ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

DEPARTMENT OF PROJECT MANAGEMENT

POSTGRADUATE PROGRAM

ASSESSMENT OF RISK MANAGEMENT PRACTICES IN INTERNATIONAL NONGOVERNMENTAL ORGANIZATIONS (NGOs) IN ETHIOPIA: THE CASE OF SAVE THE CHILDREN

By Bezawit Esubalew

A RESEARCH PROJECT SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTER OF ARTS IN PROJECT MANAGEMENT

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July, 2021

Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE

Assessment of risk management practices in international nongovernmental organizations (NGOs) in Ethiopia: The case of save the children

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APPROVED BY BOARD OF EXAMINERS

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Declaration

I, the undersigned, declare that this research project is my own work and effort and it has not been submitted anywhere for any award. Where other sources of information have been used, they have been duly acknowledged.

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Acknowledgement

I would like to forward the deepest of my appreciation and gratitude to my advisor Wubshet Bekalu(DR) for his constructive advice throughout the course of the project. I would also like to thank Mr.Zakir and Mr. Amanuel from save the children international nongovernmental organization in Ethiopia, Addis Ababa. And above all, I thank almighty God for guiding me all through the study.

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ABSTACT

Project management is the way of managing change by designing activities that meet specific objectives by involving stakeholders and teamwork to achieve successful implementation. The main purpose of the study was to assess the practice of risk management on save the children in Ethiopia. The study used primary data which was collected by a means of interview and questionnaire. Data was collected from 21employees that are found in the main office of Addis Ababa in the department of project management. Respondents were experts of project management office, project teams and project manager. Quantitative data was analyzed by using Statistical Packages for social science (SPSS) version 25 and qualitative analysis was made by relating with literatures written in similar area. The result showed that general practice of risk management is highly implemented except Project team members are getting active training and development about risk management. Most of a time uncertainty occurred in a project is handled by project manager followed by consultant. In risk planning only relevant stakeholders are involved. Expert judgment is the most widely used tools and technique used in risk planning. According to risk identification; risk is not identified throughout the project. Projects are mainly exposed to technical risk and operational risk. Identification of risks in projects is mainly used assumption analysis and expert judgment followed by SWOT analysis and Documentation review. In risk analysis document is not updated after risk is analyzed. The primary tool and techniques in risk analysis are risk probability, impact assessment and expert judgment. In risk response strategy avoiding and transferring are highly implemented. In risk control and monitoring, risk is not reviewed periodically and risk response is not audited. The correlation between dependent and independent variable is positively correlation and significant. Finally the study recommended what to be done for future research.

Key Words: Risk planning,, risk identification, risk response , risk control and monitor

CHAPTER ONE-INTRODUCTION

1.1 Background of the Study

According to Turner (1992), a project is undertaken where human and financial resources are coordinated to complete a particular scope of work within cost, time, and quality constraints. Organizations work on a variety of programs to solve challenges, launch new goods or services and achieve the organization's objectives. Project management is described by PMI (2013) as an application of knowledge, skills, tools, and techniques to project activities to meet project requirements.

Since projects are special, restricted, dynamic, based on assumptions, and carried out by people, all projects are inherently risky (APM, 2006). The Project Management Institute (PMI) in the United States and the Association for Project Management (APM) in the United Kingdom have published guides that take a broad view of project risk in terms of risks and opportunities. Their project risk concepts are very close, as follows. A project risk is an unforeseeable occurrence or situation that, if it happens, has a positive or negative impact on one or more project goals. Time, cost and quality are the three goals. A danger can have one or more triggers, and it can have one or more consequences if it occurs. A trigger may be a pre-existing or future necessity, expectation, restriction, or condition that makes negotiable outcomes possible. A project danger is an unforeseen occurrence that has an impact on the project's objectives (APM, 2006).

Risk management is a valuable method for dealing with such significant risks on projects by evaluating and determining project feasibility, analyzing and managing risks to mitigate damage. Mitigating risks is by careful preparation, and prevention on unsatisfactory projects. Conducting risk management on a project includes risk planning, risk identification, risk analysis, risk response, risk monitoring and risk controlling. The objective of project risk management is to increase the likelihood and impact of positive events and decrease the likelihood and impact of negative events in the project (PMI, 2013). According to PMI (2013), plan risk management is the process of defining how to conduct risk management activities for a project. The process of evaluating which risks may affect the project and recording their characteristics is known as risk

identification. The method of prioritizing risks for further study or intervention by evaluating and integrating their probability of occurrence and impacts is knownas qualitative risk analysis. While quantitative risk analysis is a numeric estimation of the overall effect of risk on the project goals. The process of designing options and actions to improve prospect risks and minimize risks to project goals is known as planning risk responses. Implementing risk response plans, tracking identified risks, monitoring residual risks, detecting new risks, and assessing risks are all part of the risk control process. Thus project risk management is a difficult endeavor that has a substanti al impact on the project's success. Project risk management is founded on knowledge and experie nce as well as communication and mutual understanding among stakeholders, and requires major additional investment. Methods to handle risks depend primarily on conscious reasoning.
Ignoring the reality of risk in complex environment in which projects are generated is not acceptable management technique. Thus Risk management is a challenging work and for those projects who avoid or undertake risks with little effort results in delays and losses.

According to Manalebih (2018) Assessing the practice of project risk management: The case of world vision Ethiopia water, Sanitation and Hygiene (WASH) projects revealed that the project treat risk management as a continuous process and it has a policy or guideline that recommends how to manage unexpected uncertainties. There is also a risk register that aid to identify and manage risks. The study also showed that there is no responsible person or department that handles risks. The study concluded even though the overall study showed there is risk management in the project; there is also a visible gap on risk management practices which are risk planning, risk identification, risk analysis, risk response, and risk monitoring and evaluation. It is recommended that the project should improve its risk management practice by filling the gap between the real practice in the project and the theory.

Non-governmental organizations (NGOs) use donors fund to accomplish particular goals outlined in the grant agreement between the funder and the implementing partner (IP). Projects are effective tools for donor organizations and implementing partners to achieve their stated goals and targets. A project is only successful if it is delivered on time, within budget, and meets the original deliverables, as well as being approved and used by the clients by whom it was made (Antil, 1997). In order to meet project goals and stick to the schedule and budget, careful risk

management is required. NGO's projects have distinct characteristics that set them apart from other projects in different organizations.

According to Shewangizaw (2018) Assessment of internal control effectiveness in selected international NGO's operating in Addis Ababa showed all nine selected international NGOs in Addis Ababa are aware of risks in their specific projects, but risks are not appropriately evaluated. There is lack of proper follow up on the identified risks by the internal auditors and managers. As project risk assessment enables the project to act proactively in reducing unwanted circumstances; failure to consciously manage these risks in international NGOs will result in a lack of confidence in operational, financial and overall goal of the organization. These will expose the company for wastage of resources.

Thus the research aimed to asses risk management practices on save the children international NGO in Ethiopia.The study examined risk management process; risk planning, risk identification , risk analysis, risk response and risk monitoring and control.

1.2 Background of the Organization

Save the Children is a well-known international non-profit organization with a dual mandate that has been working in Ethiopia since 1930's on a variety of developmental and humanitarian (emergency) projects. Save the Children is a leading independent non-governmental organization that works for children in need around the world. It operates in over 120 nations with the aim of inspiring change in the way the world handles children and achieving immediate and long-term improvements in children's lives.

In Ethiopia, there were seven representatives of save the Children before they were combined into one in October 2012. Save the Children USA, Save the Children UK, Save the Children Norway, Save the Children Denmark, and Save the Children Finland, Save the Children Sweden and Save the children Canada are the member organizations. They were on their own; with their own goal, vision, and strategic objectives. In October 2012, the seven Save the Children member offices in Ethiopia that had previously operated separately merged to create one Save the Children International in Ethiopia. The Head Office of Save the Children is on capital city of Ethiopia, Addis Ababa Nifas Silk Lafto Sub-City around old Airport. In addition Save the

Children has Offices in four regional hubs in North, West, South and East and Head office in Addis Ababa and 54 Field Offices and Satellite offices in different Regions, Zones and towns of Ethiopia.

Save the Children's main service categories are to humanitarian responses in the community which are child rights governance, education and youth, livelihood and resilience, food security, health andnutrition, HIV/AIDS prevention, sexual and reproductive health.

Among many projects done ‘’Empowering the new generation to improve nutrition and Economic Opportunities Project’’is one of the biggest project. It is USAID’s flagship and save the children multi-sector nutrition project in Ethiopia. It builds upon the Government of Ethiopia’s National Nutrition Program as well as the U.S. Government’s Global Health and Feed the Future initiatives. The project period was from September 2011-september 2016. The goal of the project was to improve the nutritional status of women and young children through sustainable, comprehensive, coordinated and evidence based nutrition interventions. The project location was among 116 woredas (districts) in Ethiopia. These districts are from Amhara, Tigray, Oromia, Southern nation and nationalities and Somalia regions. The project budget was $55.0 million. The main activities under this project were strengthening existing nutrition and support development, revision on nutrition policies and guidelines, integrate nutrition with pre-service education of health and agriculture and build capacity of academic institution to address nutrition and food security. In addition the project promoted optimal maternal and infant young child feeding practice through dynamic communication channels. (e.g., individual counseling, radio dramas and role models, cooking demonstration…..)

1.3 Statement of the Problem

Since many projects fail to prepare for unforeseen risks, they don’t adopt a systematic risk management strategy (Jones, 1994). Many organizations find themselves in a constant state of crisis, unable to make strategic and timely decisions. Since the project stakeholders take a reactive approach, this approach is also referred to as crisis management or firefighting. Thus only after the project threats have become a concern and there will be discussion (Jones, 1994).

According to Forsberg et al. (2005), risk management is often overlooked in the project context, resulting in a large number of project failures. Risks are discovered and examined in a haphazard, brainstorming manner. Risks are often dealt with an emergency basis rather than on a scheduled and calculated manner. Risks are defined and evaluated at random rather than on a structured and coordinated manner. Regardless of the visible impact of threats on a project, many projects continue to ignore risks and risk management. Some regard it as an extracurricular activity, whereas others would rather incur additional costs to cover risk effects than devote time to identifying and analyzing them. The researcher saw the value of risk management from papers and studies conducted by various professionals, but there is a significant gap on how projects handle risks.

According to Fitih(2020) The practice of project risk management process and project success: The case of commercial bank of Ethiopia IT projects revealed that the overall effectiveness of the project risk management practice was poor that lacked standard and consistent risk managem ent process. The project did not consider risk management as an ongoing process that requires dedicated staff, resource and appropriate training. According to the finding of the study, an effective project risk management method has a significant impact on project success. As a result, the study suggested on all phases of the project; project team members should pay close attention to the numerous processes covered by project risk management approaches.

According to Rediat(2019)Assessment of project risk management practice of IT project: The case of Ethio Telecom showed that there is a systematic risk planning and it is prepared with the involvement of relevant stakeholders and expert judgment. The study showed there is a little practice of risk monitoring and control. And it is not done in accordance with the goal and objective of the project. The study finally recommended that the project should improve risk management practices by filling the gap between the real practice in the project and the theory.

