

Risk Management Strategies and Project Performance; A case of Employment and Youth Empowerment Solution (EYES RWANDA)

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Abstract

This study determines the effect of risk administration and prevention on a performance of organization programs. This research intends to explore the Risk retention and the precautionary measures on Rwanda Social Enterprise EYES Rwanda performance. The research based on risk management enterprise theory, network theory and resource based theory. The research used the descriptive design, and the subject population consisted of his 60 employees of a social enterprise called EYES Rwanda. The researcher used a census of 60 respondents. Questionnaires and documents are used to collect data for this survey. The data collected were analyzed using SPSS software (version 23.0); both descriptive and inferential statistics were used in this study. The results in Table 4.10 suggest that Risk transfer is positively related to the performance of road construction projects. We cannot conclude that this variable affects the dependent variable because ($B=0.266$, $p<0.05$; $p=0.228$); There is a positive association between Risk prevention and performance of HOPE International projects, although the results are not statistically significant because ($B= -0.260$, $p<0.05$; $p=0.398$); and Risk retention is positively correlated with the performance of HOPE International projects and we can conclude that this variable influences the dependent variable since ($B=-0.347$, $p<0.5$; $p=0.000$). The study recommends that the management of the projects must ensure that risk management practices are combined in project implementation from the beginning of the project and throughout the implementation, and that the project management team should allocate adequate financial resources for risk management, capacity building, insurance and safeguards to better Risk prevention.

Keywords: *Risk management, Strategies, Project performance, Youth empowerment*

1.0 Introduction

Project management institute defines a business as a temporary business activity with a unique finishing element and a unique way of accomplishing its goals. Project control then again entails software of skills, strategies and gear which is included within side the venture sports that allow you to attain the venture requirements. In as a good deal as venture managers can observe those venture control practices and gear it's miles simple that initiatives are at risk of dangers that makes the venture groups undergo demanding situations inclusive of put off in completion, now no longer bidding to the preferred fine and prices overrun which ends up to negative venture overall performance Macharia (2017). Project overall performance is decided via way of means of elements inclusive of fee, consumer satisfaction, time, health, customer modifications and enterprise overall success Macharia (2017).

Kumar (2014) hazard control gear and strategies were advanced so as for venture crew to efficaciously supply the venture on time, inside price range and that allows you to meet customer preferred fine. Unexpected activities and uncertainty regularly end result to adverse outcomes for initiatives (Gitau, 2016). Therefore, hazard evaluation and control of dangers is a main characteristic venture control wherein venture managers want to efficaciously cope with the dangers and uncertainty that allows you to absolutely attain the imaginative and prescient venture (Gitau, 2016).

Kule (2016) completed an examination in Rwanda about how to manage risk, the research has shown that assignment postpone is normally added about because of failure in figuring out a proper and well-based totally definitely threat manage approach throughout assignment making plans within the whole team, and experts. The impact of threat manage techniques on widely wide-spread universal overall success of public faculties in Kenya the examination findings drawn in that amongst 4 threat manage practices threat avoidance had the precept have an impact on of entirety of the development and it concluded that threat good buy, threat sharing and threat retention practices truly inspired the crowning glory of the development tasks. The loosing of individual and nation production tasks to satisfy the period and incredible lead to horrible widely wide-spread universal overall performance and waste of resources (Mbada, 2016).

According to Kerzner (2017), project performance has four dimensions which are time, cost, production and quality. Though, managers aid that the success of projects are not only shown by performance balance alone. NGO needs to consider measures such as the impact of the project on the target individual and the impact of the final outcome of the project on the future state of the Organization.

In the United States, as Schneicker (2018) pointed out, NGOs launching a project must give value the size, impact, cost before the beginning. If it is high, it will cause economic damage and in the worst case lead to the bankruptcy of the Organization. A thoroughly study process can offset the imminent impact of these risks. This is the risk management process existing in all levels. As Pratano (2018) pointed out, the expected return is measured against the project's inputs that represent the project's performance.

