected through proportional stratified sampling method. The study used questionnaire, interview guide and documentary analysis. The study used a statistical package for social sciences version 26.0. The collected information was analyzed in relation to the study objectives, employing both descriptive statistics (percentage, frequencies, mean and standard deviation and correlation and regression analysis were employed. Findings to the first objective show that 51.9% strongly disagreed with the use of the risk registration strategy, 57.1% strongly agreed that the project used risk scanning. On if risk communication was adequately used, the study felt that 45.1%. The study reveals a significant correlation between risk scanning process and project timeliness ($r=0.216$, $p\text{-value}=0.001$) and risk scanning process and project cost effectiveness ($r=0.150$, $p\text{-value}=0.022$). Findings to objective two show that 37.8% accepted that risk allocation was proper strategy for project success, 41.2% agreed that risk categorization is suitable for project success, 49.4%, agreed that risk assessment was suitable for project success. The study reiterated that the risk categorization and project quality effectiveness ($r=-0.134$, $p\text{-value}=0.041$) was negatively statistically significant since the p value was >0.05 . The research established a negatively and significant association between risk assessment and project timeliness ($r=-0.118$, $p\text{-value}=0.071$). Results to the third objective show that 52.8% confirmed with the utilization of risk checklists, 41.2% strongly agreed with the use of feedback system and 49.8% strongly agreed with the adoption risk monitoring in the process of ensuring project success at ADP Kageyo. However, only risk monitoring was found to be associated with project timeliness ($r=0.118$, $p\text{-value}=0.072$). The study recommends to ensure that risk managers have a person to whom they have to report to the dairy life of beneficiaries of the project, who monitor the activities done by project stakeholders, argue that social feedback for promoting higher level of involvement and building confidential interval with the institution. Therefore, ADP world vision Rwanda would establish the leadership cultural practices and proprietorship for everything. Therefore, trusts that further studies would make a comparison of ADP and other funders in Gicumbi District, Further studies should analyze effect of APD in socioeconomic development for local communities.

Keywords: *Risk Management, Practices, Success, non-Governmental, Projects, Rwanda*

1.0 Introduction

Risk management practices consist of operational steps to define, assess, and monitor the risks. Organizations manage risk to optimize opportunities and minimize the effect of incidents that can occur while carrying out activities that seek to achieve their goals and objectives. The project management institute (2013) describes the management of risks for method to schedule, classify, assess, schedule response, and monitor risk of a project for risk management. Makori (2011) describes the structured method to risk management to define, evaluate, consider, respond upon and communicate risk concerns as the best course of action in terms of insecurity. Emilia and Ion (2012) point out that risk management is an ongoing mechanism that systematically defines the causes of uncertainty, assesses their effects and evaluates and manages the effect and probability of risks and opportunities in a reasonable balance.

The success of projects in times of increasing instability and globalization is even more important to business performance, but many projects tend to be postponed, overruled and even abandoned. Every project has a certain amount of difficulty. Within the developed world, the US and the UK have many companies that believe they can thrive with their projects, usually did not success to take account and measure their risks. Nonetheless, approaches and techniques designed to increase the project's efficiency are still rarely used (Robert & Anette, 2012). An effective project plan or even a sound detection and control system is not enough to cope with the rapid technological change and intensified competition today. Organizations must be alert for project risks and prepared to take action (Hopkin, 2010). However, project risk management practices were addressed in a variety of protocols, principles and frameworks. According to PMI (2013), a project management approach is conceptualized as applying expertise, skills, resources, and methods for program activities for meeting program needs or everything that project management team relies on to effectively attain expected results in accordance with the largest description as provided (Špundak, 2014).

Globally, NGOs operate in volatile and changing atmosphere. The stakeholders are challenged by transparency either in developed and developing countries and governments always question about their social impact (Ruan, 2011). This pushes NGOs to change the way they respond and shape the environment. As a result, many organizations are adapting their tactics as indicators of improvements to rights and performance approaches. In fact, they vary more often than in the past in their tactics. In every organization's life, change was always necessary. In fact, the change of NGOs is essential by improving their mission while working in transparency (Aziz, 2013).

Since 1999, ADPs have been active in the promotion of education, culture and sport through the building and equipping of classrooms, fitness centers, the provision of teaching materials, the facilitation of teacher training, and the contribution to the welfare of community citizens (paying for their medical insurance), improving sanitation through building dams for potable waters, fostering for conflict management and reconciling conflicting parties and preventing HIV/AIDS drives, activism and Christian testimonies projects (Serugo, 2014) Seeing the nature of the ADPs activities, and their implementation process risks can't miss, and different strategies were taken to minimize them for keeping up the donors. Against this context, the present research sought to investigate effect of risk control approaches on success of NGOs' projects in Rwanda (Homthong & Mounnoi, 2016).

