Journal of Entrepreneurship & Project Management

Effect of Risk Management Practices on Project Success: A Case of Project of Intensification of the Beans Which Are Rich in Vitamin B, in Gakenke District, Rwanda

Mugwiza Antoine & Dr. Cyprien Sikubwabo

ISSN: 2616-8464

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

Effect of Risk Management Practices on Project Success: A Case of Project of Intensification of the Beans Which Are Rich in Vitamin B, in Gakenke District, Rwanda

[*1]Mugwiza Antoine & [2]Dr. Cyprien Sikubwabo

[1]Student, Business Administration in Project Management, University of Kigali, Rwanda

[2]Senior Lecturer, Business Administration in Project Management, University of Kigali, Rwanda

***Email of the Corresponding Author: mugwizaa564@gmail.com**

How to cite this article: **Mugwiza, A. & Sikubwabo, C. (2024). Effect of Risk Management Practices on Project Success: A Case of Project of Intensification of the Beans Which Are Rich in Vitamin B, in Gakenke District, Rwanda.** ***Journal of Entrepreneurship & Project Management,*** **8(4), 128-139.** https://doi.org/10.53819/81018102t30148

Abstract

The study explored the complex relationship between risk management practices and project success in the context of the "Intensification of Beans Rich in Vitamin B" project in Gakenke District, Rwanda. In an era marked by dynamic project environments and a growing demand for sustainable development, effective risk management had emerged as a critical determinant of project success. This study sought to empirically assess the extent to which risk management practices influenced the success of the aforementioned project, with a focus on key variables such as risk identification, assessment, mitigation, and monitoring. The study took a mixed-methods approach, combining quantitative analysis of project data with qualitative insights gained through interviews and surveys. Project stakeholders, including project managers, team members, and local communities, were the primary participants in data collection. The study utilized a systematic random sampling method, collected data through questionnaires and interviews, and employed both quantitative (statistical) and qualitative (narrative) analysis techniques to present the findings. The multiple regression analysis showed that risk identification (β=0.83, p=0.017) and risk monitoring and control (β=0.523, p=0.002) had significant positive effects on project success. The model explained 28.2% of the variance in project success (adjusted R-squared=0.282). Both the null hypotheses that risk identification and risk monitoring/control have no significant effect on project success were rejected at the 5% level. This indicates that better risk identification practices and risk monitoring/control practices lead to greater project success for the intensification of vitamin B-rich bean project in Gakenke District, Rwanda.

Keywords: *Risk Management, Project Success, Intensification, Beans, Vitamin B*

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

1.0 Introduction

The literature and study of risk management began following World War II. Risk management has long been linked to the use of market insurance to protect individuals and businesses from various losses caused by accidents (2023, August 29). The most important aspect of international risk management for managers is ensuring compliance with foreign regulations and laws while dealing with risks and concerns. When a company conducts business with companies in other countries, there are various types and levels of risk. Managers must consider and mitigate these risks if the company is to succeed in the foreign market (2023, August 29). A successful project will address real-world issues that matter to stakeholders, have competent staff, clear leadership, user involvement, proper planning, clear coordination and communication, proper planning, realistic expectations, organizational management support, and risk management procedures (Dvir, 1997). As a result, project risk management is a lengthy process aimed at investigating and mitigating events that may have a negative impact on projects. Risks assess a project's inability to meet its objectives within specified constraints. Cost, schedule, and technical performance can all be considered constraints. Researchers and academics agree that risk management strategies are critical for managing organizations and addressing the issue of organizational performance. Scholars have developed a wide range of risk management theories and methods to address various organizational contexts, defining and debating various risk management approaches. It indicates that risk management is the primary component of project cycle management and has a significant impact during the planning stage. It also performs a continuous function during the initiation, planning, execution, monitoring, and evaluation phases, as well as the close-up stage (Dvir, 1997).