In every company, using an efficient and appropriate risk management approach is critical. With so many risk management solutions, selecting the best one is challenging. The best choice is to make sure that the organization follows the most recent and appropriate one (Wanson p. 2016).T oday, corporations employ a range of risk control techniques where the nature and sophistication of these methods varies. The acceptable approach is decided by the market, community,

available resources, current risks, and the nature of the business. NGOs face variety of risks as they are project-oriented organizations that work on different regions in a country. Risksmust be handled effectively and efficiently. Nowadays many people in Ethiopia have become increasingly vulnerable to disasters and recent year regional conflict and instability, political and socioeconomic conditions, and unplanned urbanization. People's vulnerability and inadequate ca pacity to cope up with the threats are problems where international nongovernmental organizatio ns such as Save the Children Ethiopia confront as they working all over in Ethiopia.

A lot of studies on risk management practices in Ethiopian projects and organizations have been done. But the researcher couldn't saw much study on assessment of risk management practices on NGOs found in Ethiopia. Thus the study addressed this gap by choosing a case study on save the children international NGO in Ethiopia.

1.4 Research Questions

- ✓ What is the practice of risk planning on save the children International nongovernmental organization in Ethiopia?
- ✓ What is the practice of risk identification on save the children International nongovernmenta l organization in Ethiopia?
- ✓ What is the practice of risk analysis on save the children International nongovernmental organization in Ethiopia?
- ✓ What is the practice of risk response strategy on save the children International nongovernmental organization in Ethiopia?
- ✓ What is the practice of risk monitoring and controlling on save the children International nongovernmental organizations in Ethiopia?

1.5 Objectives of the Study

1.5.1 General Objective

Assess project risk management practices in international nongovernmental organization in Ethiopia: The case of save the children.

1.5.2 Specific Objectives

1. To assess risk planning practices on save the children International nongovernmental organization in Ethiopia.
2. To assess risk identification practices on save the children International nongovernmental organization in Ethiopia.
3. To assess how identified risks are analyzed on save the children International nongovern mental organization in Ethiopia.
4. To identify the practice of risk response strategy on save the children International nongovernmental organization in Ethiopia.
5. To assess the practice of risk monitoring and controlling on save the children International nongovernmental organization in Ethiopia.

1.6 Significance of the Study

The significance of the study is to contribute to save the children international NGO in Ethiopia on its current risk management practices. The findings and recommendations will aid in the development of a risk management culture among employees, improvement of risk management strategies, and determination of how risk management practices are being implemented to meet project goals. This will assist save the children Ethiopia to understand the gap on their current risk management practices. Other organizations working on related projects can also use the research to evaluate their activities in identifying and proposing mitigation plans for potential risk exposures. Academicians and other researchers will be able to use the findings as a foundation for further research or study on risk management system.

1.7 Scope of the study

1.7.1 Conceptual Scope

The scope of the study is delimited to one of the project management knowledge areas, which is risk management. The researcher selected this specific knowledge area because risk management has a very significant role in a project life and wanted to assess the practice of risk management on specific organization. Assessment of risk management practice is vast area of concern in the field of study; it could not be feasible and manageable to cover all the concerns related to it in

this study due to time constrain. The study is focused on international NGOs in the case of save the children international NGO in Ethiopia.

1.7.2 Geographical Scope

Due to time and funding constraints, the researcher was unable to include all foreign and local non-governmental organizations working in Ethiopia. Thus, this study focused on the international nongovernmental NGOs in Ethiopia, in the case of Save the children international NGO. The study is done on the main office found in Addis Ababa. The selection of Addis Ababa is based on its location convenience to the researcher.

1.8 Limitations of the study

As indicated in the research method this particular research is a case study. Thus, it's not free from the common criticism of other case studies in its dependency on a single case description making it difficult to reach a generalizing conclusion (Tellis, 1997).

The research addressed only international NGOS in the case of save the children international NGO in Ethiopia. It was difficult to collect sufficient data and gave more empirical results due to limited time. Since descriptive statistics only allowed making summations about the case to be measured; the finding of the result may not represent a general representation of risk management in international NGOS. Therefore it was important to aware readers to take these limitations into account while referring to the research.

1.9 Organization Of the study

The study is organized in to five chapters in which the first part is an introduction part which consists background of the study, background of the organization, statement of the problem, research questions, objective of the study, significance of the study, scope of the study, limitation of the study and organization of the study. The second chapter deals with review of related literature on the topic and the third chapter describes the methodology of the study. It covers research design, source and instruments of data collection and method of data analysis. Validity and reliability of the study as well as ethical consideration also included. Results are discussed in the fourth chapter, and the last chapter contains research summary, conclusion recommendations

and implication for future research. At the end of the paper, References and annexes were attached.

CHAPTER TWO-REVIEW OF RELATED LITERATURE

2.1 Theoretical literature review

2.1.1 What is a project?

There are a variety of project meanings available from various authors. But all of which have a common interpretation. A project, according to Robert, is a series of distinct, complex, and interconnected activities with a single objective or intent that must be accomplished on time, on budget, and according to specifications.

Projects are started with a particular goal in mind, such as resolving an issue or introducing new goods or services. The Project Management Institute's description is one of the most widely used concepts which numerous writers and scholars are citing on it. According to PMI(2013) project is a short-term undertaking to develop goods, services, or outcomes. A project is characterized as a single, definable objective, product, or result. It typically has defined constraints, with anticipated risks and opportunities. It employs expertise from a variety of professions and organizations. It is unique, somehow unfamiliar, a temporary activity and it is part of mechanisms involved in achieving a goal.

2.1.2 What is project Management?

Roberts and Wallace state project management is concerned with the life cycle of the project from inception to completion. It is therefore about deciding the various success and failure criteria of a project and then organizing and running the project as a single entity so that all the success criteria are met. Project management is about people and the systems, processes, tools, and methodologies they use. In order to manage any kind of project there should be some kind of system with a group of people who can run the established system.

Project management is concerned with several objectives. The objectives typically fall under the headings of time, cost and quality (Roberts and Wallace, 2004). Thus the skills, tools, and management processes needed to complete a project successfully are referred to as project management. Planning and monitoring the three main variables associated with projects are a big part of project management. Time, expense, and quality are the three variables. They are

interconnected, and a shift in one has a huge effect on the others. The aim of project management is to manage changes while adhering to the three main variables. Project management organizational structures are likely to vary from conventional organizational structures, which were designed to assist administrators in working in more secure environments. As a result, project management arose as a way to organize, coordinate, and monitor diverse and sometimes disparate tasks that make up a project. Project management covers the whole range of functional management areas in the project. Most authors agree that project management is about achieving time, cost and quality targets, within the context of overall strategic and tactical client requirements, by using project resources. To achieve organizational objectives, project management follows a strict law. As a result, various organizations maintain a dedicated project management office to oversee processes and promote resource sharing, methodologies, methods, and techniques. PMI (2013) defines project management as the process of applying knowledge, skills, tools, and techniques to project activities in order to meet project objectives. Kerzner(2009) also says project management is concerned with organizing, preparing, managing, and controlling of organizational resources for a specific goal that has been developed to finish specific objectives and is concerned with time, expense, and quality targets in accordance with the client's overall tactical and strategic requirements.

2.1.3 Project risk

Projects are full of unknowns and if they are not handled properly, can lead to project failure. Most modern ventures are more complex than previous ones in terms of structure, technology, resource demands, financial and organizational arrangements. According to (PMI 2013) risk is characterized as an unforeseeable occurrence or condition that, if it occurs, has a positive or negative impact on one or more project goals, such as scope, schedule, expense, or quality. Other researchers equate risk solely with the negative aspects that could jeopardize a project's progress. According to Jack and Samuel (2009),uncertainty is about project task durations and/or costs has been described as a risk and uncertainty is all about aspects of project work and is found on all project life cycles.

2.1.4 Project risk management

Project Risk Management includes the processes concerned with conducting risk management planning, identification, analysis, responses, monitoring and controlling of risks in a project. The goals of project risk management are to increase the likelihood and impact of positive events while lowering the likelihood and impact of negative events. According to (Berg, 2010) Project Risk Management helps to define and prioritize risks in advance of their occurrence, as well as provide project managers with actionable knowledge. This perspective of considering events that may or may not occur, and therefore are defined in terms of likelihood or probability of occurrence, as well as other dimensions such as their effect on objectives is assessed. By discovering, evaluating and acting on it project manager can handle risks. Thus risk management is a structured approach to determine the best course of action under uncertainty.

2.1.5 Project Management in NGO'S

It's critical to keep in mind that each development organization is distinct. Furthermore, projects within a single organization can differ significantly in terms of cost, complexity, and risk. Even when two projects appear to be identical, the conditions in which they are implemented are volatile, and field realities may differ dramatically from the scenarios expected in plans. Successful project managers and their teams in nongovernmental organizations are real heroes. They provide benefits to external stakeholders and the whole project team. The World Bank divides non-governmental organizations into two types: organizational NGOs that focus on development programs, and advocacy NGOs that focus on supporting a cause. They work on a wide range of topics, including human rights, combating human trafficking, refugee issues, providing basic necessities including clean water in areas where it is scarce, women's issues, disaster relief, education, sustainable development, conflict resolution, and much more. The nature of the working environment of NGOs forces them to assess and enhance their strategies and performance. In fact, the working environment of NGOs is dynamic and risky and the overall effectiveness of these organizations requires meeting the various demands of stakeholders through building realistic performance measurement and management systems.

2.1.6 Risk management Process

According to the project body of knowledge, PMI (2013) Risk management comprises the following processes: Plan risk management, Identify Risks, Risk Analysis (Qualitative and Quantitative), Plan Risk Responses and Control Risks.

2.1.6.1 Plan risk management

The way a company prepares for risk and ambiguity in its market development and strategic planning, information technology investments, network communications management, and organizational structure is inextricably related to risk management planning for a particular project. According to PMI (2013) the process of deciding how to execute risk management activities for a project is referred to as plan risk management. The main advantage of this method is that it guarantees that the level, form, and exposure of risk management are proportional to the risks and the project's value to the company. As per Kerzner (2009) risk management processes have a better chance of succeeding if they are planned carefully and explicitly. It's also crucial to plan ahead of time to ensure that risk management programs have enough resources and time, as well as to create a shared framework for assessing risks. The Strategy of risk management process should start as soon as a project is conceived and be completed as early as possible during project planning. It's also crucial to plan ahead of time to ensure that risk management programs have enough resources and time, as well as to create a shared framework for assessing risks. Danger preparation that is detailed and clear will help direct the project when a complex incident happens later. (Gary L. & Brand M.2019)

2.1.6.1.1 Tools and techniques of plan risk management

1. **Analytical technique:** is used to identify and define the project's entire risk management context based on the overall project context; the risk management context is a combination of stakeholder risk attitudes and the strategic risk exposure of a given project (PMI, 2013).
2. **Expert Judgment:** To ensure a complete risk management plan, judgment and expertise from groups or individuals with specific training or experience on the subject should be consulted. These are senior management staffs, Project stakeholders, Project managers who have worked on similar area, Subject matter experts in the project area, professional

and technical associations and many other experts will participate on expert judgment (PMI, 2013).