1.1 Problem Statement

The fact that projects require large amounts of capital indicates that all projects carry risks (Zhu & Mostafavi, 2017). Risk should be built into project planning, as it can be the best manner to fight risks (Zhu & Mostafavi, 2017). Initial project risk management strategies, including avoidance and mitigation strategies, can be traded, but require careful calculation

using projections to aid in the mitigation process. The mitigation and avoidance techniques are successfully examined in some Organization's projects (Naeem, Khanzada, Mubashir & Sohail, 2018). Organizations have always demonstrated a tremendous or diverse array of initiations and initiations, but have struggled to develop well-functioning projects (Njeri & Were, 2017). Projects are always faced with uncertainty and risk, and collapse to better manage the risks involved can lead to project failure in the form of delays in completion (Jean, 2015).

Various studies have been conducted globally, regionally and locally on risk management practices in project development. The results of this study show that risk management IT projects are aimed at optimizing performance and managing risk effectively and efficiently, while saving money and increasing the production. Adeleke, Nasidi and Bamgbade (2016) assessed the impact of risk management practices on construction projects in Lagos. The results of this study show that risk management practices are positively correlated with project success. Consistent use of risk management methods increases the chances of project success; based on the study carried out in Logos by Adeleke (2016) which showed a strong positive relationship between risk management techniques and projects success.

The above studies show of administration of risk activities improves success of the project. There is a room for improvement because there are few studies about the success of the project and the risk administration. However, the applicability of these findings is limited. It is due to the above gaps that the current research found out the effect of Risk prevention and project performance in Eyes Rwanda

2.0 Literature Review

Theoretical Review

Risk Prevention Techniques

According to John Walewski (2003), there are no standard definitions or practices that constitute a risk management approach. Risk is often referred to as the presence of potential or actual threats or opportunities that affect project objectives.

Risk is inevitable in all joint ventures, but it is generally recognized that risk can be effectively managed to reduce its adverse impact on the project's business objectives. Sources of risk include inherent uncertainties and issues related to project volatility, bidding processes, site productivity, political environment, inflation, contracts, market competition, and more, (Rezahani 2012).

Pejman (2012) emphasizes that it is vital for companies, organizations or Enterprises to control these risks of uncertainty by examining their impact on project success. Manage each source during project implementation. It is vital to differentiate between risk and indecision. One is measurable indecision and the other is immeasurable risk. Therefore, risk management methods include hedging, risk management, loss management and loan maintenance.

Regarding the research of Macharia (2017) 32% of the most successful initiatives meet expected shipping times, 44% are challenged by price, and 24% expect to fail. Africa's failure to deliver on initiatives, whether Organizations, Enterprise, governments or trusts are fully supported, creates busted objectives. The loosing of these venture capital groups to fulfill their preferred venture capital dreams is often due to the inability of projects to handle

mistakes. According to Carbone and Tippet 2015, coping with of venture hazard is crucial in a hit control of initiatives.

Risk Evasion

If the overall project risk is assessed as negative, it is important to review the project goals. In other words, when a risk has a significant impact on a project, the best solution is to avoid it by changing the scope of the project or, in the worst case, abandoning the project. A project can face a number of potential risks that can affect its success (Mikaela, 2011). For this reason, risk management is required when implementing a project, rather than focusing on damage after risks have materialized (PMI, 2004).

Avoidance means that many risks can be eliminated by considering alternatives in a project. Ropel (2011) recommends a well-known and well-thought-out strategy when a project requires major changes to avoid risk. In this way, the strategy becomes less burdensome for the user, allowing them to work smoothly without risk.

Control of Risks

Project-wide visibility makes it easier to identify harmful issues. To reduce risk, the exposure area should be changed (Michaela, 2011). How to reduce likelihood and reduce potential risk (Ropel, October 2011). Reducing risks requires using costs of much benefits and using brought experts to manage risks; these experts suggest some recommendations and solutions that have not been seen by the project owners, (Michaela, 2011).

These risks need to be mitigated and shared with stakeholders who have better resources and a better understanding of their impact; or collaborating with other parties also should be used, due to that, the gains will be from the resources and experience of another project team. This is a way of sharing responsibility for project risks (Ropel, 2011).