Although different authors define the importance of project success in different ways, it is widely acknowledged that project success is critical for long-term success and a sustainable business (Dvir, 1997). In the discipline of project management, it is critical to be able to manage the complexity of the project's resources while keeping an eye on the benefits to the business. Project management is a completely different discipline than traditional management; in this field, managers frequently face new challenges, the environment changes, and resources are limited. Risk management is desirable in the South African context due to the large size and complexity of projects such as the Gautrain and the 2010 stadia. The size implied that there could be significant losses if risks are not carefully managed, as well as significant gains if risks are well managed (2023, August 29). They frequently involve unbalanced cash flows that necessitate significant upfront investments before yielding meaningful returns. In these circumstances, future cash flows may be highly uncertain due to changing economic conditions, shifting demand patterns, new competition, and a variety of other factors. Government-operated projects such as the Gautrain necessitated increased risk management to identify and manage any residual risks. Therefore, the risk management components in project management differ significantly from those required in traditional management (Dvir, 1997). However, for the purposes of this study, we focused solely on the factors that such risk management techniques are critical for project success and performance outcomes. The relationship between project risk management and project success must be highlighted because it has a significant impact on the project's chances of success or failure.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

1.2 Objective of the study

The general objective of the study is to examine the effect of risk management practices on project success: a case of project of intensification of the beans which are rich in vitamin b, in Gakenke district, Rwanda

1.2.1 Specific Objectives

i. To examine the effect of risk identification on the success of project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.
ii. To assess the effect of risk assessment on the success of project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda

1.3 Research Hypothesis

H_{01}: There is no significant effect of risk identification on the success of project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.

H_{02}: There is no significant effect of risk monitoring and controlling the success of the project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.

2.0 Literature Review

This part details all the finds from other scholars, researcher and writers who made the research about risk management.

2.1 Risk Identification on the Success of Project

The third step of the Risk Management Process (RMP) specifies what steps should be taken to address the identified risks and threats. Responding to risks involves developing options and/or actions to improve opportunities to achieve the project objectives. Pejman (2012). Risk response, along with risk planning, is one of the main outputs of the risk management process. Mohamed (2013). This is what defines a successful risk management process implementation because it provides contractors with backup plans, contingencies, and corrective actions to be taken in the event of a risk occurrence, as well as preventive actions to prevent the risk from materializing in the first place (14). This is determined by the risk response strategy used, which may be to reduce or prevent risk exposure. It is worth noting that the risk response strategy is the more comprehensive aspect of the risk response stage, resulting in risk response techniques that are tailored to the project's complexity and conditions.

Hashim (2013). Several authors have suggested various risk response strategies. The PMBOK (2004) listed the following strategies or techniques for managing risks in construction projects: avoid (extending schedule, reducing scope, shutting down the project), transfer (financial risk exposure, insurance, warranties, guarantees), mitigate (taking early actions, adopting less complex processes, conducting more tests, choosing more stable supplies, prototyping, redundancy), or accept (passive acceptance: no action except to document the strategy and Mohamed S. (2013). The Project Management Institute requires that risk be assigned a supervisor to monitor the development of the response, which will be agreed upon by the actors involved in this risk management process. The most common risk management strategies are avoidance, reduction, transfer, and retention (Ropel, 2011). Monitoring and reviewing risks involves implementing a risk response plan, tracking identified risks, monitoring residual risks, identifying new risks, and

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

evaluating the effectiveness of the project risk management process. Rezakhani (2012). R.C. Walke et al. (2011) recognized risk monitoring and control as a process in which the effectiveness of responses is monitored and controlled while also identifying and analyzing newly arising risks. For this step, each engineering expertise should use a specialized risk management tool, as shown in Table 1, for risk analysis based on project phase.

2.2 Effect of Risk Monitoring and Control on Project Performance

Risk monitoring and control are ongoing processes throughout the project's life cycle. The risks change as the project progresses. New risks emerge, or anticipated risks disappear. Good risk monitoring and control processes provide information that helps to make effective decisions before risks occur. The project manager must constantly look for new risks, reassess existing ones, and revaluate risk mitigation plans. The project manager should involve the entire project team in this endeavour because each team member has a specific expertise and can contribute a unique perspective to risk identification. Because the risk management worksheet is integrated into the status reporting process, this review and re-evaluation should occur automatically with the creation of each new status report. An organizational culture that has previously struggled with project execution is more likely to make the same mistakes again. These issues should be identified and managed as significant project risks. They must be mitigated by management initiatives, as repeated failures are guaranteed. The continuously monitored and updated record of risk variables, impact, probability, date of impact, level of priority, and risk response actions, as well as the risk management plans used in project execution and control (Corcione, 2023).