3. **Meetings:** To establish the risk management plan, project teams undertake planning sessions. The project manager, chosen project team members and stakeholders, anyone in the company with responsibility for risk planning and execution activities, and others, as needed, may attend these sessions (PMI,2013).

2.1.6.2 Identification of Risk

Risk identification is defined as the process of evaluating which risks can affect the project and recording their characteristics. The process of evaluating the program areas and each essential technical process to define and record the associated risk is known as risk identification.(Kernzer ,2009). Risk identification recognizes both the risks to the company that have the potential to minimize or eliminate the probability of the business achieving its goals, as well as the opportunities that could boost business efficiency.(Chapman 2011). Identifying risks is perhaps the most important step in the risk management process. If there is a failure to identify any particular risk, then other steps in the risk management cannot be implemented for that risk. Part of the detection process is by assessing the risk. If a risk isn't properly identified, the project manager may struggle or fail to complete the project. Risks and other threats are difficult to eradicate, but once they've been detected, it's much easier to take action and maintain power. Risk management would be more successful if the causes of threats are identified and allocated before any issues arise. According to Ana D. (2012) risk identification has two phases. Initial risk identification is for an entity that has not previously defined the risks in a formal manner, for a new organization, or for a new initiative or operation within an established organization. And an on-going risk identification which is necessary to identify new risks which did not previously arise, changes in existing risks, or risks which did exist ceasing to be relevant to the organization. According to PMI(2013) Early risk identification should be performed as early as possible in the project lifecycle. These helps to change key project decisions and may result in changes to the project strategy. It also maximizes the time needed for development and implementation of risk responses.

Identification of risks is in the development of the work break down structure (WBS) and in estimation of durations and resource need. The method of detecting possible risks is known as risk detection. Internal and external threats will be defined, as well as those that are predictable versus those that are unpredictable, those that have some control versus those that are mostly uncontrollable, and those that are technical versus those that are nontechnical will be detected. According to PMI(2013) risk identification techniques have their own set of advantages and disadvantages, and no single technique can be expected to cover all known or expected danger. As a result, the process of Identifying risks for a specific project should incorporate with a variety of techniques.

2.1.6.2.1 Tools and techniques for risk identification

1. **Documentation reviews:** An organized evaluation of project material; including plans, assumptions, previous project files, agreements and other information will be conducted here. The quality of the plans, as well as their conformity with the project's requirements and assumptions will affect the risk to be identified (PMI 2013).
2. **Information Gathering System:** Brainstorming is one of the methods used to identify risks. Meeting with key people who are familiar with the project and generating ideas and solutions is known as brain storming. According to Tayntor (2010) Brainstorming is a typical strategy in which participants propose and record ideas. Delphi technique is the other brainstorming type with key experts who go through a systematic process of providing their views and coming up with a scenario based on the integration of their views (PMI 2013). A questionnaire is used by a facilitator to elicit ideas regarding the most important project hazards. The responses are summed up and then recalculated before being presented to the experts for their input.
3. **Checklist analysis**: According to PMI(2013) Risk identification checklists are created using historical data and knowledge gathered from similar initiatives in the past as well as other sources of information. Checklists contain potential failure points in past projects and thus they are very useful in identifying risks. The checklist should be revised from time to time to eliminate or archive entries that are no longer relevant. During project closing, the checklist should be revised to incorporate new lesson learnt and improve it for future projects.

4. **Assumptions analysis:** According to (PMI 2013) Assumptions analysis is the key source of assumptions that is rarely captured in one document. As every project's plan is conceived and developed based on a set of hypothesis, Scenarios or assumptions; then assumption analysis explores the validity of assumptions as they apply to the project. It identifies risks to the project from inaccuracy, instability, inconsistency, or incompleteness of assumptions.
5. **Diagramming techniques:** Refers to charts and diagrams, such as decision trees, system or process flow charts, and influence diagrams that indicate cause and effect of key factors. They are useful in identifying the various options and decisions, including expected value.
6. **SWOT analysis**

   This method looks at the project's strengths, weaknesses, opportunities, and threats (SWOT) viewpoints in order to broaden the scope of risks recognized. The technique begins by identifying the organization's strengths and weaknesses, focusing on the project, the company, or the business area in general. Following that, the analysis highlights any project possibilities that result from organizational strengths, as well as any dangers that arise from organizational shortcomings. The research also looks at how successfully organizational strengths counteract threats, as well as opportunities that could help overcome deficiencies (PMI, 2013).
7. **Expert judgment**

   Experts with relevant experience with similar projects or business areas can identify risks directly. The project manager should identify such specialists and invite them to consider all parts of the project and identify potential hazards based on their previous experience and areas of expertise. The prejudice of the experts should be considered during this process (PMI, 2013).

2.1.6.3 Risk Analysis

Following the careful identification of project risks using various methods the next step will be risk analysis which is usually performed using two-stage process.

Qualitative risk analysis is the first stage of prioritizing risks for further study or intervention by evaluating and integrating their magnitude. Through this analysis someone can determine the rank and categorize the risk with their priority. Response strategy will then be prepared. The

main advantage of this method is that it allows project managers to minimize complexity and concentrate on high-priority risks as well as the most likely and troublesome ones (Richard 2012). Estimating the likelihood and results of risks, as well as the implications for project priorities, is what quantitative risk analysis is all about. This entails numerically evaluating high-impact threats that will be investigated further. The risk register is also modified as a main output of this method. Quantitative risk analysis has advantage in which it generates quantitative risk data to aid decision-making and reduce project uncertainty. It is mainly used to measure the cumulative effects of all project threats.

2.5.6.4 Plan Risk response

The process of identifying options and actions to improve prospects and minimize risks to project goals is known as risk response planning. The main advantage of this method is that it prioritizes risks and adds resources and activities to the budget, schedule, and project management plan as required (PMI, 2013).Formulate strategic risk response policies as a guide to determine the level and type of management responsibility is required. The output of risk response plan is a response for specific project risks. The response for residual risks which remain after planned response has been taken and response for secondary risks that arise as a direct result of implementing risk. Strategies for negative risks or threats are risk avoidance, risk mitigation, risk transference and risk acceptance. Risk avoidance is eliminating a specific threat or risk, usually by eliminating its causes. Risk mitigation is reducing or controlling the impact of the risk by minimizing (reducing) either the probability of the risk happening or the impact it will bring. Risk transference is shifting the consequence of the risk and responsibility for its management which is to third party and the last one which is risk acceptance refers to accepting the consequences of the risk.

2.5.6.5 Control risk

The likelihood and severity of risks may change in time of the project. Therefore it needs the persuasion of monitoring risks and operative management. Risks must be continuously reassesse d. This happens regularly or periodically as needed. If there is a new or secondary risk in time, repeat the process of identification, quantification and planning. This phase also includes evaluation of the effectiveness of risk management. For example, whether there is a selection of

appropriate strategies in response to the risk. Whether the strategy was effective and what the problem is so that proper management will be taken to avoid the problem. It is also necessary to evaluate the effectiveness of prevention of risks that are expected to occur.

For future projects documents should be retained. Documents from previous projects together with the new project risk assessment must be documented so it is possible to trace the risks that have been identified and managed. This approach can greatly facilitate the work with risks of same area to the future.

2.2 Empirical literature review

Different researchers assessed the practice of risk management processes on various projects in Ethiopia and globally. The majority of Ethiopian project risk management activities are inefficient and ineffective, which is why many projects are seen as falling short of their expected goals.

A study of Yilma (2018) measuring Project Management Maturity: The Case of Non-Governmental Organizations (NGO) in Ethiopia mentioned that the working environment of non-governmental organizations (NGOs) is complex and risky, and meeting the different demands of stakeholders need developing practical performance assessment and management systems. He identified numerous risks such as insecurity/social instability; drought, price fluctuat ions, staff turnover, and a lack of funding are some of them. Risks were quantified using likelihood (high, medium, and low probability) and their effect amount (high, medium and low impact). He has showed that the project team and senior management paid special attention to those threats that had a high likelihood and a high impact. He showed that there was no strategyi n place to deal with low impact, low probability threats. Donors can request repayment if NGOs fail to produce project results and use the allocated funds on time and put their credibility at risk. This will affect potential future donors and the fund that will be raise.

A study by Bisrat (2018) on assessment of Risk Management Practices of Ethiopian Public Health Institute shows that even though risk management should begin during the project's planning phase; however, in his case, the activity was concentrated during the project's implementation stage. The risk management strategy was also not well aligned with the project

plan, and all possible stakeholders were not included. There were also some problems that needed extra care. The risk management strategy was also not well aligned with the project plan, and all possible stakeholders were not included. There were also problems that required special attention, such as team members lacking sufficient knowledge and understanding of risks and their management system; this indicates that team members need risk management training and updates.

A study by Blen (2019) on factors Affecting Successful Implementation of Projects in International Nongovernmental Organizations in Ethiopia: The case of Save the Children International Projects; shows that Knowledge/experience of the political, social, and economic background, knowledge/experience of stakeholders and their interests, skill/experience in designing strategies, experience in executing strategies, experience in communications and fundraising, and experience in budgeting are all desirable qualities in a project management. Proper risk management is very crucial in helping ventures to achieve project objectives. However, there is a disconnection between theoretical concepts and functional execution of man agement system, resulting in significant project losses due to unmanaged risks throughout the project's life cycle.

Isensi (2006) analyzed factors that lead to failure of projects in Kenya and established that bad design, poor procedures, insufficient experience, underestimation of project length, poor cost estimation and poor risk management were found to be the most common causes of project failure. He emphasized that project management team should follow the right procedure on risk management stages.

Influence of project risk management on project success

To increase the chance of a project's success, a company must first identify potential risks, then assess them, predict their cause and effect, and finally pick appropriate risk management approaches. (Mobey and Parker, 2002). The risk process must be expressly embedded into the decision-making process to guarantee that any potential risks are effectively managed.

Risk management is a crucial tool for dealing with such significant hazards in projects by assessing and determining project feasibility, analyzing, controlling risks to minimize loss, and

mitigating risks through good planning; as well as eliminating unsatisfactory initiatives, hence it increase profit margins(Lam etal., 2007).By identifying and minimizing potential risks before a project begins, risk management assist quality improvement and improve cost estimation. Risk management establishes procedures to guarantee the management receives organized risk information on a timely manner, allowing for realistic schedule and cost estimation and ensure successful completion of projects. (Tinnirello, 2000). By improving team involvement; risk management provides a means to the project's overall success. The embedding of risk is a long-term exercise to ensure that risk consideration is at the heart of the decision-making process (Hodge, 2002). Failure to appreciate risk issues may give rise to serious consequences. According to Gudeta K.(2018) The role of project risk management practices for project success: The case of projects in the commercial Bank of Ethiopia showed that effective implementation of project risk management element (Risk planning, Risk identification, Risk analysis and Risk control and response) has significant effects on project completion within scheduled time and budgeted cost.