Transfer of Risk

Outsourcing is the best option when the risk can be managed by other professionals with better skills and capabilities. Michaela explains that risk should be sent to another one who can control it like clients, contractors, subcontractors, designers, etc., depending on the nature of the risk. It can increase cost and extra work, often referred to as a risk premium. Obviously the risks are not eliminated. It is transferred only to those who can control it (Ropel, 2011). If the risk is beyond the control of the project management, transferring the risk and associated negative impacts is also an option. B. Political issues or strikes (Ropel, 2011).

Risk Retention

If the risk is unavoidable, the good way is to take risk yourself, the risk should be managed to reduce its impact on the project or use retention as the last option (Mikaela, 2011).

Risk-retention is the strategy secured for all other sorts of dangers, that's, unanticipated or anticipated but not critical. For illustration, the hazard of getting a level tire whereas on a long street trip. In spite of the fact that the hazard is unknown, isn't as critical and you'll be able effectively oversee it out of your stash.

Project Performance

PMI defines a business as a temporary business activity with a unique finishing element and a unique way of accomplishing its goals. Project control then again entails software of skills, strategies and gear which is included within side the venture sports that allow you to attain the venture requirements. In as a good deal as venture managers can observe those venture control practices and gear it's miles simple that initiatives are at risk of dangers that makes the venture groups undergo demanding situations inclusive of put off in completion, now no longer bidding to the preferred fine and prices overrun which ends up to negative venture overall performance Macharia (2017). Project overall performance is decided via way of means of elements inclusive of fee, consumer satisfaction, time, health, customer modifications and enterprise overall success Macharia (2017).

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Empirical Review

Project Success and Transfer of Risk

The study of Kolo (2015) in Nageria which used a survey design, a population of 12 companies, questionnaire was collated with project managers, supervisors and business owners. Data collected anatomically using descriptive analysis and research shows that construction companies can use Risktransfers such as insurance policies and risk premiums to influence project performance in terms of cost, time and quality, indicating that the strategy has been implemented.

Boonjing (2017) research examined the risk administration practices using a questionnaire of open ended questions. Collected data were analyzed using descriptive statistics. The results indicated that risk management practices greatly influence projects success.

Prevention of Risk and Success of Project

The study of Wambua (2015) used a correlative and prospective study design and collected data using both literature and conceptual reviews and the primary methods used in the literature. Questionnaires were used to collect data from managers and the SPSS was used in analyzing the data. and research indicates that the organization has changed its work plans for Riskprevention, emergency response, training testing, and Riskprevention functions. It was reported that development had taken over.

In Rwanda, a study of Aimable (2015) of total of 291 project groups from four counties forming the study population. A simple random sample with a sample size of 169 was used in this study. This study used structured questionnaires, literature reviews and in-depth interviews to collect data and used analytical techniques. Research shows that detailed work schedules, safety management, and security systems impact construction project performance. The study concludes that research prevention strategies influence contractor performance.

Control of Risk and Project Success

Okumu and Wanjira (2017) reviewed the threat control techniques of Kenyan insurers. The have a look at used a descriptive have a look at layout with a complete of 18 car coverage corporations protected within side have a look at population. A simple, focused random pattern became drawn and a complete of fifty four car coverage agency personnel and bosses have been interviewed. This have a look at used a self-administered questionnaire to accumulate data. Outcomes of this study include risk event identification, risk quantification, risk treatment according to risk management plans, risk management meetings, quality assurance, contracts, and the application of risk management strategies. These include positive effects on the insurer's business.

In Rwanda, a study of Aimable (2015) of 291 projects managers as populations of four districts. A simple random sample with a sample size of 169 was used in this study. The results of this study show that identifying risk events, quantifying risks, and responding to risks according to risk management plans can have a positive impact on operational success.

Ubani, Amade, Benedict, Aku, Agwu, and Okogbuo (2015) conducted a study in Nigeria to examine the impact of risk management practices on the construction industry. This study used a case study survey design and a survey population composed of contractors, customers, and consultants in the construction industry. A total of 60 respondents represent the sample size.