1.1 Problem Statement

The research problem consists in knowing if and how project management practices play a role to the success of Non Governmental Organization Projects in Rwanda. In fact, reviewing projects have felt that many of them were featured by low level of success spanning from not been finished on schedule, high spending, delays in completion, low quality and early dissolution of crucial NGOs programs were

generally done in Rwanda and were a pertinent issue to scholars, supporters and beneficiaries (Bilich,2016). Even if it has been found that like other forms of organizations, they can survive without effective risk management practices it is necessary to have it to convince donors and stakeholders (Marks, 2011). In search of way to overcome poor success for NGOs project, a lot of emphasis was on identification for risks, then, inspection and follow up those risks (Ropque & de Carvalho (2013), Kinyua, *et al*, 2015), Julian and Alexander (2013) and Jun, *et al.*,(2010). According to Rwanda Governance Board [RGB] (2023), the World Vision in Rwanda has supported 55,000 vulnerable children aged between 3 and 6 by increasing accessibility to high quality education through all its education programs. Over 55,000 children, 813 teachers were training, 209 parents were mobilized on positive parenting and accessibility to a suitable condition and over 500 child protection clubs are constructed in 387 schools. Thus ADP was executed by World Vision Rwanda are not exempted for risks (World Vision Report, 2023). Therefore, this study examined how risk management practices are in Rwanda and how they influence their success by taking ADP Kageyo project implemented by World Vision Rwanda.

2.0 Literature Review

Theoretical Review

Project Risk Management

The project was distinctive and limited within a timeframe for many tasks are carried out. Usually, in order to meet set goals, it must be carried out (PMI, 2018). For holding multiple stakeholders from various organizations and centered in different organizations out of those activities typically, places run together. Each project, whether simple or complex, small, or great, in its course, faces numerous uncertainties. This misunderstanding is so crucial while managing risks in the organization.

The project risk is the process of assessing the probability of a project's success or failure. According to Hillson (2014), risk is primarily associated with negative incidents that appear during a project and the link for project management and project management institute denote risk as possessing positive and negative impact on project.

Researchers from different parts of the world have pointed out different factors or elements that can affect project management effectiveness. Those factors described in below paragraphs. The first step is to assess the key success factors (CSFs). In terms of managing risks for project and it was pertinent. It is impossible to overstate the value of integrating CSFs into the risk management process. To confirm that risk behaviors were compatible with effective achievement of project goals, the proposed structure should be associated with chances and risk management activities to organization's strategic objectives (Ciutiene *et al*, 2016).The points below give basic for completion of CSFs with the application of restructuring project adopted (Oakland,2020).

The presence and development of community that recognizes the role of optimizing value, tracking, and managing risk is critical; concrete programs would be disseminated to primary stakeholders; implementation of clear risk management practices is problematic; and the presence and development of a community that embraces and recognizes the effect of optimizing value, tracking and managing risk must be executed (Hillson, 2014). It is important to fully incorporate management systems into institutional priorities, and to pursue the execution of effective methods and constant revisions in order to confirm that advantages the process of managing risks were recognized and learned for future projects.

Risk Management Practices

There were a variety of risk concepts in the literature. The option of anyone, however, depends on the situation in control. Risk emerges from the primary and secondary consequences of judgments and trials that were unjustified or poorly planned, without ignoring the impact on persons, businesses or societies as a whole. Risk refers to likelihood of risk occurring x risk effect occurring (Spundak, 2014).

Aimable (2014) indicate that there is no general definition of risk. They argue that new ideas should be created whenever an organization encounters a new problem. Their research coincides with the analysis of the same question (Airmic, 2011). They conclude that the definition of risk for most organizations will rely to a high degree on the situation in which the danger arises. We also point out that this sensitivity is important in project where risks usually occur in different situations and with many subjects. According to Enagas (2014), the company typically recognizes current definitions, but colleagues may gradually establish their own unique definitions.

Organizations of all types, from non-profit to for-profit, public, and private, operate in the same economic environment, where inflation, economic development, globalization, currency deficiency, and unemployment problems influence strategic decisions. This is crucial for the organization to know which risks it can and can cope with. Hazardous appetite and resistance must therefore be always tested. There are three types of risk which are chances relied n risks and challenges risks and hazard relied risks.

Risk Identification

Risk management includes detecting risks or opportunities for resource optimization. This includes the development of critical risk-monitoring mitigation factors and encourages the company to conduct an effective resource management act. Risk management is thus the tool where the improbability is structurally controlled to increase the likelihood of adhering to project objectives. Risk management aims to identify and control risk opportunities at the birth stage for avoiding negative effects of risk on the mission (Paraskevas & Altinay, 2013).

The first one is risk identification which refers to the identification and monitor of risks that would be taken into consideration (Lamm *et al.*, 2010). It is used because it includes a number of approaches and procedures that are often used in combination with risk assessment, and they should be considered as two separates but connected phases of risk management. A review of causes and effects, as well as a set of scenarios, will be established based on the capability to detect incidents and threats. Therefore, the most critical risk factors must be pinpointed (Nnadi, *et al.*, 2018). Yeomans (2011) points to a highly advised best practice for finding as many risks as possible and two types of risk are known and unknown. It can only monitor these threats (Yeomans, 2011).