2.3 Conceptual framework

A conceptual framework is a type of analytical instrument that comes in a variety of shapes and sizes. It is used to arrange concepts and make conceptual distinctions. Strong conceptual frameworks capture something actual in an easy-to-remember and apply manner. The conceptual framework for this study will illustrate independent and dependent variables.

The study assessed risk management practice on save the children non Governmental organization in Ethiopia. These practices are; plan risk management, risk identification, risk analysis, risk response and risk monitoring and control. The independent variables are plan risk management, risk identification, risk analysis and risk response while the dependent variables are risk monitoring and controls.

2.3.1 Dependent variable

Dependent variable refers to a variable that depends on other factors that are measured.Risk monitoring and risk controlling are the dependent variables in the study. Risk monitoring is the process of tracking and evaluating the level of risk in the organization. The findings which are produced by risk monitoring process can be used to help to create new strategies and update older strategies. Risk controlling is the process evaluating potential losses and taken actions to reduce or eliminate the identified threats. Thus risk monitoring and risk controlling are followed by the rest four practices which are risk planning, risk identification, risk analysis and risk response. Unless the four practices are done then someone cannot monitor and control risks.

2.3.2 Independent variables

The following are independent variables.

Risk planning: is the process of defining how to conduct risk management activities for a project or a program.

Risk identification: is the process of determining risks that could potentially prevent the program or project from achieving its objectives. It includes documenting and communicating concerned body.

Risk analysis: is the process of analyzing the potential risks which are identified. It is to identify the potential harm of events, as well as the likelihood that they will occur.

Risk response: is the process of developing strategic options and determining actions to enhance opportunities and reduce threats to the project's objectives. A project team member must be assigned to take responsibility for each risk response.

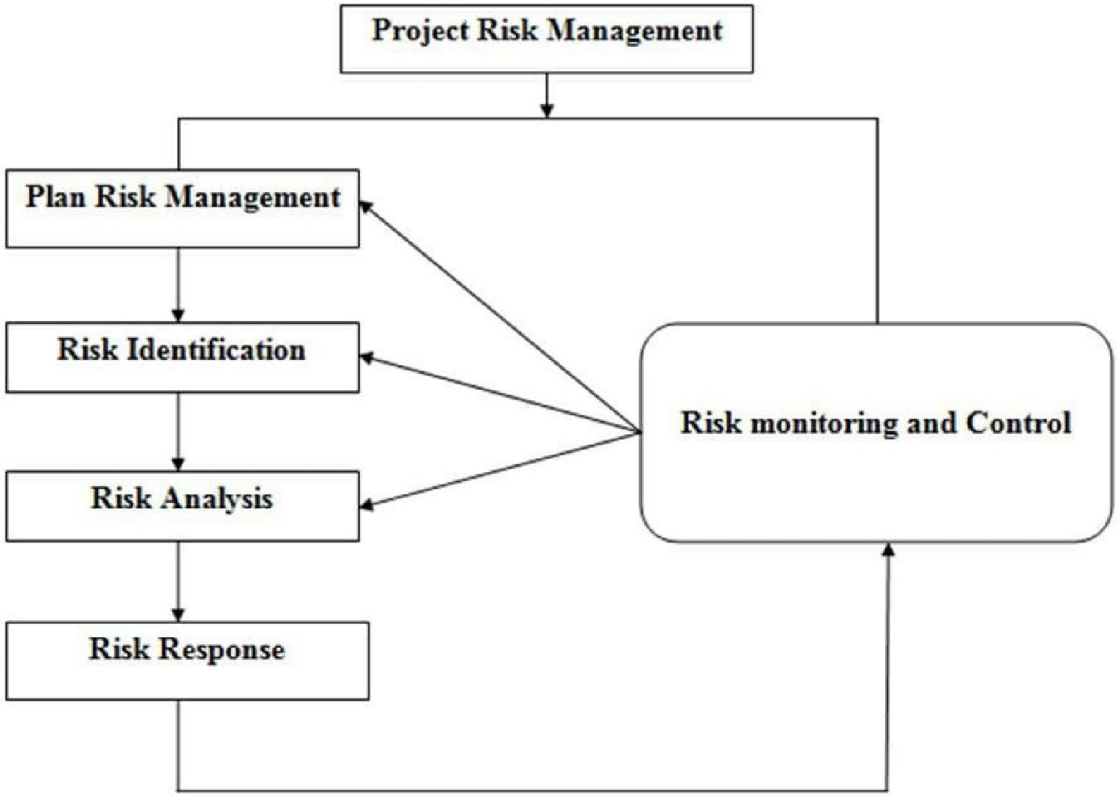

Figure 1 Conceptual frameworks on project risk management

Source: review of various literature

CHAPTER THREE-RESERCH METHODOLOGIES

This chapter presents research design, research approach, description of study variables, data collection, description of study area and target population, Sampling technique/methods and sample size, data Collection, reliability and validity analysis, data Analysis, reliability and validity analysis.

3.1 Research Design

A research design depends on the type of research and the kind of information that is going to be collected. According to Yin (1994) which strategy to use in the research can be determined by looking at three different conditions which are

- The type of research question posed
- The extent of control an investigator has over actual behavior events
- The degree of focus on contemporary than as opposed to historical events

The purpose of this study is to gain a deeper understanding on risk management that is practiced on save the children international non-profit organization in Ethiopia. The research is descriptive in nature. According to Cresswell (2003) descriptive study design allows a researcher to gather information, summarize, present data and interpret it for the purpose of clarification. In descriptive research, the essential focus is to describe specific views or opinions and to assess risk management practices in international nongovernmental organization in Ethiopia.

A case study structure allows in-depth examination of a bounded scheme (activity, event, process, or individuals) based onextensive data collection (Creswell, 2013). Thus for a comprehensive description and analysis of the issue; the research was apply a case study method in order to allow in-depth analysis and investigation of the issues under consideration in real life context so that its findings and interpretation will be valid and consistent.

3.2 Research Approach

The research used both quantitative and qualitative approaches. The reason for quantitative approach is that, the research questions deal with issues that require deep understanding as well as facts on the study population Saunders, (2009). This approach is also useful to overcome any kind of data inadequacy. To address the research questions and gain more insight in the field, a mixed research methodology was used. Thus the researcher devised a mixed-method approach that included a close-ended questionnaire and open-ended semi structured qualitative interview questions. Furthermore, according to Creswell (2012), mixed methods analysis is a good design for combining the strengths of both quantitative and qualitative data to provide several different viewpoints on the study subject and show image of the situation.

3.3 Target Population

The target population of the study was employees found on project management department on save the children International nongovernmental organization in Ethiopia, Addis Ababa. The reason to choose project management department was because it is the concerned department on risk management in the organization.

The study was the census inquiry method of the total target population of the study. According to Kothari (2004) census inquiry needs to be emphasized that when the universe is a small one, it is no use resorting to a sample survey. Census is a complete enumeration of all items in the population. It can be considered that in such an inquiry, when all items are covered, no element of chance is left and highest accuracy is obtained. The population for study is found on the main office of Addis Ababa. These are 21 employees as of March 2021 in the department of project management; according to the information gathered from the HR database. The selected populations were given the chance to convey their responses, through questionnaires and some of them through interviews.

3.4 Data Collection

Choosing a data collection method is the next step in the process, and this entails deciding how to conduct the research as well as how to collect the data needed.

3.4.1 Source of data and type

In order to achieve the objective of the study primary data was collected. Primary data consists of data collected by the researcher and is particularly to address the specific research objective. Primary data was obtained through questionnaires to be distributed to the employees and open ended interviews to be held with management level implementers inside the company.

3.4.2 Data collection Technique

The research was done using qualitative data with the aid of semi-structured interviews with project management department heads and through questionnaires to the rest of the employees in the company.

The researcher collected qualitative data through open-ended questions because it is needed participants to express their attitudes and fact on the issue using their own word without restricting them what to tell. In order to assess the effectiveness of the practice of risk project management in the organization quantitatively, structured questionnaires containing both open and closed type of questions were administered. To collect the relevant data of the study 21 questionnaires was distributed to the researches of staff members which includes project team members and project manager.

The questionnaire used Likert scale with Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4 and Strongly Agree (SA) = 5. In addition, the interview was used to triangulate the questionnaire responses. Then the collected data was analyzed, interpreted and presented.The data analysis for the questioner is given based on the returned responses of the sampled elements. And an interview has been conducted with the project manager and project team heads.

3.5 Validity and Reliability

3.5.1 Validity

Validity is the extent, to which data accurately reflects what they are meant to reflect, i.e.,the instrument measures what is supposed to measure. Accordingly, the questionnaire has been

developed on the basis of previous studies, review of related literatures and standard questions in order to increase its validity.

3.5.2 Reliability

This study used cronbach's alpha to test the reliability of questionnaire. The findings show that Cronbach's alpha for all risk management categories are above 0.924 which indicates a high level of internal consistency for all items. Over all Cronbach's alpha value for thirty items is 0.924.Due emphasis was given to make the questions objective type and understandable so that employees can answer the questions properly based on what they know. Vague and confusing wordings were avoided not to mislead the employees on the time of filling the questionnaires. The questionnaire was organized and finalized with a close consultation of my advisor and expertise of the subject area.

Table 3.1 Measurement of reliability Analysis

Project risk management process	**Number of attribute**	**Cronbach's alpha**
Questions on general project risk management practice	7	.916
Question on Risk planning	4	.919
Question on risk identification	5	.931
Question on risk analysis	5	.926
Question on risk response	3	.901
Question on risk monitoring and control	6	.952
Overall reliability analysis	Cronbach's alpha	.924

Source: Own survey, 2021

3.6 Data Analysis

The research used both qualitative and quantitative data analysis. Qualitative data analysis is more dynamic, intuitive and creative process of inductive reasoning, thinking and theorizing (Basit, 2003). In contrast to quantitative research, which uses statistical methods, qualitative research focuses on the exploration of values, meanings, beliefs, thoughts, experiences, and feelings of a characteristic in the phenomenon under investigation (Tashakkori, 2003). It is generally a systematic searching and arranging the interview transcripts, observation notes, or other non-textual materials that the researcher accumulates to increase the understanding of the phenomenon (Bodgan, 1982). Thus the research used qualitative analysis to interpret subjective content in the text. In addition, quantitative analysis is used in order to facilitate the identification of important patterns to make the data analysis more meaningful. After assigning numerical codes to each answer document, the data for the questionnaire was analyzed using SPSS (Statistical Package for Social Science) version 25. SPSS was used because it is readily accessibl e and user-friendly data analysis method that someone can be familiar with. Descriptive statistics such as percentages, frequencies, and indicators of core tendencies are used in the study. The results from this research analysis was compared and discussed with regard to findings from the literature.

3.7 Ethical Consideration

During the research; permission was obtained from all respondent after the necessary explanation about the objective of the study. Respondents were treated with dignity and informed about the purpose of the questionnaire and interview. They are assured confidentiality of the information they supplied. They are informed that any information obtained through questionnaire and interview will be purely used for academic purpose and will be handled with the highest order of confidentiality and will not affect their work life in any way.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION

4.1 Introduction

In this chapter it is tried to analyze and interpret the response on risk management practices obtained from Employees of Save the children international organizations in Ethiopia, Addis Ababa. The study used questionnaires and interviews to give emphasis to the points stated in the statement of the problem. The objective of this research paper is to assess project risk management practices in international nongovernmental organization in Ethiopia in the case of save the children international projects. It is important in the eyes of the employees as well as in the organization and to identify strength and weakness of the existing risk management practices.

