ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF PROJECT RISK MANAGEMENT PRACTICES: THE CASE OF ETHIOPIAN INSURANCE COOPERATION

BY

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July, 2024
Addis Ababa, Ethiopia

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A THESIS WORK SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF POST GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF MASTERS OF ARTS DEGREE IN PROJECT MANAGEMENT

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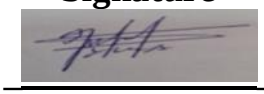
Yilkal Wassie(Asst Prof)		**7/6/24**
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DECLARATION

I, the undersigned, declare that this thesis is my original work; prepared under the guidance of Yilkal Wassie (Asst. Prof.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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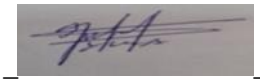
ENDORSEMENT

This thesis paper is submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

Yilkal Wassie(Asst Prof)

_____ 

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List of Abbreviations

EIC: Ethiopian Insurance Cooperation

PRM: Project Risk Management

PMI: Project Management Institute

CAYIIP: Crop area yield index shortfall insurance policy

Abstract

This thesis examines the assessment of project risk management practices in the case of the crop area yield index shortfall insurance policy development project of the Ethiopian Insurance Corporation (EIC). The study aims to identify and assess the overall project risk management practices of the CAYIIP development project using the five key project risk management processes: risk management planning, risk identification, risk analysis, risk response planning, and risk monitoring and control. The research used descriptive design and also employs a mixed-methods approach, utilizing both quantitative and qualitative data collection techniques, including questionnaires and semi-structured interview with the CAYIIP development project team members. The study explores the project team's understanding and implementation of the various risk management practices, as well as the strengths and weaknesses within each stage of the risk management process. Primary data was generated from 20 project team members. The secondary data consisted of feasibility analysis document of the project and EIC annual report. The quantitative data was analyzed using SPSS version 23 software and qualitative data was analyzed using narration method. The findings indicate that while the CAYIIP development project has made efforts to incorporate project risk management practices, there are gaps and areas for improvement. The study reveals there is a lack project risk management planning process and challenges in the integration of quantitative and qualitative risk analysis, Lack of comprehensive project risk identification process, the development of suitable risk response strategies for positive risks (opportunities), and the effective monitoring and control of risks throughout the project lifecycle. The study provides valuable insights for the Ethiopian Insurance Cooperation and the broader insurance industry in Ethiopia. The recommendations aim to enhance the project risk management capabilities of the organization, strengthen stakeholder confidence, and contribute to the overall success and sustainability insurance policy development Projects of Ethiopian Insurance companies.

Keywords: Project risk management, Crop area yield index shortfall insurance policy, Ethiopian Insurance Cooperation.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In today's complex and uncertain world, individuals and organizations face numerous challenges and risks in their daily lives and operations. It is impossible for humans to anticipate and prepare for all potential misfortunes that may arise. Risk is an inherent part of any project, and it is unrealistic to expect a project to be completely free of risk. Even the concept of a "zero-risk project" is contradictory and unattainable, as acknowledged by Hillson (2009). Therefore, risk management becomes essential to identify, evaluate, and address risks in order to protect business resources and income, ensure continuity, and contribute to profitability (Teweldemedhin, 2020).

Project risk management encompasses several steps, including planning risk management, identifying risks, analyzing risks, planning risk responses, and monitoring and controlling risks (PMI, 2008). Furthermore, insurance plays a crucial role in mitigating risks and protecting individuals and organizations from potential losses and damages. Risks are an integral part of insurances and effective risk management is an ongoing process that requires continuous effort (Institute of Cost Accountants of India, 2022).

The insurance industry not only provides protection but also contributes significantly to the GDP of countries like India. According to the Institute of Cost Accountants of India (2022), the insurance industry in India, along with banking services, contributes about 7% to the country's GDP and is growing at a rapid rate of 15-20%. A well-developed insurance sector is beneficial for economic development as it provides long-term funds for infrastructure development and enhances the risk-taking capacity of the country.

However, the African insurance industry, particularly in countries like Kenya and Rwanda, has faced challenges in terms of risk management. Instances of customer complaints and the failure of insurance firms to honor claims have been reported (Kiptoo et al., 2021). To overcome these challenges, it is recommended that insurance companies adopt a different approach to risk management, employ skilled personnel and actuaries, and implement risk management practices (Ntivuguruzwa et al., 2015-2019).

The Ethiopian insurance industry has a relatively short history, starting from 1976. In its early days, the industry faced obstacles such as limited awareness, low market penetration, and inadequate regulatory frameworks. However, the government has taken significant measures to liberalize and revamp the sector, leading to notable advancements since the early 2000s.

According to Abate & Kaur (2023), the insurance business in Ethiopia is classified into two primary categories: long-term (life) insurance and general (non-life) insurance. Composite insurance business combines both long-term and general insurance. The industry in Ethiopia is experiencing rapid growth due to the country's economic progress, resulting in increased demand for insurance services and a faster pace of insurance policy sales.

In agricultural sectors, crop production faces various risks such as diseases, pests, and drought. To provide adequate coverage, area yield index insurance has been developed. This type of insurance offers indemnity payments to farmers based on the shortfall in yield compared to the average yield in a specific geographical area.