2.3 Project Success

Many definitions are classified based on conversations with a diverse range of project participants and observations of actual behaviours in real-world projects. A project is considered successful if it delivers all or most of what was promised (the scope), regardless of schedule or financial performance. It is widely accepted that a project can be successful if it completes what it promised, on time and/or within the agreed-upon budget; third, if it completes what it promised, on time, within the agreed-upon budget, and to the expected quality standards; and fourth, if it completes what it promised, on time. A project is considered successful if it meets all agreed-upon project objectives, scope, schedule, budget, quality, or outcomes-based requirements; and, finally, a project is considered successful if the end result generates a significant net value for the organization after the project is completed (Elonem & Arto, 2003).A competent and motivated project team, adequate management, organizational support, communication and coordination, leadership, and the participation of beneficiaries and all stakeholders are just a few of the requirements for project success. Other important factors include addressing real-world problems that stakeholders prioritize.

A project's success is determined by its ability to complete the project to the satisfaction of the client and stakeholders while staying within the budget and time frame specified. A project's success depends on both proper planning and execution (Zwikael, 2002). According to Cooke-Davies (2002), success variables influence performance, while performance predicts success. Cooke-Davies emphasized the importance of stakeholders in relation to project performance in order to identify the true success factors of construction projects. According to Slevin and Pinto (986), a project is only effective if it meets the needs of its target audience. They emphasize that measures of efficiency and effectiveness are critical success factors for projects. Measures of

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

effectiveness are associated with user satisfaction and project use, whereas measures of efficiency are associated with good management and internal organizational structures. Thus, efficiency could only be achieved by utilizing methods, systems, and standards.

3.0 Research Methodology

The research employed a systematic random sampling design to select a sample of 27 respondents from a target population of 120 individuals, including 115 farmers, 4 Project Monitoring and Evaluation Specialists, and 1 Project Manager. Data was collected using a combination of questionnaires with both open and closed-ended questions, as well as face-to-face interviews, particularly for respondents who did not have time to complete the written questionnaires. The primary data was then edited, coded, and entered into MS Excel and SPSS for quantitative analysis and statistical generalization, while qualitative information was presented in a narrative form to complement the quantitative findings.

4.0 Research Findings

In this chapter, the researcher presented, analyzed and interpreted the data relating to the objective of his research.

Table 1: Descriptive Statistics on Risk Identification and Project Milestone Completion

Statement	Min	Max	Mean	Std.
The root cause analysis techniques minimize the negative impact of the project risks	1.00	5.00	3.70	1.16
The SWOT analysis creates a better understanding of risks that could go wrong the project	1.00	5.00	3.86	1.16
The brainstorming is among different mechanisms used for the project risk identification and improves its success	1.00	5.00	3.88	1.17
The Expert judgment facilitates the project manager to prevent what could go wrong the project	1.00	5.00	3.90	1.21
The root cause analysis techniques maximize the positive impact of the project opportunities	1.00	5.00	3.92	1.17
The Risk scenario analysis enables the project management team to make better decisions	1.00	5.00	3.96	1.08
The brainstorming techniques is used by project managers to make clear and better decisions	2.00	5.00	4.04	.78
The documentation reviews are used by project managers for high project risk identification	2.00	5.00	4.22	.81
Checklist analysis helps project team members to identify medium project risks	3.00	5.00	4.26	.69
The SWOT analysis is useful for identifying potential project stakeholders	2.00	5.00	4.90	.58
Overall			**4.06**	**1.23**

Table 1 shows that respondents agreed with a mean of 3.7. This mean, which ranged round 4 on a five-point Likert scale, indicated that a high mean and the use of root cause analysis techniques minimized the negative impact of project risks. The SWOT analysis improves understanding of potential project risks (mean 3.86) and provides evidence of animation agreement. Respondents also agreed (mean 3.88) that brainstorming is one of several mechanisms used to identify project