To collect the relevant data the study used21 questionnaires and distributed to the researches which are staff members which are project teams and project managers.. The questionnaire used Likert scale with Strongly Disagree (SD) = 1, Disagree (D) = 2, Neutral (N) = 3, Agree (A) = 4 and Strongly Agree (SA) = 5. In addition, the interview was used to triangulate the questionnaire responses. The collected data was analyzed, interpreted and presented in this chapter. The data analysis for the questioner is given based on the returned responses of the total population in the study and five interview questions have been conducted with five project management staff heads.

4.2 Demographic Information

This session discussed the demographic information of respondents. These were categorized in to four demographic variables. These are sex, age, educational level and work experience. Respondent's data is explained in detail under indicated table below.

Table 4.1Demographic of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	14	66.7	66.7	66.7
	Female	7	33.3	33.3	100.0
	Total	**21**	**100.0**	**100.0**	
Age of respondent	21-30 Years	3	14.3	14.3	14.3
	31-40 years	10	47.6	47.6	61.9
	41-50 Years	8	38.1	38.1	100.0
	Total	**21**	**100.0**	**100.0**	
Education status	First Degree	16	76.2	76.2	76.2
	Masters	5	23.8	23.8	100.0
	Total	21	100.0	100.0	
Work Experience	1-2 Years	3	14.3	14.3	14.3
	3-5 Years	9	42.9	42.9	57.1
	More than 5 Years	9	42.9	42.9	100.0
	Total	21	100.0	100.0	

Source: Own survey, 2021

As it is shown in Table 4.1among the entire respondent 14 were male which account 66.7 % of the total respondent. Whereas the remaining 7 of them were female which account 33.3 % of the

total respondent. This showed that the project management staff consisted more men than women where men are double in number of women. According to the second category which is respondent's age, the interval between 31-40 years accounts 10 respondents (47.6%) of the total respondent. Whereas 3 respondents (14.3%) of the total respondent were under the category 21-30 years, 8 respondents (38.1%)of the total respondent were under 41-50 years and0(0.0%) of the respondents were categorized under above 50 years. This revealed most team members in the project management department of save the children fall under the category 31-40.

Table 4.1also depicted that majority of the respondents were first degree holder, which accounts 16(76.2%) of the total respondent. The rest 5 respondents had master's degree, which accounts 23.8% of the total respondents. In this regard, there were no respondents who have PHD qualification. This showed that all respondents were above degree level of education. The researcher can say that the project team had good variety of educational level and will help the project management process in the organization. The additional information on the table above was the number of years an employee has been working in save the children. This helps the researcher to understand the issue among the people who are responsible on assessment of risk management practices in the organization. According to table 4.1 majority of the respondent's work experience were fall under the interval between 3-5 years and More than 5 years which accounts of 9(42.9%) of the total respondent for each category. Whereas respondents who have project work experience between 1-2 years were 3(14.3%). Finally, 0 out of 21 respondents have project work experience less than one year, which accounts 0.0% of the total respondent. This data showed that the data collected fall on work experienced employees in the department of project management on save the children international nongovernmental organizational in Ethiopia, Addis Ababa. The collected data is answered according to respondent's work experience and knowledge on the issue in the case of save the children.

4.3 General Risk Management Practice in Projects

Table 4.2General Risk Management Practice of the Project

No	General Risk Management Practice of Projects	Mean	Standard deviation
1.	Risk management is considered in early phase of the project	3.86	1.014
2.	There is a policy or guideline that recommends how to manage unexpected uncertainties.	3.67	0.796
3.	Project team members are getting active training and development about project risk management	3.29	0.902
4.	Project team has deep project experience in risk management.	4.81	0.402
5.	There is a document that registers past project risks to learn for future projects	4.57	0.507
Total Mean and std.dev		**4.04**	**0.724**

Source Own Survey, 2021

This part showed general project risk management practices of save the children Ethiopia. A mean scale score is the average performance of a group of respondent on an assessment. Specifically, a mean scale score is calculated by adding all individual student scores and dividing by the number of total scores. The standard deviation is calculated as the square root of variance by determining each data point's deviation relative to the mean. Standard Deviation (often abbreviated as "STD Dev" or "SD") provides an indication of how far the individual responses to

a question vary or "deviate" from the mean. SD tells the researcher how spread the responses are; whether they are concentrated around the mean, or scattered far and wide. A low standard deviation cloth to zero indicates that the data points tend to be very close to the mean; a high standard deviation and a low standard deviation indicates that the data points are above and below respectively.

According to Akmaliah, Z (2009), mean score measurement can be used while interpreting the data; and if Mean Score > 3.80, it is considered as high, 3.40-3.79 is considered as moderate and when the mean score is below 3.40, it is considered as low.

As we saw on the above table on whether risk management is considered in early phase of the project or not showed that the mean value to be 3.86 with standard deviation of 1.01. These values indicated most respondents were highly agreed depends on the value of mean. At the same time, the interview also acknowledged that there was risk management planning in the early phase of the project.

In second question from generally risk management category whether there is a policy or guideline that recommends how to manage unexpected uncertainties or not showed that mean value is 3.67 with standard deviation of 0.796. These values indicated most respondent were moderately agreed depends on the value of mean. The individual response with standard deviation was varied by 0.796 from the mean values. Likewise, the interview revealed that the organization has prepared risk management policy and procedure.

In third question from generally risk management category whether project team members are getting active training and development about project risk management or not; the study showed the mean value to be 3.29 with standard deviation of 0.796. These values indicated most of respondent were low depends on the value of mean.

In fourth question from generally risk management category was whether project team has deep project experience in risk management or not. The study showed the mean value to be 4.81 with standard deviation of 0.402. These values indicated most of respondent are highly agreed depends on the value of mean value.

In fifth question from generally risk management category was whether there is a document that registers past project risks to learn for future projects or not showed that the mean value to be 4.57 with standard deviation of 0.507. These values indicated most of respondent were highly agreed depends on the value of mean nearest to strongly agree value.

As shown on Table 4.2, the total means score for general Risk Management Practice of the Projects was 4.04 and the SD was 0.724. This implied that the general risk management is highly applied on save the children Ethiopia.

Table 4.3 Uncertainty handling in the project by

Uncertainties that occur within the project is mostly handled by			
		Frequency	Percent
Valid	Project Manager	10	47.6
	Consultant	5	23.8
	Assigned Risk Manager	3	14.3
	All team members	3	14.3
	Total	21	100.0

Source: Own survey 2021

In table 4.3 respondents were asked the question who was mainly responsible to handle project uncertainties that were occurred in the project and majority of the respondents chose project manager which accounts 10(47.6%) followed by consultant which accounts 5(23.8%). In this regard, the rest 3(14.3%) and 3(14.3%) were risk Manager and all team members respectively. So risks were mainly handled by the project manager and the consultant. Similarly, the interview revealed that there was a responsible person and department to handle project risk but most of the time risks were managed by project manager and consultant. As of the literature reviewed a risk management must be handled by specific department and it seemed this contradict with the theory of risk management.

Table 4.4 Stages of project risk management implementation

Risk management is implemented at which stage of the project?			
		Frequency	Percent
Valid	Initiation	3	14.3
	Planning	3	14.3
	Implementation	10	47.6
	Monitoring and evaluation	5	23.8
	Total	21	100.0

Table 4.4 depicts that 3(14.3) of the respondents responded at the initiation stage, 3(14.3%) responded at the planning stage, 10(47.6%) of the respondents responded that it is done at the implementation stage, and 5(23.8%) responded at monitoring and evaluation stage. In this regard majority of the respondents perceived that it was implemented at implementation stage followed by monitoring and evaluation stage. This shows that risk management was implemented in the implementation stage of project. The interview also revealed that there was consideration of project risk management in the early stages of the project.

4.4 Plan Risk Management Practice

Table 4.5 Risk planning

No	Risk planning questions	Mean	Standard deviation
1.	Relevant stakeholders are involved in risk management plan and made an agreement	3.81	1.365
2.	The roles and responsibilities of various stakeholders participating in	2.76	0.995

	risk management are clearly defined.		
3.	Risk management plan is included during project planning	2.05	0.740
Total Mean and Std.dev		2.87	1.033

Source: Own survey 2021

As we saw on the above table of risk planning, relevant stakeholders are involved in risk management plan and made an agreement; the mean value was 3.81 with standard deviation of 1.365. These values indicated most of the respondents were highly agreed depends on the value of mean score value. The interview also supported that.

The second question from risk planning question which states the roles and responsibilities of various stakeholders participating in risk management are clearly defined mean value was 2.76 with standard deviation of 0.995. These values indicated most of respondent gave low response in terms of role and responsibility that is defined by stakeholder and the interview also supported it.

In third question from risk planning question Risk management plan is included during project planning mean value is 2.02 with standard deviation of 0.740. These values indicated most respondents gave low response in terms of risk management plan is included during project planning and the interview also supported it.

The overall mean score of the above table was 2.87 with std. deviation of 1.033. So these showed there is low participation in risk planning because the means score was below 3.40 and it is considered as low and the interview also supported it.

Table 4.6 the primary tool and technique in risk planning

What tool and technique used in risk planning?			
		Frequency	Percent
Valid	Analytical Analysis	2	9.5
	Expert Judgment	14	66.7
	Meetings	5	23.8
	Total	21	100.0

Source: Own survey, 2021

Table 4.6 depicts what tool and technique were mainly used in risk planning. In this regard they respond 2(9.5%) analytical technique, 14(66.7%) expert judgment, and 5(23.8%) meetings. This implies expert judgment and meetings were mainly used in risk planning. Likewise, the interview declared that expert judgments were mainly used as a method of risk planning. In most international institution expert judgment is the most widely used tools and technique used in risk planning (John Peter, 2015).

4.5 Risk Identification Practice

Table 4.7 Risk Identification

No	Risk Identification questions	Mean	Standard deviation
1.	Risks are identified throughout the project lifecycle.	2.05	1.091
2.	Project team members are involved in risk identification process.	3.48	1.014
3.	There is a documentation of identified	2.50	1.078

	risk and their characteristics		
Total Mean and Std.dev		2.67	1.061

Source: Own survey, 2021

As we seen on the above table of risk identification, Risks are identified throughout the project lifecycle the mean value was 2.05 with standard deviation of 1.091. These values indicated that most respondents were low depends on the value of mean score value which was less than 3.40. These showed that risks were not identified in each phase of project life cycle and the interview also supported that.

On the second risk identification question, Project team members are involved in risk identification process the mean score value was 3.48 with standard deviation of 1.014. These indicated project team members were involved in risk identification process are moderate and the interview also supported it.

On the third risk identification question, There is a documentation of identified risk and their characteristics the mean score value is 2.50 with Standard deviation of 1.078. These indicated documentation of identified risk and their characteristics were low and the interview also supported that. In overall mean score of the above table was 2.67 with std. deviation of 1.061.