The foundation of area yield index insurance lies in the establishment of an index representing the long-term average yield of the insured crop within a defined Unit Area of Insurance or agro-ecological zone. The Unit Area of Insurance is the smallest administrative unit that shares similar crop yield determining factors, including soils, weather, variety, and agronomic practices.

In Ethiopia, the Ethiopian Insurance Corporation (EIC) initiated a project in to develop a new insurance policy known as crop area yield index shortfall insurance policy. This policy falls under the category of micro insurance and general insurance, providing protection for individuals directly or indirectly affected by adverse conditions during the policy period. Adverse conditions include perils such as drought, flooding, excessive rainfall, frost, pests and diseases, earthquakes, volcanic eruptions, fires, animals, insects, plagues, and any other factors that may reduce crop yield and affect production. The indemnity provided is based on the harvested average yield of a specific area, such as a county or district.

While the development of the crop area yield index shortfall insurance policy varies across different woredas and kebeles in Ethiopia, it primarily targets crops such as Teff, Wheat, Chickpea, Barley, Maize, Lentil, Linseed, Faba bean, and Field pea.

1.2 Background of the organization

EIC is the only state owned company with lion market share in the insurance industry, promising the society to protect from unexpected risk and also development partner of the government programs. The corporation is again an ever leader in rendering its service & selling ideas excelling from other competitors with multidimensional tangible factors. The continuous development with high paid-up capital the targeted approach of services, available skilled manpower, financial strength and being a strategic sponsor of the nation, etc. are some of those mentioned elements & pillars which all keep having precious goodwill & most excellent image sustainably and hence sealed in every society as a reliable partner & remains with in mind of public interest. Ethiopian Insurance Corporation (EIC) was established in 1976 by proclamation No.68/1975, and currently engages in the business of rendering insurance services and in any other related activities conducive to the attainment of its purposes (EIC, 2022/2023).

1.3 Statement of the Problem

According to Elkington and Smallman (2002), there is a positive correlation between the level of risk management activities undertaken in a project and the project's overall success. The researchers found that projects with more comprehensive risk management practices tend to achieve greater levels of success so the absence of proper project risk management practices during the Policy development projects of insurances can give rise to various challenges during its implementation.

The identification of risk enables one to understand its nature and gives an idea of how such risk should be handled (George, 2020) lack of systematic risk identification practices can lead to potential risks that could impact the policy's implementation to be overlooked, leading to unexpected disruptions and failures. Secondly, inaccurate pricing and underwriting may occur due to the absence of proper risk assessment, potentially causing financial losses for the insurance company or inadequate coverage for policyholders. Inaccurate pricing and underwriting not only have financial implications but can also impact the overall viability and success of the policy. It can erode the trust and confidence of policyholders, making it challenging for the insurance company to retain customers and attract new ones. Additionally risk monitoring and control are essential for tracking the identified risks throughout the policy

development process. The lack of risk monitoring and control mechanisms can result in a failure to detect emerging risks or deviations from the planned risk responses. Lastly stakeholder's confidence on the policy developed without proper risk management will diminish since it can lead to legal risks.

Effective project risk management empowers a financial industry particularly insurance industry with the necessary tools so that it can adequately identify and deals with potential risks (Negese, 2021). So by successfully implementing project risk management practices they can showcase their capacity to uphold policy commitments and gain stakeholders trust.

Even though Project risk Management is so important in insurances the Ethiopian Insurance industry faces a significant challenge due to absence of a comprehensive understanding and effective implementation of project risk management practices. According to Kadi (2003) as stated by Hiwot (2017) most insurance companies in developing countries cover insurable risks without caring out proper analysis of the expected claims from clients and without putting in place a mechanism of identifying risks and appropriate risk reduction methods.

Some papers have been done regarding the Project risk management practices in Ethiopia.

For example Meskere (2018) conducted a paper titled Assessment of Project Risk Management practices: The case of Bank of Abyssinia Increase Systems Availability Project (ISAP). The main findings revealed that risk identification, qualitative risk analysis, monitoring and control were fairly practiced, while the practice of risk planning and risk response was poor. The study recommended that it is better the bank to look into best practices to apply standard project risk management processes, tools and techniques in future projects in order to achieve projects' objective successfully.

Additionally Adugna (2020) conducted a study called The Assessment of Project Risk Management Practices in Development Bank of Ethiopia financed Projects; the Case of Manufacturing Projects Administered at Head Office. The outcomes of the study showed inadequate experience and practice of project risk management process in the manufacturing projects. The execution and utilization of remarkable project risk management has not watched and an incredible consideration not given. Subsequently, the study suggested that every concerned parties like project owners, project managers, chiefs, project participants, and experts

should comprehend the significance of project risk management for the thriving of manufacturing projects and should utilize legitimate risk management process and methods in the manufacturing industries.

Regarding the risk management practices of policy development project of insurance companies a paper has been done by Al-Yamata et al(2021) called Risk management of research and development projects; evidence from insurance sector in Kuwait. It attempted to mitigate the risks in Research and development projects in insurance companies by identifying risks related to research and development projects of insurance companies.