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

risks and improve project success. The respondents also agree (mean 3.9) that root cause analysis techniques maximize the positive impact of project opportunities, with a mean 3.92. The results also showed that respondents agreed (mean 3.96). The risk scenario analysis allows the project management team to make better decisions. The respondents agreed with the mean (4.04) that project managers use brainstorming techniques to make clear and better decisions, as well as the mean (4.22) that documentation reviews are used by project managers to identify high-risk projects. Finally, respondents strongly agreed with the mean (4.9) that the SWOT analysis is effective for identifying potential project stakeholders. The aggregate mean score for project planning was 4.06 with a standard deviation of 1.2341. The aggregate mean score of 4 on the five-point Likert scale used in the study indicates agreement, and respondents agreed that concerns were raised regarding risk identification on milestone completion on time for the Project. The aggregate standard deviation of 1.2341 is greater than 0.05 (SD>0.5), indicating that responses were heterogeneous (ranging from strongly disagree to strongly agree).

4.1 Effect of Risk Monitoring and Controlling Multiplier Effect of the Project

Perceptions of respondents about risk monitoring and control mechanisms used for the success of the project were also compiled in this research.

Table 2: Descriptive Statistics on Risk Monitoring/Controlling and Project Multiplier Effect

Statements	Min	Max	Mean	Std.
The physical inventory checks technique helps to make comparison between the quantity of seeds produced and seeds distributed among project's beneficiaries	1.00	5.00	3.82	.94
The reviews of account reports and reconciliations methods are useful to project management team members for bank account records and correction of detected errors	1.00	5.00	3.94	1.21
The detective risk control helps to discover occurring problems in the project's processes	1.00	5.00	4.04	.92
The adequate documentation increases the level of project records and useful by providing lesson learned from past events and baseline for future planning process	2.00	5.00	4.04	.78
The preventive risk control technique helps to prevent errors from occurring.	2.00	5.00	4.08	.85
The earned value analysis technique helps the project team members to make a corrective action when the project is over budget on the project	2.00	5.00	4.12	.82
The earned value analysis technique helps the project team members to make a corrective action when the project is behind the schedule on the project	1.00	5.00	4.16	.84
The adequate segregation of duties improves performance among project team members	1.00	5.00	4.18	.82
The adequate control of assets is crucial for project management team for efficient use of available resources and planning for future resource acquisition	2.00	12.00	4.18	1.38
The preventive risk control method helps to prevent irregularities form occurring.	2.00	5.00	4.22	.81
Overall			**4.07**	**0.937**

Result of Table 2 Demonstrate the physical inventory checking technique: The mean score is 3.82, indicating that, on average, respondents slightly agree that this technique facilitates comparisons

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

between the quantity of seeds produced and distributed to project beneficiaries. The standard deviation of 0.94 indicates that respondents' opinions vary moderately. Reviews of account reports and reconciliation methods: With a mean score of 3.94, respondents seem to agree that these methods are useful for project management team members to keep track of bank accounts and correct errors. The higher standard deviation of 1.21 indicates a wider range of opinions, implying that some respondents strongly agree while others may strongly disagree. The detective risk control technique: With a mean score of 4.04, respondents generally agree that this technique aids in the discovery of problems in project processes. The relatively low standard deviation of 0.92 indicates a fairly consistent level of agreement among respondents. Adequate documentation: With a mean score of 4.04, respondents generally agree that adequate documentation improves the quality of project records and provides lessons learned and benchmarks for future planning. The low standard deviation of 0.78 indicates that respondents' opinions are relatively consistent, with the majority agreeing. Preventive risk control technique: The mean score of 4.08 indicates that respondents generally agree that this technique helps prevent errors from occurring. A standard deviation of 0.85 indicates moderate variability in opinions. Earned value analysis for budget correction: With a mean score of 4.12, respondents generally agree that this technique assists project team members in taking corrective actions when the project exceeds budget. The standard deviation of 0.82 indicates moderate response variability. Earned value analysis for schedule correction: The mean score of 4.16 indicates that respondents generally agree that this technique assists project team members in taking corrective actions when the project falls behind schedule. A standard deviation of 0.84 indicates moderate variability in opinions. Adequate segregation of duties: With a mean score of 4.18, respondents believe that adequate segregation of duties improves project team performance. The standard deviation of 0.82 indicates moderate variability in opinions. Respondents agree on the importance of asset control for efficient resource use and planning, with an average score of 4.18. The higher standard deviation of 1.38 indicates a more diverse range of opinions, with some respondents strongly agreeing while others may disagree. Preventive risk control for irregularities: The mean score of 4.22 indicates that respondents generally agree that this technique helps prevent irregularities from occurring. A standard deviation of 0.81 indicates moderate variability in opinions. The mean scores generally indicate agreement with the statements made about these project management techniques. However, the standard deviations show that respondents' levels of consensus vary, with some techniques receiving more consistent agreement than others.