Table 4.8 Type of risk

What type of risk that the project is highly exposed to?			
		Frequency	Percent
Valid	Operational	4	19.0
	Technical	15	71.4
	Schedule	2	9.5
	Total	21	100.0

Source: Own survey, 2021

On table 4.8 the response of the questionnaire was on what type of risk that the project is facing. Accordingly their response were 4(19.0%) operational risk, 15(71.4%) technical risk and 2(9.5%) behind schedule. This implies that the project mainly exposed to technical risk and operational risk.

Table 4.9 The primary tool and technique in risk identification

What tool and techniques used for risk identification			
		Frequency	Percent
Valid	Documentation review	4	19.0
	Information Gathering	2	9.5
	Assumption analysis	6	28.6
	SWOT Analysis	4	19.0
	Expert Judgment	5	23.8
	Total	21	100.0

Source: Own survey, 2021

The above table depicts the primary tool and technique used in risk identification. Respondents response were 6(28.6%) assumption analysis, 5(23.8%) expert judgment, 4(19.0%) SWOT analysis, 4(19.0%) documentation review and 2(9.5%) was Information Gathering. This shows the project mainly used assumption analysis and expert judgment followed by SWOT analysis and Documentation review in risk identification.

4.6 Risk Analysis Practice

Table 4.10 Risk Analysis

No	Risk analysis	Mean	Standard deviation
1.	Risks are prioritized based on their probability of occurrence and impact	3.76	1.091
2.	Identified risks are numerically analyzed on the overall objectives of the project	4.10	.0768
3.	Project documents are updated after risks are analyzed	3.05	1.161
Total Mean and Std.dev		3.63	0.776

Source: Own survey, 2021

According to Akmaliah, Z (2009), mean score measurement can be used while interpreting the data; and if Mean Score > 3.80, it is considered as high, 3.40-3.79 is considered as moderate and when the mean score is below 3.40, it is considered as low.

As we seen on the above table of risk analysis, Risks are prioritized based on their probability of occurrence and impact the mean value are 3.76 with standard deviation of 1.091. These values indicated most of respondent are moderate depends on the value of mean score value is between 3.4-3.79. These indicate Risks are prioritized based on their probability of occurrence and impacts are moderate and the interview also supports it.

On the second risk analysis question, Identified risks are numerically analyzed. On the overall objectives of the project the mean score value was 4.10 with Std. deviation of 0.768. These indicated identified risks in the organization were numerically analyzed on the overall objectives of specific projects. Thus it is highly implemented and the interview also supported it.

On the third risk analysis question, Project documents are updated after risks are analyzed the mean score value was 3.05 with Std. deviation of 1.16 these indicated Project documents were updated after risks are analyzed are low and the interview also supported it.

The overall mean score of the above table the total mean score was 3.63 with std. deviation 0.776. These indicated moderate on risk analysis because the means score is found between 3.40-3.79.

Table 4.11 the primary tool and technique in risk analysis

What tool and technique primarily used in risk analysis?			
		Frequency	Percent
Valid	Risk probability and impact assessment	9	42.9
	Risk categorization	4	19.0
	Expert judgment	8	38.1
	Total	21	100.0

Source: Own survey, 2021

In table 4.11 respondents were asked about the tool and technique mainly used in risk analysis in projects. In this regard their responses were 8(38.1%) expert judgment, 9(42.9%) risk probability and impact assessment, 4(19.0%) risk categorization and no one choose quantitative risk analysis and modeling techniques. This showed that risk probability, impact assessment and expert judgment were mainly applied in the project for risk analysis. Indeed qualitative risk analysis was primarily used in the project.

Table 4.12 Basis of risk analysis

Risks are primarily analyzed based on:			
		Frequency	Percent
Valid	Probability	4	19.0
	Outcomes	7	33.3
	Accomplishment of the objective	10	47.6
	Total	21	100.0

Source: Own survey, 2021

The above table depicts that risks were analyzed mainly based on accomplishment of objectives and outcomes. Since 4(19.0%) respond based on probability, 10(47.6%) accomplishment of the objectives, 7(33.3%) outcome.

4.7 Risk Response practice

Table 4.13 Risk Response

No	Risk response	Mean	Standard deviation
1.	Actions and options are developed to enhance opportunities and to reduce threats to project objectives	4.05	0.921
2.	Strategies are developed to prevent or mitigate all the identified risks.	4.00	0.775
Total Mean & And Std.dev		4.02	0.848

Source: - Own survey, 2021

According to Akmaliah, Z (2009), mean score measurement can be used while interpreting the data; and if Mean Score > 3.80, it is considered as high, 3.40-3.79 is considered as moderate and when the mean score is below 3.40, it is considered as low and the interview also supports it.

As we seen on the above table of risk response, Actions and options are developed to enhance opportunities and to reduce threats to project objectives the mean value are 4.05 with standard deviation of 0.921. These values indicate most of respondent are high. Depends on the value of mean score value is greater than3.80. These indicate Actions and options are developed to enhance opportunities and to reduce threats to project objectives are highly implemented.

On the second risk response question, Strategies are developed to prevent or mitigate all the identified risks the mean score value is 4.00 with Std. deviation of 0.775 these indicate Strategies are developed to prevent or mitigate all the identified risks are highly implemented and the interview also supports it.

As we seen on overall the mean score of risk response the mean value is 4.02 with Std. deviation 0.848 this indicate risk responses are highly implemented and the interview also supports it.

Table 4.14 Risk response strategy

Risk response strategy that was primarily used in the project			
		Frequency	Percent
Valid	Avoid	12	57.1
	Transfer	5	23.8
	Mitigate	3	14.3
	Accept	1	4.8
	Total	21	100.0

Source: Own survey, 2021

The above table 4.14 depicts risk response strategy of the project and respondents were asked on this issue. Majority of the respondent believed that avoid 12(57.1%) and transfer 5(23.8%) were mainly used as strategies to risk response.

4.8 Risk Control and Monitoring

Table 4.15 risk control and monitoring

No	Risk control and monitoring	Mean	Standard deviation
1.	Risks that occur within the project are controlled and monitored in a way that goes with the goal and objective of the project.	3.71	1.056
2.	Risks are reviewed periodically	2.45	0..565
3.	Risk response are audited	2.35	0.431
4.	Effectiveness of risk management process is evaluated throughout the project	3.50	0.889
5.	Risk monitoring and control is a continuous process in the project	3.05	0.764
Total Mean and std.dev		**3.01**	**0.416**

Source: Own survey. 2021

As we saw on the above table risk control and monitoring of Risks that occur within the project are controlled and monitored in a way that goes with the goal and objective of the project the mean value was 3.71 with standard deviation of 1.05. These values indicated that most respondents are moderately agreed depends on the value of mean value and the interview also supported it.

In second question from risk control and monitoring question Risks are reviewed periodically mean value was 2.45 with standard deviation of 0.565. These values indicated most respondents were not agreed depends on the value of mean value. These values showed that risk were not periodically reviewed and the interview also supported this.

In third question from risk control and monitoring question Risk response are audited mean value was 2.65 with standard deviation of 0.45. These values indicated most respondents were not agreed depending on the mean value. These values indicated risk responses were not audited and the interview also supported it.

In fourth question from risk control and monitoring question Effectiveness of risk management process was evaluated throughout the project mean value was 3.50 with standard deviation of 0.88. These values indicated most of respondent were moderately agreed depending on the mean value. The interview also supported this.

In fifth question from risk control and monitoring Risk monitoring and control is a continuous process in the project mean value was 3.05 with standard deviation of 0.76. These values indicated most respondents were not agreed depending on the mean value and the interview also supported it.

As shown below on Table 4.15, the total means score for risk control and monitoring of the Project mean value was 3.01 with standard deviation SD 0.416. This implied that risk control and monitoring is applied in low level on save the children Ethiopia and the interview also supported this.

Table 4.16 tool and technique in risk monitoring and control

What tool and technique was primarily used in risk monitoring and Control?			
		Frequency	Percent
Valid	Risk assessment	4	19.0
	Variance and trend analysis	2	9.5

	Technical performance measurement	6	28.6
	Meeting	9	42.9
	Total	21	100.0

Source: Own survey, 2021

Table 4.16 depicts the tool and technique that are mainly used in risk control. Respondents were asked regarding the issue and 2(9.5%) of respondents chose variance and trend analysis, 4(19.0%) of respondents chose risk assessment, 6(28.6%) of respondents chose technical performance measurement, 9(42.9%) of respondents chose meetings. This shows that meetings were mainly used as a tool in project risk control.

4.9 Pearson Correlation analysis

Based on the result obtained from the analysis, the association between risk controlling and moni toring with risk planning, risk response, risk analysis and risk identification are computed with Pearson correlation.

.**Table 4.17 Correlation analysis**

		risk controlling and monitoring	risk planning	risk response	risk analysis	risk identification
risk controlling and monitoring	Pearson Correlation	1	.781	.821	.565	.871
	Sig(2-tailed)		.000	.000	.000	.000
	N	21	21	21	21	21
risk planning	Pearson	.781	1	.845	.761	.652

	Correlation					
	Sig(2-tailed)	.000		.000	.000	.000
	N	21	21	21	21	21
risk response	Pearson Correlation	.821	.845	1	.561	.654
	Sig(2-tailed)	.000	.000		.000	.000
	N	21	21	21	21	21
risk analysis	Pearson Correlation	.565	.761	.526	1	.645
	Sig(2-tailed)	.000	.000	.000		.000
	N				21	
risk identification	Pearson Correlation	.871	.652	.654	.689	1
	Sig(2-tailed)	.000	.000	.000	.000	
	N	21	21	21	21	21

Source: Own survey, 2021

Degree of correlation:

Perfect: If the value is near ± 1, then it said to be a perfect correlation: as one variable increases, the other variable tends to also increase (if positive) or decrease (if negative).

High degree: If the coefficient value lies between ± 0.50 and ± 1, then it is said to be a strong correlation.

Moderate degree: If the value lies between ± 0.30 and ± 0.49, then it is said to be a medium correlation.

Low degree: When the value lies below + .29, then it is said to be a small correlation.

No correlation: When the value is zero.

As we seen of the above table of correlation all items of variable are positively correlated based on the degree of relation measurements.

4.10 Inferential analysis of Diagnosis Test

Basically, regression analysis was carried out in order to test the extent of the impact of independent variables on dependent variable. But before regression analysis is formulated we have to take the co linearity test and check the VIF (variance inflation factor) and degree of tolerance. Thus, this co linearity analysis is performed to address the problem.

A) Multi Co linearity Test

Table 4.18 regression estimates multi co linearity statistics

	Un standardized Coefficients		**Standardized Coefficients**			**Co linearity Statistics**	
	B	Std. Erro	Beta	**T**	**Sig**	Tolerance	VIF
(Constant)	.513	.208		2.472	.014		
Mean Risk planning	.326	.082	.061	.976	.024	.467	2.143
Mean risk identification	.210	.087	.130	1.764	.031	.332	3.008

Mean risk analysis	.287	.081	.024	2.409	.017	.376	2.659
Mean risk response	.390	.082	.336	.344	.000	.367	2.724

Source: Own survey, 2021

Multi-co-linearity is the situation in which the independent variables are highly correlated. According to (Ho,et.,al,2006), if tolerance values are above 0.1 and variance inflation factor, which is 1/tolerance is less than 10, thus it's possible to construct a regression model. As we can see it from table 4.18 the tolerance value for all are above 0.1 and the VIF is less than 10, thus we can conclude that there is no multi-co-linearity problem so that we can run regression model.