A lot of Studies have been done on risk management practices in Ethiopian projects and also a paper has been done on mitigating the risks of an Insurance development project in Kuwait. But the researcher couldn't seem to see much research on Assessment of Project Risk Management practices of Ethiopian Insurance policy development projects. Thus this research addressed this gap by choosing a case study on EIC.

1.4 Research Questions

1. To find out whether there was the process of project Risk Management planning in CAYIIP development Project and also find out the Project Team Members understanding of Project Risk Planning?
2. How comprehensive and systematic are the Risk identification practices employed by CAYIIP development Project?
3. How well does CAYIIP development Project integrate Quantitative & Qualitative risk analysis?
4. To find out how well does the CAYIIP development Project develops Risk response strategies?
5. How well Does CAYIIP development Project implements Risk monitor and control strategies?

1.5 Research Objectives

1.5.1 General Objective

- To identify and asses the overall project risk management practices of CAYIIP development Project using five project risk management processes.

1.5.2 Specific Objectives

- To assess the Project Risk Management planning practices of CAYIIP development.
- To assess Project risk identification practices of CAYIIP development Project team. .
- To assess both qualitative and quantitative project risk analysis practices of CAYIIP development Project. .
- To assess risk response development capabilities of CAYIIP development Project.
- To assess risk Monitor & Control strategies of CAYIIP development Project team Members. .

1.6 Significance of the study,

This paper examines project risk management practices of CAYIIP development project at EIC. It holds immense significance and far-reaching implications for a wide range of stakeholders. It will furnish the company with practical insights, enabling them to discern the strengths and weaknesses within their current project risk management approaches and make well-informed decisions for enhancement. Moreover, the study will serve as a Standard for the Ethiopian insurance industry, presenting comparative analyses and best practices that can be embraced by other companies. Policymakers and regulatory bodies can leverage the study's findings to formulate or revise policies and regulations that foster strong project risk management practices, ensuring the safeguarding of consumers and the attainment of stability within the industry. Furthermore, the study will contribute to the existing reservoir of knowledge on project risk management in the insurance sector, delivering invaluable insights for researchers and practitioners alike. Additionally, it will facilitate organizational learning within EIC, enabling the integration of lessons learned into future endeavors. Ultimately, the study will bolster stakeholder confidence and trust in the company by exemplifying their unwavering dedication to effective risk management, thereby enhancing their reputation and ensuring long-term sustainability.

1.7 Scope of the study,

The Geographical Scope of this research is limited to EIC. The Conceptual Scope of the study is limited to one of the project Management Knowledge areas which is Project Risk management. This Study concentrated on Assessing the project risk management practices of the CAYIIP

development Project by using the five key project risk management processes such as project risk planning, Project Risk Identification, Project Risk Analysis, Plan risk Response and Project Risk Monitor and control.

1.8 Limitations of the study

The study focuses solely on the project team members of the CAYIIP Development Project within the EIC. It doesn't encompass other projects aimed at policy development within the EIC. The research primarily depended on the personal opinions and perspectives of the selected project team members. It is important to note that the study does not incorporate the viewpoints of other stakeholders, including policyholders, insurance regulators, or industry experts.

1.9 Organizations of the study

This paper is organized into five chapters. Chapter one provides an introduction, which includes the background of the study, statement of the problem, scope of the study, general and specific questions, and limitations of the study. Chapter two focuses on the literature review, which consists of both theoretical and empirical reviews. The theoretical literature review involves a methodological analysis of theories related to the specific topic, while the empirical literature review involves a systematic and comprehensive analysis of existing research studies and empirical evidence on the topic. Chapter three discusses the research design and methodology employed in the study. In chapter four, the data analysis and interpretation are presented. Finally, chapter five includes a summary of the findings, conclusions drawn from the research, and recommendations based on the study's results.

CHAPTER TWO

LITERATURE REVIEW

2.1 Theoretical Literature review

2.1.1 Project Management Overview

Project is defined as a temporary endeavor undertaken to create a unique product or services. A project is a Budget, Scope and Schedule limited undertaking aimed at generating a distinctive output. A project is an Endeavor taken to produce the results that are expected from the requesting party (Garold D. Oberlender, 2000).

Juran as Cited in Heagney (2012) defines project as a problem scheduled for solution.

Projects should not be confused with everyday work. A project is not routine, repetitive work! Ordinary daily work typically requires doing the same or similar work over and over, while a project is done only once; a new product or service exists when the project is completed (Larson & Gray, 2011).

A project has a life cycle. Lifecycle of a project refers to the stages in the development of the Project. Project life cycle is divided into four distinct phases: conceptualization, planning, execution, and termination (Pinto, 2016).

According to PMI (2017) project management is the application of knowledge skills, tools and techniques to project activities to meet the project requirements.

Project management is the planning, organizing, directing, and controlling of company resources for a relatively short-term objective that has been established to complete specific goals and objectives. Furthermore, project management utilizes the systems approach to management by having functional personnel (the vertical hierarchy) assigned to a specific project (the horizontal hierarchy) (kerzner, 2003).

Project management is accomplished through the appropriate application and integration of the 47 logically grouped project management processes, which are categorized into five distinct Process Groups: Initiating, Planning, Executing, Monitoring and Controlling, and Closing (PMI,

2013). These five Process Groups work in concert to guide the project from inception through to successful completion, ensuring the effective management of the project's scope, time, cost, quality, resources, communications, risk, procurement, and stakeholder engagement.