Risk Analysis

Secondary risk assessment was seen by professional researches and techniques that quantify the expenses and income of different selection of risks, providing evidences to managers are referred to as risk assessment (Tuner, 2014). Once actual or potential threats have been identified, risk assessment was known for being one of the most difficult methods of risk management. Danger is thus measured by the degree of seriousness, which necessitates two factors:

The calculation was carried out by calculating the risk probability and the effect if a danger is met, after which the danger was evaluated (PMI, 2013). Risk evaluation refers a step in risk management process. Risk assessments enable well-informed decision-makers to prioritize actions and distinguish between alternatives (Yeomans, 2011). Understanding the unregulated degree of all known risks is required. This is the risk point before any measures to reduce probability of risk have been implemented (Hopkin, 2010). Recognizing current value control measures is made possible by identifying the intrinsic degree of risk. The IA believes that all risk assessments should begin with determining the inherent risk rates. The IIA guidance on risk evaluation states that we evaluate the risks before considering any measures.

Risks should be measured at both intrinsic and current levels, according to ISO 31000, the most recent International Standard for Risk Management (Hopkin, 2010). For each category, a high/medium/low categorization is appropriate, but it must be at the '3x3' risk matrix's minimum categorization level. An

absolute norm does not dictate the size of risk matrices. Determine the most practical degree of analysis for the company in its current situation (Chambers & Rand, 2010).

Risk Control

According to Ciutiene *et al.*, (2016), reviewed risks establishes a risk ground for some companies that enables the identification of risk priorities, attains opinions for making decisions on what is not tolerable for explosion and stimulates the way documentation that risk management was carried out.

According to Emilia and Ion (2012), creates a risk profile for the company that: enables the identification of risk priorities. The organization's risk targets should be established after the threats have been evaluated. Typically, the least suitable exposures to the specific risk case receive more coverage, while the more appropriate exposures to the specific risk case receive less attention. The higher priority risks should be dealt with on this basis at the highest level of business and board should accept them on current basis. Obtaining high confidence estimates from of risk management system, according to Lamm *et al.* (2010), is overly complicated. This is further explained by the fact that the probability of chance is still the most difficult to estimate.

The classification of risks and the assignment of owners are the final steps in the risk assessment. Prioritization is crucial because you do not approach a threat only on the basis of its effect (Lamm *et al.*, 2010). Until adopting a robust risk management plan, it is essential to conduct appropriate risk evaluations (Airmic, 2011). The risk analysis process, according to Fram (2014), is an important part of risk control and was assessed with organization that covers three key components: strategy, evaluation, and risk management. These methods and solutions are critical for managing with uncertainty and reducing risk and impact in general. This is highly recommended as part of this risk evaluation and management process, as it takes into account psychological, technical, ergonomic, and operational, as well as financial and environmental factors (Ruan, 2011).

Concept of Project Success

According to Fraser (2011), there is unsure of the project's efficiency or success. However, any project may be successful whether it meets three objectives; time, distance, and efficiency. According to King (2016), it as the standard for measuring performance on time, budget and in line with requirements for IT projects in particular. According to Lamm *et al.*, (2010) discovered that, particularly in public projects, project management may be defined at the termination of any project and performance measures can be defined months or years later.

Wand and Abaresh (2014) consider the output of a concept project to be a product success when it is completed, which includes the final product quality and effect on the end user. In the context of costs, time, success, health and client satisfaction, Marks (2011) described project results as much better than anticipated or normally valued. McNeil, *et al.*, (2015) consider the final product quality and effect on the end user to be a product success when a project is completed (in terms of customer satisfaction needs, fulfillment of strategic organizational goals, and contribution to the needs of stakeholders).

Project Management Institute (2018) evidenced, however, that project success would be defined not only in terms of meeting predetermined project goals such as time, expense, efficiency, quality, and protection, but also in terms of taking into account users who have no predetermined project goals. 'Success must be measured in terms of active project team members, organizational structure, and value users, as well as a theoretical, analytical, and realistic analysis of key project requirements and factors writes (Steinfort, 2011).

Project performance metrics include the project triple constraint, according to PMBOK, the PMI-published guide (PMI, 2018). The client should decide the project's duration based on his wishes, and any changes to the schedule, whether to shorten or lengthen it, would have an effect on other aspects of the project's scope (Robert & Anette, 2012). Turner (2014) described a time schedule as the process of determining what was done, where it was done, and when it will be done, as well as keeping track of and recording when it is completed. Turner (2014) elaborates on argument by saying that time monitoring and

time logging are important so the project management team spotted any feasible delays or scheduling adjustments this way.

Empirical Review

Risk Identification and Project Success

Spundak (2014) investigated risk management, project success and technology uncertainty. It examines the extent to which risk management practices like risk recognition, probability risk analysis, complexity preparation and trade-off analysis are used, and variation in the execution between various project types and effect on different project success indicators, utilizing informant over 100 projects carried out in Israel.

As a result of their research, they concluded that risk management strategies were not widely adopted and were appropriate for high-risk ventures. Concerning the impact of risk management, they discovered that risk management is primarily concerned with respecting time and budget targets and is less concerned with product efficiency. As their risk management conclusion is still in its early stages, more awareness on implementation, training, tool development, and risk management research is required.

According to Jun *et al.*, (2010) demonstrated the contribution of project risk plan on the success of information communication and technology project using the Chinese buyers. Therefore, this research demonstrated the existence of a clear association between recognizing risks and project performance. Therefore, this study was done outside of Rwanda where the context of china is different with the context of Rwanda.