A) **Linearity /Normality Test:** Data distribution is normal (probability pilot)

4.11 Simple regression analysis

Here we consider the modeling between the dependent variable and the independent variable. When there is only one independent variable in the linear regression model, the model is generally termed as a simple linear regression model and when there is more than one independent variable with in a model, it is termed as multiple linear regression models.

Consider a simple linear regression model

Y=$\beta_0 + \beta_1 X + \in$

Where y is termed as the dependent or study variable and X is termed as the independent or explanatory variable. The termsβ_0 and $\beta_1$are the parameters of the model. The parameter$\beta_0$is termed as an interceptterm, and the parameter$\beta_1$is termed as the slope parameter. These parameters are usually called asregression coefficients.

4.11.1 Impact of Risk Planning on Risk monitoring and control

To assess the extent of impact of risk planning on risk monitoring and control, simple regression analysis was carried out. The result of the regression model shown in Table 4.20 indicates the value of the regression (R= .544, R square = .296 and adjusted R- square = .294 and significance

level of P=.000) for risk monitoring and control indicates that the model is significant at p<.001, 2-tailed. Thus, the aggregated impacts of risk planning on risk monitoring and control is explained by the value of the R square, which indicates that 29.6% of risk planning in defense construction enterprise is accounted specifically on risk monitoring and control.

Table 4. 19Simple Regression of risk planning on risk monitoring and control

Model Summary				
Model	R	R Square	Adjusted R Square	Sig F change
1	.544	.296	.294	.000
a. Predictors: Risk planning				
b. Dependent Variable: risk monitoring and control				

Coefficients						
Model		Un standardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.268	.185		6.859	.000
	Risk planning	.660	.056	.544	11.81	.000
a. Dependent Variable: risk monitoring and control						

Source: Own computation from survey data 2021

The beta coefficient of the model in Table 4.19 indicates the beta value of the constant is 1.26 for risk monitoring and control whereas the beta value for the predictor variable (risk planning) is .660 for risk monitoring and control. The t-value of 11.813 for risk monitoring and control with the p-value of .000 indicates the model is significant at p<.001. Therefore, the beta coefficient of risk planning for risk monitoring and control (Beta= .660) implies the level of risk monitoring and control will increase by 66 % if risk planning increase by one unit.

4.11.2 Impact of Risk Identification on risk monitoring and control

To assess the extent of impact of risk identification on risk monitoring and control, simple regression analysis was carried out. The result of the regression model shown in Table 4.21 indicates the value of the regression (R= .556, R square = .309 and adjusted R- square = .307 and significance level of P=.000) for risk monitoring and control indicates that the model is significant at p<.001, 2-tailed. Thus, the aggregated impacts of risk identification on risk monitoring and control is explained by the value of the R square, which indicates that 30.9% of risk identification in defense construction enterprise is accounted specifically on risk monitoring and control.

Table 4. 20 Simple Regression of risk identification on risk monitoring and control

Model Summary				
Model	R	R Square	Adjusted R Square	Sig F change
1	.556	.309	.307	.000
a. Predictors: Risk identification				
b. Dependent Variable: risk monitoring and control				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.138	.190		5.99	.000
	Risk identification	.672	.055	.556	12.17	.000
a. Dependent Variable: risk monitoring and control						

Source: Own computation from survey data 2021

The beta coefficient of the model in Table 4.20 indicates the beta value of the constant is 1.138 for risk monitoring and control whereas; the beta value for the predictor variable (risk identification) is .672 for risks monitoring and control. The t-value of 12.17 for risk monitoring and control with the p-value of .000 indicates the model is significant at p<.001. Therefore, the beta coefficient of risk identification for risk monitoring and control (Beta= .672) implies the level of risk monitoring and control will increase by 67.2 % if risk identification increase by one unit.

4.11.3 Impact of Risk Analysis on risk monitoring and control

To assess the extent of impact of risk analysis on risk monitoring and control, simple regression analysis was carried out. The result of the regression model shown in Table 4.22 indicates the value of the regression (R= .514, R square = .264 and adjusted R- square = .262 and significance level of P=.000) for risk monitoring and control indicates that the model is significant at p<.001, 2-tailed. Thus, the aggregated impacts of risk analysis on risk monitoring and control is explained by the value of the R square, which indicates that 26.4% of risk analysis in defense construction enterprise is accounted specifically on risk monitoring and control.

Table 4. 21 Simple Regression of risk analysis on risk monitoring and control

Model Summary				
Model	R	R Square	Adjusted R Square	Sig F change
1	.514	.264	.262	.000
a. Predictors: Risk analysis				
b. Dependent Variable: risk monitoring and control				

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.298	.197		6.587	.000
	Risk Analysis	.602	.055	.514	10.90	.000
a. Dependent Variable: risk monitoring and control						

Source: Own computation from survey data 2021

The beta coefficient of the model in Table 4.21 indicates the beta value of the constant is 1.298 for risk monitoring and control whereas; the beta value for the predictor variable (risk analysis) is .602 for risks monitoring and control. The t-value of 10.90 for risk monitoring and control with the p-value of .000 indicates the model is significant at p<.001. Therefore, the beta coefficient of risk analysis for risk monitoring and control (Beta= .602) implies the level of risk monitoring and control will increase by 60.2 % if risk analysis increase by one unit.

4.11.4 Impact of risk response on risk monitoring and control

To assess the extent of impact of risk response on risk monitoring and control, simple regression analysis was carried out. The result of the regression model shown in Table 4.23 indicates the value of the regression (R= .596, R square = .356 and adjusted R- square = .354 and significance level of P=.000) for risk monitoring and control indicates that the model is significant at p<.001, 2-tailed. Thus, the aggregated impacts of risk response on risk monitoring and control is explained by the value of the R square, which indicates that 35.6% of risk response in defense construction enterprise is accounted specifically on risk monitoring and control.

Table 4. 22 Simple Regression of risk response on risk monitoring and control

Model Summary				
Model	R	R Square	Adjusted R Square	Sig F change
1	.596	.356	.354	.000

a. Predictors: Risk response
b. Dependent Variable: risk monitoring and control

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.066	.177		6.035	.000
	Risk response	.694	.051	.596	13.54	.000
a. Dependent Variable: risk monitoring and control						

Source: Own computation from survey data 2021

The beta coefficient of the model in Table 4.22 indicates the beta value of the constant is 1.066 for risk monitoring and control whereas; the beta value for the predictor variable (Risk response) is .694 for risks monitoring and control. The t-value of 13.54 for risk monitoring and control with the p-value of .000 indicates the model is significant at $p<.001$. Therefore, the beta coefficient of risk response for risk monitoring and control (Beta= .694) implies the level of risk monitoring and control will increase by 69.4 % if risk response increase by one unit.

4.12Multiple Regression analysis

Table 4.23 regression analysis

Model	R	R square	Adjusted R Square	Std. Error of the Estimate
1	.829	.687	.675	.37628

a. Predictors: (Constant), risk identification, risk response, risk planning, and risk analysis

b. Dependent Variable: Risk monitoring and control

The model in the above table 4.23 shows how much of the variance in the measurement of Risk monitoring and control is explained by the model. Based on this, model coefficient of determination or R^2 obtained indicates that 68.7% (adjusted R square of 67.5% with estimated standard error .37628) of the variation in the measurement function can be explained by risk identification, risk response, risk planning, and risk analysis. The R^2 was high which indicates that the independent variables are highly determining Risk monitoring and control.

	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Co linearity Statistics	
	B	Std. Erro	Beta			Tolerance	VIF
(Constant)	.513	.208		2.472	.014		
Risk planning	.326	.082	.061	.976	.024	.467	2.143
risk identification	.210	.087	.130	1.764	.031	.332	3.008
risk analysis	.287	.081	.024	2.409	.017	.376	2.659
risk response	.390	.082	.336	.344	.000	.367	2.724

Source: Own survey, 2021

Risk response is the predictor variable that contributes the first highest to variation of the dependent variable risk monitoring and control because coefficient (0.390) is the first highest compared to other predictor variables. Coefficient of 0.390 indicates that, one unit increase in risk response, risk monitoring and controlling will increase by 0.390, units holding other factors constant. Hence, risk response is the first significant dimension of risk monitoring and control.

Risk planning is the predictor variable that contributes the second highest to variation of the dependent variable (risk monitoring and controlling) because coefficient (0.326) is the second highest compared to other predictor variables. Coefficient of 0.326 indicates that, one unit

increase in Risk planning, risk monitoring and controlling will increase by 0.326, units holding other factors constant. Hence, Risk planning is the second significant dimension of risk monitoring and controlling.

Risk analysis is the predictor variable that contributes the third to variation of the dependent variable (risk monitoring and controlling) because coefficient (0.287) is the third highest compared to other predicting variables. Coefficient of 0.287 indicates that one unit increase in risk analysis, risk monitoring and controlling level will increased by 0.287 units, holding other factors constant.

Risk identification is the predictor variable that contributes the fourth to variation of the dependent variable (risk monitoring and controlling) because coefficient (0.210) is the last compared to other predicting variables. Coefficient of 0.210 indicates that one unit increase in risk identification, risk monitoring and controlling will be increased by 0.210 units, holding other factors constant.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter summarized the findings, conclusions drawn from the findings and the recommenda tions forwarded for improvement in risk management practices of save the children international nongovernmental organization in Ethiopia. The study tried to see the level of risk management practice towards risk planning, risk identification, risk analysis, risk response, and risk control by raising different issues in the form of questionnaire and interview.

5.2. Summary of the Major Findings

The result obtained from the questionnaire and interview of respondents on general risk management of the organization showed that there is general risk management in the organization which is considered in early phase of the project. According to general risk management question the response showed that there is a policy or guideline that recommends how to manage unexpected uncertainties. This is known because most respondents are agreed depending on the value of the mean. In third question from generally risk management question project team members are getting active training and development about project risk management; the mean value indicated most of respondent were low depending on. In the fourth question from general risk management project team has deep project experience in risk management mean value indicated most of respondent were strongly agreed depending on the value of mean. In the fifth question from generally risk management question there is a document that registers past project risks to learn for future projects; mean value indicated most of respondent were strongly agreed depending on the value of the mean. The total means score for general Risk Management Practice was 4.04 with SD 0.724. This implied that the general risk management is highly applied in save the children Ethiopia.

Uncertainties that occur within the project are mostly handled by the project manager and the consultant. The interview also revealed that although there was a responsible person and

department to handle project risk; most of the time risks were managed by project manager and consultant.

The question that states Risk management is implemented at which stage of the project most respondent were at implementation stage followed by monitoring and evaluation stage. This confirmed that risk management was implemented in the implementation stages of the project. The interview also revealed that there was consideration of project risk management in the early stages of the project.