A Knowledge Area is a designated domain of project management characterized by its knowledge prerequisites and outlined in relation to its constituent processes, methodologies, inputs, outputs, tools, and techniques.

Project management has 10 major knowledge areas including Project integration management, Project scope management, Project Time management, project cost management, project quality management, Project resource management, project communications management, project risk management, project procurement management and project stakeholder management (PMI, 2017).

Project Integration Management: Project Integration Management includes the processes and activities to identify, define, combine, unify, and coordinate the various processes and project management activities within the Project Management Process Groups (PMI, 2017).Project Integration management is needed throughout the Project management process groups. According to PMI (2013) the project integration processes are develop project charter, develop project management plan, direct and manage project work, monitor and control project work, perform integrated project work close project or Phase.

Project Scope Management: Project scope consists of naming all activities to be performed, the resources consumed, and the end products that result, including quality standards the end products that result, including quality standards (Pinto, 2016).Project scope management is the processes required to ensure that the project includes all the work required, and only the work required, to complete the project successfully. According to PMI (2008) the project scope management processes are collect requirements, define scope, create WBS, Verify scope and control scope.

Project Time Management: Naturally, the primary reason for scheduling a project is to ensure that the deadline can be met in (Heagney, 2012).Project Schedule Management is the process required to accomplish timely completion of the project. Project time management has the following processes plan schedule management, define activities, sequence activities, estimate

activity resources, estimate activity duration, develop schedule and control schedule (PMI, 2013).

Project Cost Management: Project cost management is the processes involved in planning, estimating, budgeting, and controlling costs so that the budget can be completed within the approved budget. According to Pinto (2016) the management of costs, in many ways, reflects the project organization's strategic goals, mission statement, and business plan. The Project cost management processes are plan cost management, estimate costs, determine budget and control costs (PMI, 2017).

Project Quality Management: Project quality management is the combination of two fields which are quality management and project management (Kloppenburg & Petrick, 2002). Project quality management is a discipline that is applied to ensure that both the outputs and processes of the project meet or exceed the needs of the stakeholders. According to PMI (2013) the project quality management processes are plan quality management, performs quality assurance and control quality.

Project Resource Management: Project Resource Management includes the processes to identify, acquire, and manage the resources needed for the successful completion of the project. These processes help ensure that the right resources will be available to the project manager and project team at the right time and place (PMI, 2017).The Project resource management processes include Plan Human Resource Management, Acquire project team, Develop project team and manage project team(PMI,2013)

Project communications management: According to Verzuh (2005) Communication ranks high among the factors leading to the success of a project. Specifically, what is required is constant, effective communication among everyone involved in the project. Projects are made up of people getting things done. Project Communications Management includes the processes that are required to ensure timely and appropriate planning, collection, creation, distribution, storage, retrieval, management, control, monitoring, and the ultimate disposition of project information (PMI, 2013).The processes of project communication management include identify stakeholders, plan communication, Distribute information, Manage stakeholder expectation and report performance(PMI,2017).

Project procurement management: Project Procurement Management includes the processes necessary to purchase or acquire products, services, or results needed from outside the project team. The organization can be either the buyer or seller of the products, services, or results of a project (PMI, 2008).According to PMI (2013) the project procurement processes are plan procurement management, Conduct procurements, control procurements and close procurements.

Project Stakeholder Management: At times, it seems as though technology does all the heavy lifting in our economy. A closer look, however, reveals that it is always *people* who make the technology produce. On projects, we call these movers and shakers *stakeholders,* because they have a stake in the project. The first task of a project manager is to identify these stakeholders (Verzuh, 2005).According to PMI(2017) Project Stakeholder Management includes the processes required to identify the people, groups, or organizations that could impact or be impacted by the project, to analyze stakeholder expectations and their impact on the project, and to develop appropriate management strategies for effectively engaging stakeholders in project decisions and execution. The projects Stakeholder management processes include identify stakeholders, plan stakeholder's management, manage stakeholder's engagement and monitor stakeholder's engagement.

2.1.2 Defining risk and project risk management Process

Risk is a situation or occurrence that is uncertain and, if it happens, can have either a positive or negative impact on one or more project objectives. Negative risks are referred to as threats while positive risks are referred to as opportunities.