A study of Ubani (2015) using a questionnaire to collect information from fifteen projects and SPSS to analyze data, shows that construction companies implement risk management strategies by identifying, quantifying, and responding to risks in line with their own risk management policies. The results also help all construction companies adjust their plans and scope of work to address the impact of risks, monitor risks, make timely decisions, and identify potential risks to project managers when necessary indicates that you should notify Research shows that implementing risk management measures helps meet project deadlines and budgets, and improves contractor project performance.

Retention of risk impact to the project performance

Naktari (2014) carried out studies in West Pocat to look at impact of human management chance control techniques in NGOs projects. A survey became carried out the use of a descriptive studies method and became carried out amongst all humanitarian organization running in West Pocat. This examine used a dependent questionnaire along with open and closed questions. For the accumulated statistics, this examine makes use of descriptive information and content material evaluation to statistically compare the accumulated statistics. The consequences of this examine display that Organizations have followed catastrophe chance discount contingency plans, finances, operations and techniques. The findings additionally display that Organizations are enforcing distinct contingency plans and catastrophe recuperation plans as mitigation techniques.

Ubani, Amade, Benedict, Aku, Agwu, and Okogbuo (2015) carried out an examiner in Nigeria to look at the effect of chance control practices on the development industry. This examine used a case examine survey layout and a survey populace along with contractors, customers, and experts within side the creation industry. An overall of eighty four respondents represented the pattern size. To accumulate the statistics, the examiner used questionnaires to be had to fifteen creation companies. The statistics accumulated became analyzed the use of her SPSS, and studies indicates that enterprise proprietors are greater proactive in buying coverage after assessing ability losses and charges of various methods. Research additionally indicates that taking dangers definitely affects an entrepreneur's performance.

A study of Aimable (2015), using a comparative study design and a total of 291 project groups in four counties formed the study population. A simple random sample with a sample size of 169 was used in this study. This study used structured questionnaires, literature reviews and in-depth interviews to collect data and used analytical techniques. The research revealed that contractors are insured and have detailed hurricane emergency and recovery plans. The results of this study show that maintaining risk has a positive impact on construction project performance.

Critical review and research gap identification

Wide varieties of Riskprevention and administration techniques are luckily appropriate for many organizations and companies all over the world Audrius (2012). Organizations today appreciate the benefits of risk management in building projects, but lack sufficient information about formal risk analysis and management techniques and question whether these techniques are suitable for construction projects. I'm thinking therefore, it is rarely used.

There are alternative strategies for risk management in construction projects: risk avoidance, Risktransfer, risk reduction and risk acceptance. As Audrius (2012) points out, risk control and therapeutic development are often the weakest elements of the risk management process. Risks must be clearly identified and mapped to be properly managed. This can only be achieved if contracting parties have a clear understanding of their risk responsibilities, risk event context and risk management capabilities.

A research of Aduma (2018) in Kenya using a descriptive study, involving a sample of 241 from 651 total population, a questionnaire to the respondents including experts from the literature. The results of this study show that Risktransfer influences her NHIF activities. Utulisation of insurances polices and contracts with third parties have a significant impact on the fund's project performance. This research focuses only on insurance and not on the implementation of Organization projects.

Project performance, project complexity, lack of qualified personnel, weak planning and organizational capacity, inadequate site supervision and management, inadequate leadership, equipment shortages and failures, and delays (Faradic & El-Say, 2010). This study did not focus on risk management strategies.

The study of Amaible (2015) carried out in Rwanda about the impact of Riskprevention and administration using a descriptive survey design in 291 projects in four districts. This study used a simple random sampling method with a sample size of 169. The results of this study demonstrate that risk event identification, risk quantification, and risk treatment identified in the Risk prevention impact on success of the projects. This study does not focus on NGOs as it only focuses on road construction.

3.0 Methodology

The research based on risk management enterprise theory, network theory and resource based theory. The research used the descriptive design, and the subject population consisted of his 60 employees of a social enterprise called EYES Rwanda. The researcher used a census of 60 respondents. Questionnaires and documents are used to collect data for this survey. The data collected were analyzed using SPSS software (version 23.0); both descriptive and inferential statistics were used in this study.

4.0 Results and Discussion

Demographic Information

Demographic Characteristics of Respondents

The study put into account the gender of the respondents, age range of respondents, experience of respondents, their academic qualifications and job designation which were considered relevant to this study.