Regarding to risk planning the analysis indicated most respondent is highly agreed on relevant stakeholders are involving in risk management plan and made an agreement in the organization. The interview also supported this. The data analysis also declared that roles and responsibility of stakeholders are not clearly defined in the organization and the interview also supported that. The third question from risk planning; risk management plan is included during project planning; indicated most respondents didn't agree on the statement. And the interview also supported it. In overall mean indicates low participation in risk planning because the means score is below 3.40 is considered as low and the interview also supported it.

The primary tool and technique used in risk planning in the organization was expert judgment and meetings. Likewise, the interview declared that expert judgments were mainly used as a method of risk planning.

As we saw the analysis on risk identification, the result confirmed that risk is not identified in each phase of project life cycle and the interview also supported that. Team members are involved in risk identification process are moderate and the interview also supported it. Regarding to a document on identified risks and their characteristics; the mean value is low. Generally the mean value on overall risk identification is low.

The project is mainly exposed to technical risks and operational risks. Projects mainly used assumption analysis and expert judgment followed by SWOT analysis and Documentation review in risk identification.

These indicate Risks are prioritized based on their probability of occurrence and impacts are moderate and the interview also supports it. Project documents are updated after risks are analyzed are low and the interview also supported it.

The primary tool and technique in risk analysis risk probability & impact assessment and expert judgment were mainly applied in the project for risk analysis. Basis of risk analysis were analyzed mainly based on accomplishment of objectives and outcomes.

Risk response, Actions and options are developed to enhance opportunities and to reduce threats to project objectives are highly implemented. Strategies are developed to prevent or mitigate all the identified risks are highly implemented and the interview also supports it.

Risk response strategy Majority of the respondent believed that avoid 12(57.1%) and transfer 5(23.8%) was mainly used as strategies to risk response.

Risk control and monitoring is Risks that occur within the project are controlled and monitored in a way that goes with the goal and objective of the project moderately agreed depends on the value of mean value. Risk control and monitoring question Risks are not reviewed periodically. Risk responses are not audited. Effectiveness of risk management process is evaluated throughout the project are moderate. Risk monitoring and control is not a continuous process throughout the project. Meetings were mainly used as a tool in project risk control.

The association between dependent and independent variable are mostly highly correlated each others. Based on this, model coefficient of determination or R^2 obtained indicates that 68.7% (adjusted R square of 67.5% with estimated standard error .37628) of the variation in the measurement function can be explained by risk identification, risk response, risk planning, and risk analysis. The R^2 was high which indicates that the independent variables are highly determining Risk monitoring and control.

5.3. Conclusion

The main objective of the study was to assess the actual risk management practice on save the children international nongovernmental organization in Ethiopia. The study assessed risk planning, risk identification, risk analysis, risk response and risk control practice in the organization. Based on the analysis done on chapter four; the following conclusions are drawn.

- According to the results from the inquiry, even if there is a distinct process set to follow in risk management process, but not all risk management process are properly and equally practiced in the organization. There was a risk policy and procedure that guides the project team to overcome uncertainties in the project. In addition, project teams were taking active training on project risks. The training helped the project team to go through a disciplined risk management process, exploit the opportunity and reduce threats of uncertainties in projects.
- When we see the four processes individually, in risk identification process project team's involvement was good. There was also a risk register that document the identified risks and their characters. However, risks were not identified throughout the project lifecycle. I n addition, the project mainly encountered meeting, technical performance measurement as a tool and technique in risk identification. Risk identification seems to be a onetime event during the first phases of the project.
- In the process of risk planning, all stakeholders participated and their roles and responsibilities were clearly defined. In addition, risk management plan is included in the project plan. Tool and technique used in risk planning were expert judgment and meetings. Hence the practice of risk planning was good in the project. But risks were mainly handed by project manager and the consultant although there was a responsible department for risk handling. This come to contradict with the theory of risk management saying there should be specific department to handle risk in a project.
- In risk analysis, risks were prioritized based on their probability of occurrence and impact. Identified risks were numerically analyzed on the overall objectives of the project and project documents were updated after risks were analyzed. Hence, the

practice of qualitative risk analysis was good. But project documents are not updated after risks are analyzed.

- Regarding to risk response Avoid and risk transfer was mainly used as a strategy. Practice on developing actions and options to enhance opportunities and to reduce threats to project objectives were good. Risks were audited and reviewed periodically, and risk management was evaluated throughout project lifecycle. Risks that occurred within the project were controlled and monitored in a way that goes with the goal and objective of the project
- Monitoring and evaluation seem to be a continuous process that starts from the planning phase up to closure phase. This makes the project team not to overlook risk erroneously or miss out when the risk presents itself differently than anticipated due to the constantly changing environment.

The overall practice of risk management in the organization was good. Hence, project team had enough experience in project risk management they are capable to come up with solutions for uncertainties. All respondents are project team members from functional department and had deep project risk management experience.

5.4. Recommendation

Based on the findings of the study, the student researcher has prepared the following recommendations.Save the children international NGO in Ethiopia is good in all perspectives of risk management practices but must to strive for a better risk management process.

In order to fill the gap between the theory of risk management practice and the actual risk management practice onsave the children international nongovernmental organization in Ethiopia the following recommendations were provided.

- The risk management plan is vital to communicate with and obtain agreement and support from all stakeholders to ensure the risk management process is supported and performed effectively over the project life cycle. Hence, all project stakeholders should participate in the risk planning and the roles and responsibilities of various stakeholders participating in the project should be clearly defined. Moreover, the risk management

plan should be integrated with the project plan in order to reduce the consequence of project uncertainties within the project.

- Risks should be identified throughout the project lifecycle and project teams have to participate actively.
- Options and actions should be developed to enhance opportunities and to reduce threats to project objectives. Hence, proper risk response strategies should be developed to prevent or mitigate the identified risks.
- Risks should be audited and reviewed periodically, and risk management processes have to be evaluated throughout project lifecycle.

5.5 Implications for Future Research

The research had the following recommendations for future studies.

- Most projects on save the children are not held in Addis Ababa, most are in rural part of Ethiopia. Thus more observations and analysis is needed.
- This study employed mostly quantitative method of analysis and little bit on the qualitative aspect. Thus, future research should use depth qualitative method; interview and focus group discussion in order to provide more in depth assessment of risk management practices in the organization.
- The researcher hoped that the study opened the door for future researchers to explore risk management practice in other international nongovernmental organizations. Researchers can do their best to help NGOs to reach the higher maturity level in project management practice.

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Annex I

Addis Ababa University

School of commerce

Master of Arts (MA) in Project Management

Dear Participant

This research questionnaire is designed to assess project risk management practices in international nongovernmental organizations in Ethiopia: The case of Save the Children International Projects in Ethiopia. The information obtained was used for academic purpose only; all information and feedbacks was kept strictly confidential. Your experience and educational background in the company was greatly contributed to the success of this research and I believe this kind of study was an input for the development of risk assessment in NGO's. So, I am kindly requesting you to respond each and every question.

Thank you,

Part I : General information about the respondent

1. Gender; Male ☐ Female ☐
2. Age ; 21– 30Years ☐ 31 – 40Years ☐ 41-50Years ☐ above 50 Years ☐
3. Level of education ; First Degree ☐ Masters ☐ PHD ☐ other, please specify_____
4. Work experience in projects

   Below 1 year ☐ 1-2 years ☐ 3-5 years ☐ more than 5 years ☐

Part II: Project Risk Management Process

A. Questions on general Project Risk Management Practice

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1	risk management is considered in early phase of the project					
2	There is a policy or guideline that recommends how to manage unexpected uncertainties.					
3	Project team members are getting active training and development about project risk management					
4	Project team has deep project					

	experience in risk management.					
5	There is a document that registers past project risks to learn for future projects.					

5. Uncertainties that occur within the project is mostly handled by

a. Project manager
b. Consultant
c. Client
d. Assigned risk manager
e. All team members in the project

6. Risk management is implemented at which stage of the project?

a. Initiation
b. Planning
c. Implementation
d. Monitoring and evaluation
e. Closure

B. Questions on Risk Planning

No	**Questions**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
8	Relevant stakeholders are involved in risk management plan and made an agreement.					

9	The roles and responsibilities of various stakeholders participating in risk management are clearly defined.					
10	Risk management plan is included during project planning.					

11. What tool and technique used in risk planning?

a. Analytical analysis ☐ b. Expert judgment ☐ c. Meetings ☐

C. Questions on Risk Identification

No	**Questions**	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
12	Risks are identified throughout the project lifecycle.					
13	Project team members are involved in risk identification process.					
14	There is a documentation of identified risk and their characteristics.					

15. What type of risk that the project is highly exposed to?

a. Operational ☐ b. Technical ☐ c. Schedule ☐ d. Budget ☐

16. What tool and techniques used for risk identification

a. Documentation reviews ☐ b. Information Gathering ☐ c. Check list analysis ☐

d. Assumption analysis ☐ e. SWOT Analysis ☐ c. Expert Judgment ☐

D. Questions on Risk Analysis (Qualitative and Quantitative Analysis)

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
17	Risks are prioritized based on their probability of occurrence and impact					
18	Identified risks are numerically analyzed on the overall objectives of the project					
19	Project documents are updated after risks are analyzed					

20. What tool and technique primarily used in risk analysis?

a. Risk probability and impact assessment ☐

b. Data gathering and representation techniques ☐

c. Quantitative risk analysis and modeling techniques ☐

d. Risk categorization ☐

e. Expert Judgment ☐

21. Risks are primarily analyzed based on:

a. probability ☐ b. Outcome ☐ C. Financial Income ☐ d. Accomplishment of the objectives ☐

E. Questions on Risk Response

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
22	Actions and options are developed to enhance opportunities and to reduce threats to project objectives.					
23	Strategies are developed to prevent or mitigate all the identified risks.					

24. Risk response strategy that was primarily used in the project:

a. Avoid ☐ b. Transfer ☐ c. Mitigate ☐ d. Accept ☐

F. **Questions on Risk Monitoring and Control**

No	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
25	Risks that occur within the project are controlled and monitored in a way that goes with the goal and objective of the project.					
26	Risks are reviewed periodically					
27	Risk response are audited					

28	Effectiveness of risk management process is evaluated throughout the project					
29	Risk monitoring and control is a continuous process in the project					

30. What tool and technique was primarily used in risk monitoring and Control?

a. Risk assessment ☐ b. Variance and trend analysis ☐ c. Risk audit ☐

d. Technical Performance measurement ☐ e. Reserve analysis ☐

f. Meetings ☐

Interview Questions

1. What is your responsibility in the project? And for how long are you working in this project?
2. Does the project have risk management plan? If yes, does it related with the project plan?
3. Is there a policy or guideline that recommends how to manage unexpected uncertainties. If yes, how it helps the project team on risk management?
4. Do project teams get training on risk management? If yes, are team members within the Project aware on how to manage risk in a way that doesn‘t affect the objective or goal of the project?
5. Does the project follow standard risk management process (i.e. risk planning? Risk identification, risk analysis, Risk response, monitoring and control)?