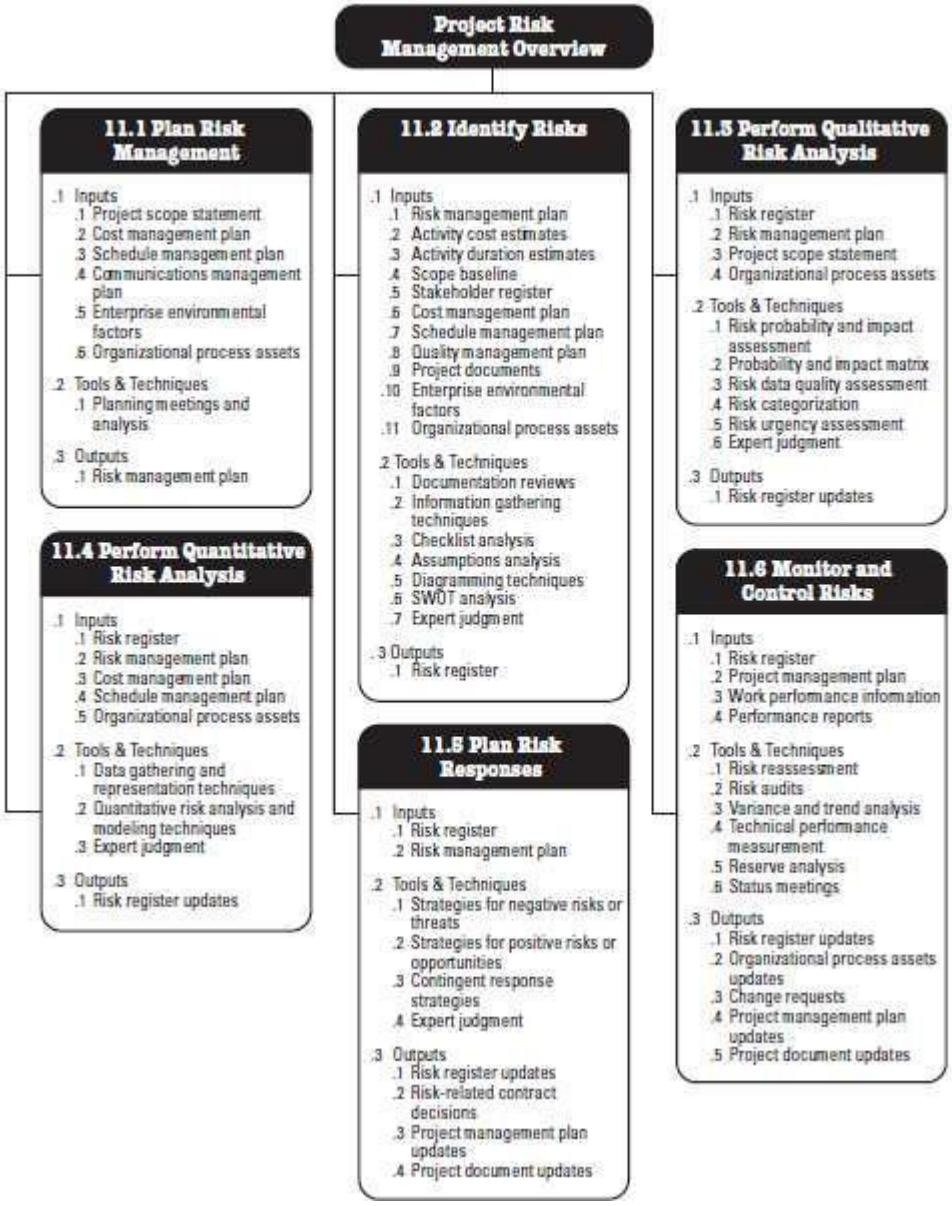
In projects, a risk can be almost any uncertain event associated with the work. Not all risks are equally important, though. Project leaders must focus on risks that can materially affect project objectives, or "uncertainty that matters." There are many ways to characterize risk. One of the simplest, from the insurance industry, is: Loss multiplied by likelihood (Kendrick, 2015)

Risk results from the combination of two elements: the anticipated outcomes of an event and the likelihood of the event taking place. Both aspects are integral to every risk, yet they represent distinct concepts.

Project Risk Management is not an optional activity: it is essential to successful project management. It should be applied to all projects and hence be included in project plans and operational documents. In this way, it becomes an integral part of every aspect of managing the project, in every phase and in every process group (PMI, 2009)

PMI (2017) defines project risk management as the process of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project.

Fig.1 Project Risk Management Overview



Source: PMI, 2008

2.1.2.1 Planning for Risk

The act of establishing guidelines for implementing risk management practices in a project. The main goal of planning for risks is to generate Project Risk Management which is used to manage risks throughout the project lifecycle. But in order to generate the risk management plan (RMP) i Inputs and tools and Techniques are needed.

The inputs for the risk management plan include the Project Charter, which identifies the primary risks and underlying assumptions that could impact the project's success. The Stakeholder Register provides comprehensive information about the stakeholders involved in the project and summarizes their roles. Additionally, the Enterprise Environmental Factors (EEFs) impacting the Plan Risk Management process include risk attitudes, thresholds, and tolerances, which determine the organization's willingness to bear risk(PMI,2008).Lastly Organizational Process assets, Organizational process assets as defined by PMI(2008) are a comprehensive collection of essential components within an organization that are instrumental in carrying out its operations. These assets encompass a wide array of elements, including meticulously crafted plans, meticulously defined procedures, carefully formulated policies, well-established processes, and an extensive reservoir of knowledge specific to the organization. They are purposefully designed and adopted by the performing organization to facilitate and guide its activities.

The tools and techniques used in creating a thorough risk management plan include Expert Judgment, which involves involving individuals or groups with expertise in the subject area, such as stakeholders or experts in the field. Meetings between the project manager and stakeholders are also essential, as they provide an opportunity to collaborate and draft the risk management plan.