Risk Analysis and Project Success

Tuner (2014) performed a study with a research of 415 projects of varying difficulty in various manufacturing sectors spanning Brazilian states. The study recommended that the project's success be aided by the appointment of a risk officer. Critical success factors have also been identified, such as paying attention to project risks, implementing risk management strategies, and having a thorough understanding of the business climate, which necessitates the attention of project managers and risk managers.

Larson and Gray (2011) published an intriguing similar research titled project control and risk assessment for project performance using a case of South Africa. The research evaluated how monitoring and risk management aided project success. The study's core results indicate that risk assessment and project control had a significant effect on efficiency as a result, market success. They proposed that project performance could be improved by enhancing and relying on control and risk management methods and process.

A study done by Roque and de Carvalho (2013) on the association between managing risks and project performance, follow up and assessment in the Brazilian context where 415 programs are in technology sector adopting correlation and regression size effect and established that the role of ADP Kageyo in Rwanda.

Risk Control and Project Success

Nnadi, *et al.*, Ugwu (2018) proposed an additional factor; they undertook a research to assess risk management level knowledge among Nigerian construction stakeholders. A descriptive cross-section research design was used in this research, with stratified random sampling used to handpicked stakeholders. Standardized questionnaire and telephone interviews were employed to gather evidences. In contrast to tremendous harm caused by risks in the industry, the study found that stakeholder risk management awareness was relatively poor at 57.25 percent.

The study found no statistically significant connection between stakeholder participation in risk management and degree of risk management involvement. They discovered that stakeholders have a close bond and that their involvement in risk management is limited. In a similar vein, Fraser (2011) indicated that most of time, variations during project execution represent unmanaged risks that occur during the project's initial phase.

A study undertaken by Jordanian Ministry of Environment, following Mervat (2017) investigation on impact of managing risks on project success found a positive but also significant connection between the project's managing risks element (risk plan, analyzing risks, responding risks, assessing and reviewing risks) and results. The study explained managing risks but also its effect on progress of a project in Jordan's Ministry of Environment. The target population is environment programs in northern, central, and southern Jordan, with a total population of 62. The informative and structured questionnaire is used to collect data on the interviewee's interpretation

3.0 Methodology

The researcher used a descriptive study with a mixed approach. The target population was 590 comprises World Vision workers and stakeholders of ADP Kageyo, as well as volunteers and beneficiaries. A sample size of 238 respondents obtained using Yamane formula was selected through proportional stratified sampling method. The study used questionnaire, interview guide and documentary analysis. The study used a statistical package for social sciences version 26.0. The collected information was analyzed in relation to the study objectives, employing both descriptive statistics (percentage, frequencies, mean and standard deviation and correlation and regression analysis were employed.

4.0 Results and Discussion

Demographic Characteristics

Gender of Respondents

The researcher collected information on gender profile for order to know the role of male or female in the contribution of risk management practices on success of projects implemented by NGOs in Rwanda Information was shown in Figure 1

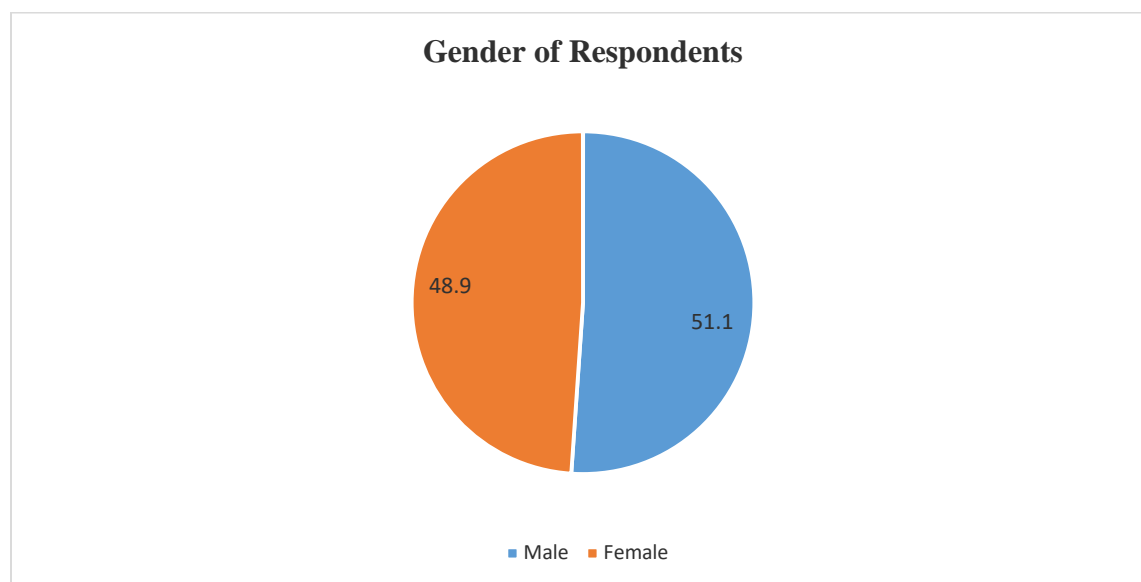


Figure 1 Gender Profile

Source: Primary Data (2023)

Data indicated in the Figure 4.1, indicated that 51.1% are men and 48.9% were female. Thus, the findings evidenced that gender profile is the greatest determinant of the role of managing risks on success of projects implemented by NGOs in Rwanda.