Gender of Respondents

In this study, the gender issue was taken into account. The researcher collected information from both male and female respondents.

Table 1 Gender of respondents

Gender	Frequency	Percent
Male	41	68.3
Female	19	31.7
Total	60	100.0

Source: Primary data (2023)

According to Table 1, the number of men is higher than that of women, who make up 68.3% of the respondents, while the number of women makes up 31.7% of the respondents. This implies that this research has benefited significantly from the views of both men and women. The researcher observed that majority of the population in sampled population were male dominant and they were more cooperative than their female counterpart.

However; the gap between female and male cannot be attributed to gender balance discrimination, as participating in this research base on personal willingness and motivation instead of any other discriminatory based on gender.

Age of respondents

In this study, respondents were categorized into five age groups as shown.

Table 2 Age of respondents

Age range	Frequency	Percent
Below 20 years	9	15.0
20-30 years	20	33.3
31-40 years	16	26.7
41-50 years	10	16.7
Above 50 years	5	8.3
Total	60	100.0

Source: Primary data (2023)

Table 2 shows that the majority of respondents were between 20 and 30 years old (33.3%), which corresponds to 20 respondents, followed by participants who were between 31 and 40 years old, which corresponds to a percentage of 26.7% , corresponding to 16 respondents. According to the information in Table 4.2, the minority of respondents were over 50 years old, as indicated by 8.3% (5 respondents). It is clear from the results in Table 4.2 that respondents under 20 and between 41 and 50 were 9 (15.0%) and 10 (16.7%), respectively. The age of the respondents shows that the information provided is correct as they are mature enough.

Educational level

This section shows the distribution of respondents by the level of Education. Respondents who participated in this study had different levels of education.

Table 3 Educational level

Educational level	Frequency	Percent
College diploma	17	28.3
University Graduate	21	35.0
Postgraduate	22	36.7
Total	60	100.0

Source: Primary data (2023)

As displayed in the Table 3, majority of participants in this study were teachers who are post graduated on the percentage of 36.7% (22 respondents). The information in Table 3 shows that respondents are university graduate were 21 respondents representing 35.0% while respondents with college diploma were 17 respondents representing 28.3%. The indication is that most of all respondents/workers of EYES Rwanda social enterprise were post graduate, university graduate, and college diploma, which are the standard qualifications required to be eligible to work in different organizations and companies in Rwanda.

Working experience of respondents

The information in Table 4 describes their opinion about their working experience.

Table 4 Experience of respondents

Experience	Frequency	Percent
Less than 1 year	6	10.0
1-5 years	25	41.7
5-10 years	20	33.3
Above 10 years	9	15.0
Total	60	100.0

Source: Primary data (2023)

As shown in table 4, 6 respondents, representing 10.0% have been working in EYES Rwanda in less than one year, 25 respondents representing 41.7% have spent between one and five years, 20 respondents representing 33.3% have been working for five to ten years while 9 respondents representing 15.0% have been in EYES Rwanda for above 10 years.

Presentation of findings

In this part, the results are presented according to the objectives of the study. It shows the insights into the status of risk management strategies for project performance in Rwanda and the relationship between these two objectives. It describes respondents' perceptions of items related to study objectives. The information in this section has been presented in the form of tables and statistical techniques to discuss the results for each objective.

The impact of Risk retention on project performance at Eyes Rwanda in Rwanda

The first objective was to assess the impact of Risk transfer on project performance at EYES Rwanda. To gather information about this variable, the researchers asked respondents questions. They were asked to rate items on five rating scales from 1 to 5, where 1=no extent, 2=low extent, 3=moderate extent, 4=high extent, and 5=very high extent for Table 5 and 1=strongly agree disagree, 2 = disagree, 3 - undecided, 4 = agree and 5 = totally agree.