4.2 Assessment of the Level of Performance of The Project and Its Success

Under this section, the performance of the project was measured to warrant its success. The table 3 provides more information about the section.

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

Table 3: Descriptive Statistics on Project Performance and Success

Statement	Min	Max	Mean	Std.
The amount of money spent on the project is calculated by the project management team members to measure the performance of the project	1.00	5.00	4.02	.89
The extent to which the project achieved its goal and attained its objectives is used by project managers to measure the project performance	1.00	5.00	4.06	.91
Did team members receive the necessary training and support to excel in their roles	1.00	5.00	4.10	.83
The extent to which the project met the deadlines is determined to measure its performance	1.00	5.00	4.14	.85
How would you rate the quality of the project's deliverables or outcomes?	1.00	5.00	4.16	.86
The project management team members assess customer satisfaction to measure the Project performance	3.00	5.00	4.16	.73
The project management team members gauge the return on investment to measure the Project performance	2.00	5.00	4.18	.80
The project team members discover the value of the final product to measure the Project performance	3.00	5.00	4.26	.69
The project efficiency evaluation is used by project team members to measure the project performance	3.00	5.00	4.28	.70
Was project documentation, such as project plans and status reports, clear and accessible?	1.00	5.00	4.42	.78
Overall			**4.17**	**0.80**

Table 3 indicates the money spent on the project. The mean score is 4.02, indicating that, on average, respondents believe that the amount of money spent on the project is a reliable indicator of project performance. The standard deviation of 0.89 indicates that responses vary moderately, but there is a general consensus. Achievement of project goals and objectives: With a mean score of 4.06, respondents generally agree that the extent to which the project met its goals and objectives is an important indicator of project performance. The standard deviation of 0.91 indicates some variation in opinions, but overall there is agreement. Training and support for team members: The mean score of 4.10 indicates that, on average, respondents believe team members received the necessary training and support to excel in their roles as a measure of project success. The standard deviation of 0.83 indicates some variability in responses, but not too much. Meeting project deadlines: With a mean score of 4.14, respondents generally agree that meeting project deadlines is an important measure of project performance. The standard deviation of 0.85 indicates moderate variability in opinions. Quality of project deliverables: With a mean score of 4.16, respondents generally agree that the quality of the project's deliverables or outcomes is a reliable indicator of project performance. The standard deviation of 0.86 indicates some variation in responses. Customer satisfaction assessment: The mean score of 4.16 indicates that respondents generally agree that assessing customer satisfaction is an important measure of project performance. The low standard deviation of 0.73 indicates a high level of agreement among respondents. Return on investment (ROI) evaluation: With a mean score of 4.18, respondents generally agree that calculating the return on investment is a useful measure of project performance. The standard deviation of 0.80 indicates some variation in opinions, but overall there is agreement. Value of the final product: With a mean score of 4.26, respondents generally agree that determining

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

the value of the final product is an important indicator of project performance. The low standard deviation of 0.69 indicates a high degree of consensus. Project efficiency evaluation: The average score of 4.28 indicates that respondents generally agree that project efficiency evaluation is a useful measure of project performance. The standard deviation of 0.70 indicates some variation in responses, but overall agreement. Project documentation clarity and accessibility: With a mean score of 4.42, respondents strongly agree that clear and accessible project documentation is critical for measuring project performance. The standard deviation of 0.78 indicates some variation in opinions, but overall consensus is strong.