The risk management plan consists of various elements that are determined by the size and complexity of the project. According to PMI (2009) these elements include an introduction to the plan, a description of the project itself, and a comprehensive risk management methodology. The methodology covers important aspects such as the organization responsible for managing risks, the roles, responsibilities, and authority of individuals involved, and the risk tolerance of stakeholders. Additionally, the plan includes criteria for measuring success, guidelines for using risk management tools, and predefined thresholds with corresponding definitions. Templates are

provided to facilitate the implementation of the plan, and a communications plan ensures effective dissemination of risk-related information. A well-defined strategy and a risk breakdown structure are also incorporated into the plan to enhance its effectiveness in identifying and addressing potential risks.

2.1.2.2 Identifying Risks

Risk identification involves the act of comprehending the potential events that could either negatively or positively impact a specific project. It is an iterative process and its benefits include recording the current risks, offers the project team an opportunity to foresee forthcoming events, and it clearly specifies a risk event.

Cooper *et al* (2005) states that the risk identification process must be comprehensive, as risks that have not been identified cannot be assessed, and their emergence at a later time may threaten the success of the project and cause unpleasant surprises. The process should be structured using the key elements to examine risks systematically, in each area of the project to be addressed.

The process of identifying risks in a project involves analyzing various inputs and using different tools and techniques. The inputs for risk identification include the Project Management plan, which consists of the Schedule Management Plan, Requirements Management Plan, and Quality Management Plan & the Risk Management plan. These plans help identify areas characterized by uncertainty, project goals prone to risk, and key assumptions representing risk.

To facilitate risk identification, several tools and techniques can be employed. Brainstorming as stated by PMI (2008) is to gather an extensive inventory of potential risks associated with a project. This task is typically carried out by the project team, sometimes involving a diverse group of experts from various disciplines who are not part of the core team. Under the guidance of a facilitator, ideas and insights regarding project risks are generated either through a traditional open-ended brainstorming session or through structured mass interviewing methods. To provide a structured framework, risk categories, such as those found in a risk breakdown structure, can be utilized. The identified risks are subsequently categorized based on their types and their definitions are further refined and clarified. The Delphi Technique involves reaching an

agreement among a group of experts who make predictions about future developments. It utilizes iterative rounds of questioning and written responses to mitigate biases. Interviewing is another technique that involves discussing topics with relevant individuals through various means of communication, such as face-to-face meetings, phone calls, emails, or instant messages. Root - Cause Analysis helps group identified risks based on their underlying causes, which can reveal additional risks. SWOT Analysis involves defining the project's goal and assessing internal strengths, weaknesses, as well as external opportunities and threats.

Pinto (2016) states that the risk identification process should extend beyond the core team and involve input from various stakeholders such as customers, sponsors, subcontractors, vendors, and others. It is important to actively seek their participation by conducting formal interviews or including them as part of the risk management team. By incorporating the perspectives of these stakeholders, their valuable insights can be gained, and they become more invested in the project's success. Engaging stakeholders in the risk management process fosters a sense of commitment and collaboration, ultimately contributing to the overall achievement of project goals.

The main output of the risk identification process is the risk register file. Edwards *et al* (2020) states risk register as a dynamic repository of risk data and strategies for managing risks at the project level .This file contains a comprehensive list of identified risks, along with relevant information such as their causes, potential impacts, and proposed mitigation strategies. It serves as a valuable reference for managing and addressing risks throughout the project lifecycle.

2.1.2.3 Qualitative risk analysis

As stated by PMI (2009) the qualitative risk analysis techniques are utilized on the list of risks generated or revised through the Identify Risks procedure. The purpose is to furnish project management with insights into the risks that exert the greatest impact, whether positive or negative, on the attainment of the project's objectives. Risks that are identified as high priority, posing a threat or offering an opportunity to the accomplishment of project objectives, will receive significant attention during the Plan Risk Responses phase.

Ideally, the qualitative risk analysis should be conducted promptly following the completion of risk identification. It is preferable to carry out this analysis in the same risk management workshop, with the participation of the same knowledgeable individuals. This ensures that the project contexts and risks are still vividly recalled by the participants, allowing for a more effective assessment of the risks (Edwards *et al*, 2020)

The process of qualitative risk assessment involves analyzing various inputs and using specific tools and techniques to evaluate risks. The inputs for this process include the Scope Baseline, which consists of the authorized scope description, work breakdown structure (WBS), and corresponding WBS dictionary. The Scope Baseline establishes the defined scope of the project and serves as a foundation for monitoring. The Risk Register is another input, which contains the knowledge necessary to evaluate risks identified during the risk identification process.