Table 5 Risk transfer and the performance of projects

Agreement level	Frequency	Percent
No extent	3	5.0
Little extent	3	5.0
Moderate extent	26	43.3
Great extent	20	33.3
Very great extent	8	13.3
Total	60	100.0

Source: Primary data (2023)

As shown in Table 5, three respondents each chose the answers “no extent” and “small extent” representing 5.0%, 26 respondents representing 43.3% were for an intermediate

extent, 20 respondents representing 33.3% represented for a high magnitude and 8 respondents representing 13.3% were for the answer for very large magnitude.

Risk prevention impacts on performance of the project of EYES Rwanda

The second objective was to assess the impact of Risk prevention practices on project performance at EYES Rwanda. To gather information about this variable, the researchers asked respondents questions. They were asked to rate items on five rating scales from 1 to 5, where 1=no extent, 2=low extent, 3=moderate extent, 4=high extent, and 5=very high extent for Table 6 and 1=strongly agree disagree, 2 = disagree, 3 - undecided, 4 = agree and 5 = totally agree:

Table 6 Risk prevention and the performance of Project

Agreement level	Frequency	Percent
No extent	9	15.0
Little extent	12	20.0
Moderate extent	17	28.3
Great extent	18	30.0
Very great extent	4	6.7
Total	60	100.0

Source: Primary data (2023)

As shown in Table 6, 9 respondents were not represented at all at 15.0%, 12 respondents were slightly represented at 20.0%, 17 respondents were moderately represented at 28.3%, 18 respondents were represented at 30.0% represented 4% Respondents representing 6.7% were in favor of a very large proportion.

Table 7 Risk prevention strategies effects to the performance of Project

Statement	N	SD	D	U	A	SA	X	Std. D
The organization guarantees the installation of security systems against any condition that may cause the project to be delayed.	60	0(0)	4(6.7)	6(10.0)	30(50)	20(33)	4.10	.83
The organization encourages the use of a contingency plan should an event occur that could cause project delays		4(6.7)	5(8.3)	14(23.3)	25(41.7)	12(20)	3.60	1.10
The organization reviews ongoing projects through project staff to ensure that there are no project delays		3(5.0)	5(8.3)	8(13.3)	28(46.7)	16(26.7)	3.81	1.08

The organization recommends using a detailed work plan to ensure projects are not delayed	0(0)	4(6.7)	5(8.3)	23(38.3)	28(46.7)	4.25	.87
The organization instructs project group members to ensure that projects are completed within the timeframes specified.	0(0)	7(11.7)	7(11.7)	28(46.7)	18(30.0)	3.95	.94

Source: Primary data (2023)

Legend: N: Number of respondents, SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree, F: Frequency, %: Percentage, X: Mean, St. D: Standard deviation, St. D1 : homogeneity St. D, SD1: heterogeneity St. D, 4.2-5.0 - very high, 3.4-4.2 - high, 2.6-3.4 - moderate mean, 1.8-2.6 - low mean, 1.0-1.8 - very low mean.

It was found that most of the respondents agreed with the statements, which was shown by the high mean values and the homogeneity of the answers as follows: The organization ensures the installation of security systems against all events that may cause project delays, with X=4.10 and St.D of 0.83; The organization recommends using a detailed work plan to ensure projects with X=4.25 and St. D of 0.87 are not delayed; The organization trains the project team to ensure projects are executed within the assigned schedule with X=3.95 and St. D of 0.94. On the other hand, respondents also disagreed with the answers, as evidenced by the following two statements, and their agreement statistics are reflected in the high mean scores and heterogeneity in their answers: The organization advocates using an alternative plan in the event of one event of any event that may cause project delays, with X=3.60 and St. D of 1.10; The organization reviews ongoing projects through project staff to ensure there are no delays at X=3.81 and a St.D of 1.08.

The way Risk retention impact the project Performance of EYES Rwanda

The third objective was to show the impact of Risk retention practices on project performance at EYES Rwanda. To gather information about this variable, the researchers asked respondents questions. They were asked to rate items on five rating scales from 1 to 5, where 1=no extent, 2=low extent, 3=moderate extent, 4=high extent and 5=very high extent for Table 8 and 1=strongly agree disagree, 2 = disagree, 3 - undecided, 4 = agree and 5 = totally agree.