Age Groups of Respondents by Age Groups

The research collect information on age groups of participants in order to be able to assess if and how age profile influence perception of respondents towards risk management practices and success of project executed by NGOs in Rwanda. Information was presented in Figure 2

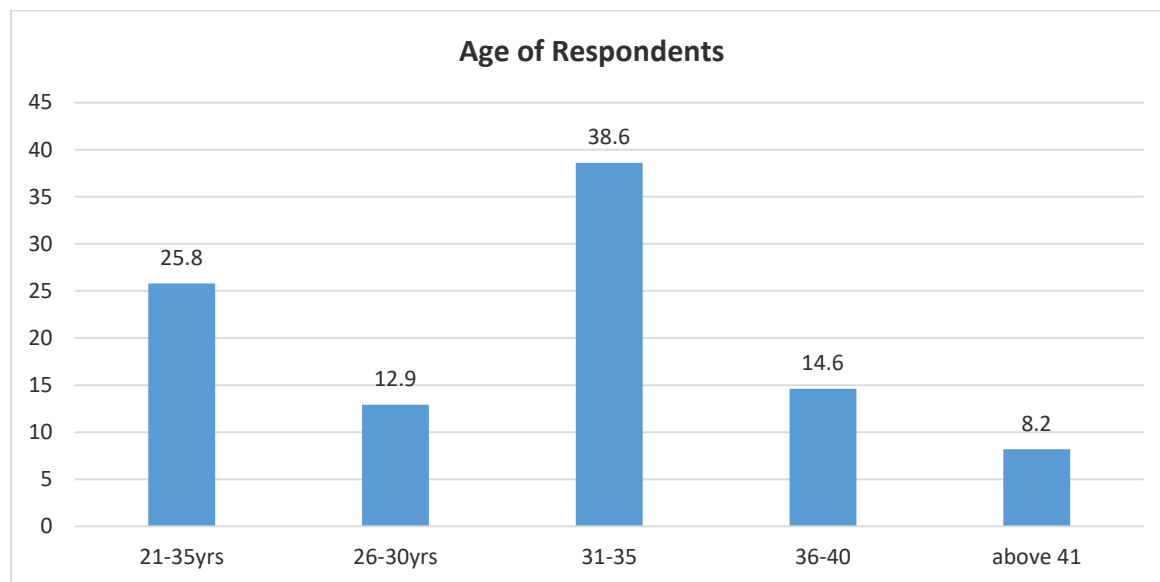


Figure 2 Age Profile

Source: Primary Data (2023)

Data given in Figure 2, felt that 25.8 were between 21-35 years old, 12.9 are between 26 and 30 years old, 38.6% are between 36-40 years, 14.6% are between 36 and 40 years old. Finally, 8.2% of respondents are more than 40 years old.

This study analyses information collected according to research variables and study objectives. The study objectives were: to examine impact of risk identification on performance of ADP Kageyo project executed by world Vision; to analyse effect of risk analysis on success of ADP Kageyo project implemented by World Vision; to ascertain impact of risk control on the performance of ADP Kageyo project executed by World Vision. The analysis stated with the provision of a descriptive analysis of dependent variable (success of ADP Kageyo project implemented by World Vision). Results were given according to scale of 1 to 5.

Success of ADP Kageyo project implemented by World Vision.

Table.1 Success of ADP Kageyo project implemented by World Vision.

Statement	Strongly Disagree %	Disagree %	Not Sure %	Agree %	Strongly Agree %	Total Mean	Std
Project Quality Effectiveness	11.6	8.6	1.3	29.6	48.9	3.9571	1.37648
Project Timeliness	5.6	10.7	4.7	35.2	43.8	4.008	1.19262
Project Cost Effectiveness	12.4	25.3	3.6	17.2	39.5	3.4592	1.51695

Source: Primary Data (2022)

Findings in Table 1 evidenced that 48.9% at the mean response of 3.957 and std was 1.376 have a strong agreement on the statement that the project quality was effective. Findings were relevant in comparison with Fraser (2011), there is unsure of the project's efficiency or success. However, any project may be successful whether it meets three objectives; time, distance, and efficiency. Further, 43.8% , the mean response of 4.008, std= 1.192 strongly agreed that the project was implemented timely6.

Findings from this study did not contradict evidences and observation of Wand and Abaresh (2014) consider the output of a concept project to be a product success when it is completed, which includes the final product quality and effect on the end user. Results indicated that 39.5%, the mean of 3.459 with a std of 1.516 strongly accepted with the adoption of risk management practices has increased project cost effectiveness. The present study matches with the findings of Steinfort (2011) argued that the success must be measured in terms of active project team members, organizational structure, and value users, as well as a theoretical, analytical, and realistic analysis of key project requirements and factors writes.

Assessing Effect of Risk Identification on Success of ADP Kageyo Project Implemented by World Vision

The first objective analyzed effect of risk analysis on success of ADP Kageyo project implemented by World Vision. The risk analysis was measured through risk registration, risk scanning, and risks Communication. The research started by presenting findings on the risk analysis strategies in Rwanda.