To conduct qualitative risk assessment, several tools and techniques can be utilized. One such tool is the Probability Impact Matrix, as stated by Hillson (2009) the two-dimensional evaluation method is employed to position each risk on a Probability-Impact Matrix, which features distinct zones delineating high, medium, and low priority levels. These zones are commonly color-coded according to the widely recognized traffic-light convention. High-priority risks, demanding immediate attention, are typically marked in red. Risks of medium priority, requiring ongoing monitoring, are designated with yellow. The green zone encompasses risks classified as low priority, indicating their relatively lesser significance in terms of urgency and attention. Another technique is Risk Data Quality Assessment, which involves evaluating the accuracy and reliability of the data pertaining to individual project risks. This assessment ensures that the data used for qualitative risk analysis is dependable and provides a solid foundation for decision-making. The last one is risk Urgency assessment which is the two-dimensional evaluation method is employed to position each risk on a Probability-Impact Matrix, which features distinct zones delineating high, medium, and low priority levels. These zones are commonly color-coded according to the widely recognized traffic-light convention. High-priority risks, demanding immediate attention, are typically marked in red. Risks of medium priority, requiring ongoing monitoring, are designated with yellow. The green zone encompasses risks classified as low priority, indicating their relatively lesser significance in terms of urgency and attention (PMI, 2008).

The main output of the qualitative risk assessment process is the update to the Risk Register. As the assessment unfolds and new information emerges, the Risk Register is revised and updated. These updates may include assessments of the probability and impacts associated with each risk, risk ranking or scores, information on risk urgency or categorization, and the inclusion of a watch list for low probability risks or risks that require further analysis. The updated Risk Register serves as a valuable tool for managing and addressing risks throughout the project lifecycle.

2.1.2.4 Quantitative risk analysis.

The quantitative risk analysis process is conducted on risks that have been prioritized based on their potential to significantly impact the project's competing demands.

Quantitative risk analysis entails employing mathematical techniques to analyze risks. By calculating the product of likelihood and impact, the risk severity can be determined. This quantitative measure allows for meaningful and valid comparisons between risks, enabling the identification of their relative magnitudes (Edwards et al, 2020)

The main advantage of this process is that it generates quantitative risk information that aids in decision-making, ultimately reducing uncertainty in the project.

During the process of quantitative risk analysis, several inputs and tools are utilized to assess and quantify risks in a project. The Risk Management Plan serves as a valuable resource, providing guidance, techniques, and resources to support the quantitative risk analysis. The Risk Register, on the other hand, acts as a reference point, containing valuable information that aids in conducting the analysis.

To conduct the quantitative risk analysis, various tools and techniques are employed. Sensitivity analysis is defined by Pinto (2016) as a valuable technique within quantitative risk analysis and modeling that aids in identifying risks with the highest potential impact on a project. It focuses on examining how the uncertainty associated with each project element influences the specific objective under examination, while keeping all other uncertain elements at their baseline values. The results of this analysis are often visually presented in the form of a tornado diagram, which effectively showcases the relative importance of each risk factor by displaying their

corresponding impact on the objective. By conducting sensitivity analysis, project stakeholders can gain valuable insights into the critical risks that require attention and mitigation strategies to ensure successful project outcomes. Another technique is Decision Tree analysis is a diagram-based technique that assists in making informed decisions when facing uncertain future outcomes; it helps in selecting the optimal course of action. Lastly Expected Monetary Value (EMV) analysis is a statistical technique that provides insights into the average outcome when future scenarios involve uncertainty. By considering both potential occurrences and non-occurrences, EMV enables a comprehensive assessment of the expected value. In this analysis, opportunities are typically expressed as positive values, while threats are represented by negative values. It is important to note that EMV assumes a risk-neutral perspective, neither overly risk-averse nor risk-seeking. To calculate the EMV for a project, the value of each possible outcome is multiplied by its probability of occurrence, and the products are summed together. Decision tree analysis often incorporates EMV as a fundamental component, facilitating informed decision-making by considering the expected values associated with various options and uncertainties (PMI, 2008)

The main output of the quantitative risk analysis process is the updating of project documents. The information obtained from the analysis is incorporated into the project documents through revisions and updates. This ensures that the project team and stakeholders have access to the latest risk assessment information, allowing for informed decision-making and effective risk management strategies.

2.1.2.4 Project Risk Response Planning.

The process of devising strategies and measures to maximize opportunities and minimize threats to project objectives is known as risk response planning (PMI, 2008)

There are several key criteria that determine how well risk responses mitigate project risks. Responses need to be suitable for the risks, with consideration given to each risk's significance and potential impact. Each response should be customized for the unique characteristics of the risk it aims to address. Cost-effectiveness is also crucial - responses must efficiently allocate resources so that benefits outweigh costs. Realism is essential as well, as responses must be

practical and achievable based on the project's context like budget, schedule and available resources. Agreement among all stakeholders is vital too. Consensus around the chosen responses fosters teamwork, collaboration and a shared understanding of the risk management approach. Finally, clear accountability is necessary. Assigning ownership of each response ensures responsibility and enhances effectiveness through monitoring and follows through. Designating an individual or group to oversee and implement responses strengthens accountability.

The inputs for effective risk management in a project include the Risk Register, which contains indicators and signals of potential issues, a prioritized list of project risks, risks that require immediate attention and response, risks that need further analysis and response, patterns and trends observed in qualitative analysis outcomes, and a watch list of low-priority risks within the risk register.

For **negative risks** (threats), there are three strategies recommended by PMI (2017): avoidance, transfer, and mitigation. According to Pinto(2016) avoidance is a risk response planning technique for addressing a threat involves making changes to the project management plan with the aim of either eliminating the risk altogether or safeguarding the project objectives from its potential impact. This technique focuses on proactive measures that can be implemented to mitigate the adverse effects of the identified risk. By modifying the project management plan, which encompasses various elements such as scope, schedule, resources, and budget, the objective is to effectively address the threat and minimize its potential negative consequences. The changes made through this technique are strategic in nature and are intended to optimize the project's ability to navigate and overcome the identified risk.