4.3 Regression Analysis

For determining the land scape of relationship between independent and dependent variables and to initiate the arithmetical connotation of the hypothesized relationships, multiple regression analysis was used. This was performed using the field data and tested at 5% level of significance.

Table 4: Regression Effect of Risk Management Practices on Project Success

	Test Station	**P-Value**	
R-Squared	0.326		
Adjust R- Squared	0.282		
F. Statistics	8.7	0.00	
Regression Results			
	Coefficients	T-Statistics	P- Values
Risk Identification	0.83	0.630	0.017
Risk Monitoring control	0.523	4.339	0.035
Key	Significant level at 5 percentage		

Research findings in table 4, show that the adjusted R- squared was (0.282) meaning the independents variable jointly explain (28.2%) of discrepancies in the dependent variable while the rest are explained by variables not fitted into the model. This is in variable while the rest are explained by variables not fitted into the model. This is in agreement with studies presented by Child & McGrath (2001) which points out that project risk management practices are becoming increasingly important and extra work is organized. Through indentures and plug-ins.

The F statistic is (8.7) with. a corresponding P value which implies that the regression model is significant ($P<0.05$)

Y= 1.554+0.312 X1+0.1.44X2+0.260X3+0.91+E

Stratford Peer Reviewed Journals and Book Publishing
Journal of Entrepreneurship & Project management
Volume 8||Issue 4||Page 128-139||May||2024|
Email: info@stratfordjournals.org ISSN: 2616-8464

All the four parameters were related to project risk management practice and the regression analysis directed that an upsurge in each of them would result in project success.

Table 5: Decision on Test Hypothesis

Hypothesis	P- Value	Decision
1.There is no significant effect between risk identification on the success of project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.	**0.017**	**Rejected**
4.There is no significant effect between of risk monitoring and controlling the success of the project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.	**0.002**	**Rejected**

The first objective tries to find Out Effect of Risk Management Practices on Project Success: a Case of Project of Intensification of the Beans which are Rich in Vitamin B, In Gakenke District, Rwanda Null hypothesis one was tested. The hypothesis was derived as

$H0_1$: There is no significant effect between risk identification on the success of project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.

Research findings in Table 4.11 show the significance coefficient of risk identification was 0.83 while the p value is 0.017 ($p<0.05$). Therefore, at 5% level of significances, the null hypothesis was rejected implying that risk identification has a significant relationship with Project success. This implies that holding everything else in the square constant unit change in risk identification leads 0.83 units' transformation in Project success in Rwanda.

This section tested the direct effect of risk monitoring and control on the success of the project the fourth objective that sought to examine how risk monitoring and control influence the project success. Null hypothesis four was tested. The hypothesis was derived as**:**

$H0_2$: There is no significant effect between of risk monitoring and control on the success of the project of intensification of the beans which are rich in vitamin B in Gakenke District, Rwanda.

From research findings in Table 4.11, the coefficient of risk monitoring and control was 0.523 and the confirming P- values was 0.002 ($P<0.05$) implying that at five per cent level of significance, the null hypothesis H03 was rejected. The study concluded that of risk monitoring and control has a positive relationship with project success. Holding everything else in the model constant, a unit change in of risk monitoring and control leads to 0.523unit change in project success.

5.0 Conclusion

Based on the findings, the researcher concluded that project risk management practices have a significant impact on the success of the project to intensify vitamin B-rich beans in Gakenke District. It is important to note that risk monitoring and control take precedence over other variables such as risk identification, risk assessment, and risk response planning because planned

risk responses are translated into action and implemented at this level. In light of the research findings, risk assessment takes precedence over risk identification and acts as a link between risk identification and risk response planning. Risk management is critical to the performance and success of any project. Inefficient and ineffective risk management strategies lead to project decline, which is why respondents claimed that risk management increased project efficiency and helped the project team meet deadlines.