Table.2 Risk identification strategies used by ADP Kageyo project implemented by World Vision.

Risk identification strategies used	Strongly Disagree %	Disagree %	Not Sure %	Agree %	Strongly Agree %	Total Mean	Sd
Risk Registration	51.9	32.2	1.3	3.0	11.6	1.9013	1.3010
Risk Scanning	3.9	6.0	0.0	33.3	57.1	4.269	0.513
Risk Communication	6.0	10.0	4.3	34.3	45.1	4.0215	1.20504

Source: Primary Data (2022)

Results demonstrated that 51.9%, response mean was 1.901 and std was 1.301 strongly disagreed the use of the risk registration strategy, 57.1%, response mean was 4.269, std 0.513 strongly agreed that the

project used risk scanning. On if risk communication was adequately used, the study felt that 45.1%, the mean response was 4.021, std was 1.1.205.

As the present study evidenced that the most commonly used risk identification strategies are risk registration, risk scanning, risk communication, it did not contract with Spundak (2014) who argued that risk recognition, probability risk analysis, complexity preparation and trade-off analysis were the most commonly adoption in Pakistan for the variation in the execution between various types of project and effect on different project success construct, utilizing informant over 100 projects carried out in Israel.

Aanalysis of Effect of Risk Analysis on Success of ADP Kageyo Project by World Vision.

This study analyzed effect of analysis on success of ADP Kageyo project implemented by World Vision. The risk analysis procedures were analyzed using risk allocation, risk categorization and risk assessment.

Table.3 Risk analysis Strategies of ADP Kageyo project implemented by World Vision

Risk analysis Strategies	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Mean	Sd
	%	%	%	%	%		
Risk Allocation	13.3	16.7	3.4	37.8	28.8	3.5193	1.402
Risk Categorization	13.3	16.3	3.4	41.2	25.8	3.4979	1.377
Risk Assessment	6.9	10.3	0.0	3.0	49.4	4.0515	4.051

Source: Primary Data (2022)

Findings on the statement whether risk allocation was proper project success, results indicated that 37.8 percent, a response mean of 3.519 with standard deviation of 1.402 agreed with the statement. Additionally, 41.2, mean response was 3.497 while the standard deviation was 1.377 accepted that risk categorization is suitable for project success. Finally, 49.4%, mean=4.051 and standard deviation equal to 0.051 agreed that risk assessment was suitable for project success at ADP Kageyo project. This study is relevant the work of Tuner (2014) performed a study with a research of 415 projects of varying difficulty in various manufacturing sectors spanning Brazilian states. The study recommended that the project's success be aided by the appointment of a risk officer. Critical success factors have also been identified, such as paying attention to project risks, implementing risk management strategies, and having a thorough understanding of the business climate, which necessitates the attention of project managers and risk managers.

4Ascertaining effect of risk control on success of ADP Kageyo project implemented by World Vision

The third objective ascertained impact of risk control on project performance of ADP Kageyo project executed by World Vision. The risk control procedure was measured using risk checklists, feedback systems and risk monitoring.

Table.4 Risk control Strategies adopted by ADP Kageyo project implemented by World Vision

Risk control Strategies adopted	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree	Total Mean	Sd
	%	%	%	%	%		
Risk Checklists	1.3	8.2	5.2	32.6	52.8	4.2747	.974
Feedback Systems	8.6	12.0	2.6	35.6	41.2	3.884	1.298
Risk Monitoring	9.4	6.9	3.4	30.5	49.8	4.0429	4.042

Source: Primary Data (2022)

Findings on the statement whether risk checklists; results indicated 52.8% of respondents, the mean was 4.274, while the standard deviation was 0.774. Results if the feedback system was used as an effective strategy, 41.2 percent of participants with the mean of 3.888, the standard deviation was 1.298 strongly accepted that the statement. Finally, 49.8% mean of 4.042, standard deviation was 0.042 agreed with adopting risks monitoring in the process of ensuring project success at ADP Kageyo.

These results indicate the relevancy with the findings and observations of Nnadi, *et al.*, Ugwu (2018) proposed an additional factor; they revealed a research on the assessment of risk management knowledge among Nigerian construction stakeholders. A descriptive cross-section research design was used in this research, with stratified random sampling used to handpicked stakeholders. Standardized research tools and telephone interviews were adopted to gather data. In contrast to tremendous harm caused by risks in the industry, the study found that stakeholder risk management awareness was relatively poor at 57.25 percent.

Discussion

The research provides a summary of key findings concerning with regards to the role of managing risks on success of projects implemented by NGOs in Rwanda. Results were analyzed in accordance with research objectives like as assessing impact of risk identification on project performance for ADP Kageyo project executed by World Vision, to analyze effect of risk analysis on success of ADP Kageyo project implemented by World Vision; and ascertain effect of risk control on success of ADP Kageyo project implemented by World Vision.