Table 8 Risk retention and performance of projects

Agreement level	Frequency	Percent
No extent	6	10.0
little extent	8	13.3
Moderate extent	19	31.7
Great extent	16	26.7
Very great extent	11	18.3
Total	60	100.0

Source: Primary data (2023)

As shown in Table 8, 6 respondents with 10.0% were not represented at all, 8 respondents with 13.3% only to a small extent, 19 respondents with 31.7% to a moderate extent, 16 respondents with 26.7% to a large extent Extent and 11 respondents representing 18.3% were for a very large proportion.

Table 9 Risk retention strategies effects to the performance of projects

Statement	N	SD	D	U	A	SA	X	Std. D
To avoid the occurrence of incidents that could cause project delays, our organization employs self-insurance.	60	4(6.7)	13(21.7)	0(0)	21(35.0)	22(36.7)	3.73	1.33
Sometimes the organization does not take action against identified risks, although these may affect the duration of the construction project, as there is an advantage in not dealing with them.		4(6.7)	7(11.7)	8(13.3)	19(31.7)	22(36.7)	3.80	1.24
The organization advocates the use of alternate plans to avoid circumstances causing project delays.		2(3.3)	3(5.0)	8(13.3)	25(41.7)	22(36.7)	4.03	1.00

Source: Primary data (2023)

Legend: N: Number of respondents, SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree, F: Frequency, %: Percentage, X: Mean, St. D: Standard deviation, St. D1 : homogeneity St. D, SD1: heterogeneity St. D, 4.2-5.0 - very high, 3.4-4.2 - high, 2.6-3.4 - moderate mean, 1.8-2.6 - low mean, 1.0-1.8 - very low mean.

Table 9 shows the results of the respondents and it was made clear that most of the respondents disagreed with the statements as indicated by the high mean values and the heterogeneity of the responses as follows: The organization self-assures to avoid the occurrence of Avoiding events can delay projects with X=3.73 and St. D of 1.33; Our organization sometimes does not take action against identified risks, although these may affect the duration of the construction project, since it is beneficial not to manage them with X=3.80 and St. D of 1.24; The Organization advocates using an alternative plan to avoid any circumstances leading to a project delay with X = 4.03 and St. D of 1.00.

Project performance

The dependent variable of this study is the performance of EYES Rwanda projects. In order to find out the status of the project performance, the respondents were asked questions and their answers are as follows:

Table 10 Project performance

Statement	N	SD	D	U	A	SA	X	Std. D
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In my opinion, the transfer of risk to third parties leads to the timely completion of projects. The risk of project commitment leads to the timely completion of projects.	60	3(5.0)	10(16.7)	13(21.7)	31(51.7)	7(11.7)	3.55	.99
In my opinion, the transfer of risk to third parties leads to the timely completion of projects. The risk of project commitment leads to the timely completion of projects.		3(5.0)	6(10.0)	0(0)	22(36.7)	25(41.7)	3.93	1.24
The organization was able to complete projects on time last year		4(6.7)	7(11.7)	9(15.0)	31(51.7)	9(15.0)	3.56	1.09

Source: Primary data (2023)

Legend: N: Number of respondents, SD: Strongly Disagree, D: Disagree, N: Neutral, A: Agree, SA: Strongly Agree, F: Frequency, %: Percentage, X: Mean, St. D: Standard deviation, St. D1 : homogeneity St. D, SD1: heterogeneity St. D, 4.2-5.0 - very high, 3.4-4.2 - high, 2.6-3.4 - moderate mean, 1.8-2.6 - low mean, 1.0-1.8 - very low mean.

Table 10 shows the results of the respondents and it became clear that most of the respondents disagreed with the statements, as can be seen from the high mean values and the heterogeneity of the answers as follows: project commitment risk leads to timely completion of projects with X= 3, 93 and St. D of 1.24; The organization has been able to complete projects on time with X=3.56 and St.D of 1.09 over the past year; On the other hand, respondents agreed that, in my opinion, transferring risk to third parties results in on-time completion of projects with X=3.55 and St.D of 0.99.