6.0 Recommendation

The government should provide for grants to agribusiness projects facing high project risks to ensure their sustainability and impact. Government should be aware that risk management methods are the dynamic project tool especially in agriculture projects. It should be very careful to avail the supervisor of the construction works to ensure that risk management methods are being conducted to prevent post completion defects and excessive costs.

REFERENCES

Amin, M. (2005). Social science research, conception, methodology and analysis. Makerere University Printery, Kampala.

Anderson, M. B. (2007). Aid: A mixed blessing. Development in Practice, 22(1), 22-24.

Beauchamp, T., & Bowie, N. (2004). Ethical theory and business. Pearson Education.

Belassi, W., &Tukel, O. I. (1996). A new framework for determining success/failure factors in projects. International Journal of Project Management, 14(3), 141-151. https://doi.org/10.1016/0263-7863(95)00064-X

Chandran, P. (2002). Projects: Planning, Analysis, Financing, Implementation, and Review (5th ed.). Tata Mc Graw Hill Publishing Company Ltd.

Clifford, F., & Erik, W. L. (2011). Project management: The managerial process (5th ed.).

Corcione, M. (2023). *Development of a Web Application for Risk Management* (Doctoral dissertation, Politecnico di Torino).

Crawford, L. (2003). Profiling the competent project manager. In Proceedings of PMI research conference. Project Management Institute.

David, E. (2010). Research Methods of Political Science (2nd ed.). New York.

Dvir, D. (1997). Mapping the dimensions of project success. Project Management Journal, 28, 5-13.

Elonem, & Arto (2003). Problems in managing internal development projects in a multi-project environment. International Journal of Project Management, 21, 395-402. https://doi.org/10.1016/S0263-7863(02)00097-2

Gemunden, Salomon, & Krieger (2005). The influence of project autonomy on project success. International Journal of Project Management, 23, 366-373. https://doi.org/10.1016/j.ijproman.2005.03.004

Golafshani, N. (2002). Understanding Reliability and Validity in qualitative Research. The qualitative report, 8(4), 597-607.

Gravette, H. (2007). Trust in Leadership and team performance: Evidence from NCAA Basketball. Journal of Applied Psychology, 85(6), 1004-1012. https://doi.org/10.1037//0021-9010.85.6.1004

Harold, K. (2010). Project management best practices: Achieving Global Excellence (2nd ed.).

International Fund for Agriculture Development. (2001). Managing for Impact in Rural Development: A guide For Project Monitoring and Evaluation.

Kakooza, T. (1992). In Introduction to Research Methods. National Adults Association.

Kombo, D., & Tromp, D. (2006). Proposal and thesis writing: An introduction. Pauline's Publications Africa, Nairobi.

Larson, W. (2007). The Project Management Life Cycle. Kogan Page.

Lindenaar, F., Van den Bunt, B., Van Kinderen, S., & Van Well-Stam, D. (2004). Project risk management: An essential tool for managing and controlling projects. Kogan Page Limited, London, UK.

Meridith, R. (1996). Educational research: An introduction. Longman Publishers.

Muchelule, Y. (2019). Effect of Risk Identification and Risk Analysis on Performance of Road Construction Projects in Kenya: A Case study of Kakamega County. International Journal of Social Science and Humanities Research, 7, 407-411.

Orodho, A. (2009). Techniques of writing Research Proposal and Techniques. Nairobi.

Pretorius, L. (2012). Managing risk for success in a South African engineering and construction project environment. South African Journal of Industrial Engineering, (243), 69. https://doi.org/10.7166/23-3-507

Robertson, S., & Williams, T. (2006). Understanding project failure: Using Cognitive Mapping in an insurance project. Project Management Journal, 37(4), 55-71. https://doi.org/10.1177/875697280603700406

Rossi, P. H., Freeman, H. A., Lipsey, M. W., & Mark, W. (2004). Evaluation: A system approach.

Sekaran, U. (2006). Research methods for business: A skill-building approach (4th ed.). New Delhi, India.

Slevin, D. P., & Pinto, J. K. (1986). The Project Implementation profile: A new tool for project managers. Project Management Journal, 17(4), 57-70.

Zwikael, S. G. (2002). Impact of the project manager on project management planning process. Project Management Journal, 17(4), 78-85.