Effect of risk identification on Success of ADP Kageyo Project Executed by World Vision

Findings demonstrated that ADP Kageyo project implemented by World Vision adopted risk identification that is more likely to play a pertinent role to its success in attaining positive results; the risk identification strategies adopted were risk registration, risk scanning, and risks Communication. The research started by presenting findings on the risk analysis strategies in Rwanda. Results demonstrated that 51.9% strongly disagreed with the use of the risk registration strategy, 57.1% strongly agreed that the project used risk scanning. On if risk communication was adequately used, the study felt that 45.1%.

The association evidenced insignificant association between risk registration and project quality effectiveness ($r=0.014$), the p-value is 0.826). There are insignificant association between risk registration process and project timeliness ($r=0.067$, p-value=0.307) and risk registration process and cost effectiveness ($r=-0.082$, p-value=0.214). Results on risk scanning demonstrated a negative and insignificant correlation between risk scanning and project quality effectiveness ($r=-0.976$, p-value=-0.002). Contrary to a significant correlation between risk scanning process and project timeliness ($r=0.216^{**}$, p-value=.001) and risk scanning process and project cost effectiveness ($r=0.150^{*}$ p-value=0.022).

Effect of Analysis on Project of ADP Kageyo project implemented by World Vision

This study analyzed impact of analyzing risks analysis on performance of ADP Kageyo project implemented by World Vision. The risk analysis procedures were analyzed using risk allocation, risk categorization and risk assessment. Findings evidenced that 37.8% agreed that risk allocation was proper strategy for project success, 41.2% agreed that risk categorization is suitable for project success. Finally, 49.4%, agreed that risk assessment was suitable for project success at ADP Kageyo project.

The study findings from correlational analysis reiterated that risk allocation and project quality effectiveness ($r=0.083^{**}$, p-value=0.207), risk allocation and project timelines ($r=0.067$, p=.0.308), and between risk allocation and project cost effectiveness ($r=0.078$, p-value=0.235) are not associated. Results for the association between risks categorization and project quality effectiveness ($r=0.134$, p-value= 0.041) was negatively statistically significant. However, risk categorization was not correlated

with project timeliness ($r=0.063$, $p\text{-value}=0.339$), and between risk categorization and project cost effectiveness negatively and statistically not significant ($r=0.017$, $p\text{-value}=0.796$).

Information on correlation between the risk assessment and project cost effectiveness ($r=0.069$, $p\text{-value}=0.294$) was not correlated. Risk assessment and project cost effectiveness was statistically correlated ($r=0.038$, $p\text{-value}=0.568$), therefore, p value is >0.05 . Contrary, the research established the negatively and pertinent association risk assessment and project timeliness ($r=-0.118$, $p\text{-value}=0.071$). The research evaluated how monitoring and risk management aided project success. The study's core results indicate that risk assessment and project control had a significant effect on efficiency as a result, market success.

Effect of risk control on success of ADP Kageyo project implemented by World Vision.

The third objective ascertained impact of risk control on performance of ADP Kageyo project executed by World Vision. The risk control procedure was measured using risk checklists, feedback systems and risk monitoring. Findings on risk checklists indicated 52.8% of respondents confirmed with the utilization of risk checklists. Results on whether a feedback system was used as an effective strategy, 41.2% of respondents strongly agreed with the statement. Finally, 49.8% strongly agreed with the adoption risk monitoring in the process of ensuring project success at ADP Kageyo.

However, insignificant positive correlations was found between risk checklists and project quality effectiveness ($r=-0.010$, $p\text{-value}=0.874$). However, risk checklists was not associated with project timeliness, ($r=0.020$, $p\text{-value}=0.766$), risk checklists was not statistically significant with effectiveness ($r=0.076$, $p\text{-value}=0.249$) and feedback systems and project cost effectiveness ($r=0.028$, $p\text{-value}=0.667$). For risk monitoring, there was negative no significant correlation between risk monitoring and project quality effectiveness ($r=0.052$, $p\text{-value}=0.426$), risk monitoring between project timeliness was positively associated with project timeliness ($r=0.118$, $p\text{-value}=0.072$). Contrary to risk monitoring and project cost effectiveness that was not positively associated ($r=0.058$, $p\text{-value}=0.376$).

This research was pertinent since it concurs with the work of Fraser (2011), the study found no statistically significant connection between stakeholder participation in risk management and degree of risk management involvement.

5.0 Conclusion

The study concluded that risk analysis on the success of the ADP Kageyo project implemented by World Vision the risk analysis strategies were risk registration, risk scanning, and risk communication. The association evidenced an insignificant association between risk registration and project quality effectiveness. There was an insignificant correlation between the risk registration process and project timeliness and between the risk registration process and cost effectiveness. Moreover, results on risk scanning demonstrated a negative and insignificant correlation between risk scanning and project quality effectiveness. Contrary to a significant correlation between the risk scanning process and project timeliness and the risk scanning process and project cost effectiveness,

The study also concluded that risk analysis on the success of the ADP Kageyo project implemented by World Vision was based on the risk analysis procedures were analyzed using risk allocation, risk categorization, and risk assessment. The study demonstrated that risk allocation, project quality effectiveness, and project cost effectiveness were not correlated. Results for the correlation between risk categorization and project quality effectiveness were negatively statistically significant; risk categorization was not correlated with project timeliness; and the correlation between risk categorization and project cost effectiveness was negatively statistically not significant. Results for the correlation between the risk assessment and project cost effectiveness were not correlated, but the risk assessment and project cost effectiveness were statistically correlated.