The researcher also asked respondents for their opinion on the impact of risk management practices. Their answers are as follows;

Table 11 Respondents opinions to risk management practices effects

	Frequency	Percent
Yes	50	83.3
No	10	16.7
Total	60	100.0

Source: Primary data (2023)

Table 11 shows that the majority of participants in this study were graduate teachers (36.7% (22 respondents)). The information in Table 3 shows that 21 respondents had a college degree, representing 35.0%, while 17 respondents had a college degree, representing 28.3%. It can be concluded that most respondents/employees of EYES Rwanda had a postgraduate, university or college degree. These are the standard qualifications required to work in various organizations and companies in Rwanda.

Discussion

The research analyses how risk transfer, risk prevention and risk restraint affect the final outcomes of the success of EYES Rwanda project. Respondents indicated their level of agreement with each element of the questions asked in their responses.

Table 5 presents the respondents' statistics and it became clear that most of the respondents agreed with the statements as indicated by the very high and high scores for the last statement and the homogeneity of the responses as follows: The organization insures project items equipment, to ensure that no circumstances lead to delays on projects; our organization outsources all project functions. Sample workers that can cause project delay; and our organization signs legal agreements on all events that may result in a project delay.

The results were consistent with those of Boonjing (2017), who examined risk management practices using an open-ended questionnaire. The collected data were analyzed using descriptive statistics. Results showed that risk management practices have a major impact on project success.

It was found that most of the respondents agreed with the statements, which was shown by the high mean values and the homogeneity of the answers as follows: The organization ensures the installation of security systems against all events that can cause project delays;; The organization recommends using a detailed work plan to ensure projects are not delayed. The organization trains project teams to ensure projects are executed within the assigned schedule. On the other hand, respondents also disagreed with the answers, as evidenced by the following two statements, and their agreement statistics are reflected in the high mean scores and heterogeneity in their answers: Our organization advocates using an alternative plan in the event of one event of any event that may cause project delays; The Organization reviews ongoing projects through project staff to ensure that there are no delays.

The results are consistent with Aimable's (2015) study of a total of 291 project groups from four counties that make up the study population. A simple random sample with a sample size of 169 was used in this study. This study used structured questionnaires, literature reviews and in-depth interviews to collect data and used analysis techniques. Research shows that detailed work schedules, safety management and security systems affect the performance of construction projects. The study concludes that research prevention strategies affect contractor performance.

Table 8 shows the results of the respondents and it became clear that most of the respondents disagreed with the statements as indicated by the high mean values and the heterogeneity of the responses as follows: The organization obtains its self-insurance avoid the occurrence of events that Projects could delay. The organization sometimes does not take action against identified risks, although these may affect the duration of the construction project, since it is beneficial not to manage them; our organization advocates the use of an alternative plan to avoid any circumstances that result in a project delay.

Table 10 shows the results of the respondents and it became clear that most of the respondents disagreed with the statements, as can be seen from the high mean values and the heterogeneity of the answers as follows: project commitment risk leads to timely completion of projects; The organization has been able to complete projects on time with over the past year; On the other hand, respondents agreed that, in my view, "transfer of risk to third parties" leads to on-time completion of projects.

5.0 Conclusion

It is concluded that risk retention is positively related to EYES Rwanda project performance, that there is a negative relationship between risk transfer and EYES Rwanda project performance, and that risk prevention is negatively related to EYES Rwanda project performance. For risk transfer and risk prevention variables, we cannot conclude that they affect the dependent variable because their value is around $p=0.05$. Risk retention is positively correlated with the performance of EYES Rwanda projects and we can conclude that this variable influences the dependent variable since ($B = -0.347$, $p < 0.5$; $p = 0.000$).

6.0 Recommendations

Based on the results, these are the recommendations:

1. The study recommends that the management of the projects must ensure that risk management practices are integrated into the project implementation from the beginning of the project and throughout the implementation. It was found that the organization is unsure about planning for risks and implementing risk management measures. Therefore, to achieve excellence, a risk management plan must be in place and adhered to.
2. The study shows that the project management team should allocate adequate funding for risk management, capacity building, and insurance and security facilities to ensure better risk prevention.
3. The study also recommends that management must control information technology in risk management by connecting information systems that can perform risk assessments and measurements more accurately and monitor the effectiveness of your risk management programs.

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