Finally, the study ascertained the impact of risk control on the performance of the ADP Kageyo project executed by World Vision. The risk control procedures used were risk checklists, feedback systems, and risk monitoring. Therefore, insignificant positive correlations were found between risk checklists and project quality and effectiveness. A risk checklist was not statistically significant for project timeliness, feedback systems, or project cost effectiveness. For risk monitoring, there was no significant correlation between risk monitoring and project quality effectiveness, but risk monitoring and project timeliness were statistically significant. Contrary to risk monitoring and project cost effectiveness, which were not statistically significant,

6.0 Recommendations

The study recommends ensuring that risk managers have a person to whom they have to report on the welfare of beneficiaries of the project, who monitor the activities done by project stakeholders, and argues that social feedback is important for promoting a higher level of involvement and building a confidential relationship with the institution. Therefore, ADP's world vision for Rwanda would establish leadership, cultural practices, and proprietorship for everything. Therefore, we trust that further studies will make a comparison of ADP and other funders in Gicumbi District. Further studies should analyze the effect of APD on socioeconomic development for local communities.

About the Authors

Dr. Mercyline Kamande is an econometric by training with an MA (Economics) and a PhD (Economics) from the University of Dares Salaam. She also holds an advanced diploma in Information Technology from IMIS (UK). She is a seasoned quantitative data analyst with expertise and experience in the use of Stata and R for data analysis. She has a wealth of training in impact evaluation research including impact evaluation and analysis of development intervention, evaluation of interventions on agricultural technology adoption and randomized controlled trials. She is a senior lecturer of Economics and research mentor for postgraduate students. She currently serves as the Principal Open, Distance and Electronic Learning in Mount Kenya University.

Habimana Elysee holds a bachelor's degree in economics and business studies from Kigali Independent University. He has wide experience managing projects. He is currently a project management specialist at H.E. Consultant Ltd.

References

- 1) Aimable. S. (2014). *Non-Governmental Organizations Projects and, Socio-Economic Development of Rwanda, A Case of World Vision Funded Projects in Kahi ADP*, Research project submitted in partial fulfillment for the award of a Degree in Master of Business Administration (Project Management Option) of Mount Kenya University.
- 2) Airmic, A. (2011). *A Structured Approach to Enterprise Risk Management and the Requirements of ISO 31000*. London; Institute of Risk Management.
- 3) Chambers, A & Rand, G. (2010). *The Operational Auditing Handbook: Auditing Business and IT Processes*, 2nd end, Wiley & Sons, Chichester, UK.
- 4) Emilia, V & Ion, C. (2012). Integrated Risk Management System-Key Factor of the Management System of the Organization. *International Journal of Risk Management*. 8(2), 14-18.

- 5) Hillson,D.(2014).*Management Overall Project Risk*. Paper Presented at PMI@ Global Congress 2014EMEA, Dubai, United Arab Emirates. Newtown Square, PA: Project Management Institute.
- 6) Homthong, S &Moungnoi, W (2016). Critical Success Factors Influencing Construction Project Performance for Different Objectives: Operation and Maintenance Phase. *International Journal of Advances in Mechanical and Civil Engineering*, ISSN: 2394-2827 3 (3), 84-95
- 7) Hopkin, P. (2010). *Fundamentals of Risk Management: Understanding Evaluating and Implimenting Effective Management Risk*. Kogan Page.
- 8) Jun, G. Qiuzhen, R. &Qingguo, E. (2010) Effects of project risk planning on IT project performance focusing on a case of China vendor firms. *Project Management Journal*, 31 (1), 32-43.
- 9) Yeomans Larson,E.W & Gray.(2011). *Project Management: The Managerial Process(5th Edition)*.New York:McGraw-Hill.
- 10) Mervat,M.A.(2017).Impact of Risk Management on Project Success: An Empirical Investigation of Jordian Ministry of Environment.,*European Journal of Business and Management*. Retrieved from www.iiste.org ISS2222-1905(Paper) ISSN 2222-2839,9(19),2017-2055.
- 11) Nnadi,E.,Enebe,E & Ugwu,O.(2018).Evaluating the Awaneress Level of Risk Management among Construction Stakeholders in Nigeria. *International Journal of Contruction Engereerinf and Management*,7(1),47-72.
- 12) Robert, S. K & Anette,M.(2012). *Managing Risks: A New Framrwotk*, <https://hbr.org>.
- 13) Roberts,D.,Morris,G.,MacIntosh,J & Millenson,D.(2016).*Risk Management for Non-Profits* from :<http://searchgecap.org/wp-content/uploads/2016/03/seaChangeOliver-Wyman-Risk-Report.pdf>.
- 14) Ruan,J.(2011). *An Investigation of Constraint-based risk management for collaborative design (Doctoral Dissertation)*. Brunel University School of Engineering and Design PhD Thesis
- 15) Wand,M.,Jie,F.,&Abaresh,A.(2014). *The Management of Supply Chain Uncertainty and Risk in the Australian Courier Industry*. *Operations and Supply Chain Management*, 7(3), 86-89.