Risk transfer involves the act of shifting the negative impact of a threat, as well as the responsibility for managing it, to a third party. However, it is important to note that risk transfer does not eliminate the risk entirely; rather, it transfers the ownership of the risk response to another party. This approach is particularly effective in managing financial risk exposure. In most cases, when risk is transferred, a risk premium is paid to the party assuming the risk. Various tools can be employed for risk transfer, including but not limited to insurance, performance bonds, warranties, guarantees, and contractual arrangements. Contracts play a significant role in transferring liability for specific risks to another party (PMI, 2008).

In his book, Kendrick (2015) states that Mitigation strategies are vital in risk management as they address the reality that complete avoidance of all significant project risks is impractical. These strategies are designed to reduce the probability and impact of potential problems, aiming to proactively tackle risks before they escalate. Some generic ideas for risk mitigation include fostering good communication and promoting risk visibility, leveraging the expertise of specialists and generalists, ensuring strong sponsorship and support, encouraging ongoing user involvement, and establishing clear decision priorities. By implementing these strategies, organizations can enhance their ability to identify, assess, and effectively manage risks, leading to improved project outcomes and reduced vulnerability to potential issues.

For **positive risks** (opportunities), there are four strategies: exploit, share, enhance, and accept. Exploit As defined by PMI (2013) exploit is s a suitable choice for risks that offer positive impacts and where the organization desires to guarantee the realization of the opportunity. This approach aims to eliminate uncertainties associated with favorable risks by ensuring that the opportunity is effectively leveraged. Directly exploiting responses involve implementing measures such as allocating the organization's most skilled resources to the project to expedite completion time or adopting new technologies or upgrades to reduce costs and duration required to achieve project objectives. By employing these proactive measures, the exploit strategy maximizes the chances of capitalizing on beneficial risks while minimizing uncertainty and enhancing the likelihood of success.

Share involves allocating risk burdens among multiple parties through agreements or contracts, enabling shared responsibility and mutual benefits. The enhance strategy is used to increase the probability and/or the positive impacts of an opportunity. Identifying and maximizing key drivers of these positive-impact risks may increase the probability of their occurrence. (PMI, 2017)

Accept is the intentional choice to recognize and tolerate a specific level of risk without pursuing additional measures to mitigate or transfer it.

The outputs of effective risk management include updates to the Risk Register, which may include contingency reserves. Contingency reserves are additional funds, budget, or time

required beyond the initial estimate to mitigate the risk of exceeding project objectives to a level that is deemed acceptable by the organization

2.1.2.4 Project Risk Monitor & Control.

Monitor and Control Risks is the procedure of enacting risk response plans, tracking identified risks, evaluating residual risks, identifying new risks, and assessing the effectiveness of the risk management process throughout the project (PMI, 2008).

The project management plan provides instruction for the monitoring and control of risks, while work performance data encompasses a range of performance outcomes that may be influenced by risks.

In terms of tools and techniques, risk audits assess and record the efficacy of risk responses in addressing identified risks and their underlying causes, as well as evaluating the effectiveness of the risk management process. Reserve analysis involves comparing the remaining contingency reserves to the remaining project risks at any given point in order to assess the sufficiency of the remaining reserve. Technical performance measurement compares the progress of technical accomplishments during project execution with the planned schedule of technical achievements.

The outputs of these processes include updates to the project management plan and updates to the organizational process assets (PMI, 2013). The risk management process generates valuable information that can be utilized for future projects and should be documented as part of the organizational process assets.

2.1.3 Importance of Project Risk Management

While Discussing the importance of project risk Management Hillson (2009) states that When risk management is implemented effectively, it reduces potential threats, maximizes potential opportunities, and optimizes the achievement of project goals. Conversely, many projects that have experienced less-than-optimal risk management have encountered various challenges, fewer benefits, and a reduced likelihood of success. Therefore, it can be said that effective risk management is a crucial factor for project success. In fact, without proper risk management

(which is considered a critical source of failure), it is unlikely that projects will achieve success. Conversely, when risk management is properly executed, projects have the highest probability of succeeding.

Additionally in his book Kendrick (2015) explains that Project risk management serves as a means to justify the undertaking of projects by enhancing the likelihood of achieving project objectives. While no guarantees can be provided, a broader understanding of common failure patterns and strategies that enhance project resilience can greatly improve the odds of success. Effective project risk management establishes a credible foundation by either demonstrating the feasibility of a given project or revealing that it is infeasible and should be avoided, terminated, or modified. Furthermore, risk analysis may uncover opportunities to enhance projects and increase their overall value. By conducting thorough risk analysis, not only can costs be reduced, but the frustration caused by avoidable problems can also be mitigated. The need for rework and unexpected late-stage efforts can be minimized, as project leaders and teams gain knowledge about the root causes of potentially severe project issues and can proactively work to prevent them. Addressing the underlying causes of risk not only minimizes the need for reactive firefighting but also reduces the chaos that often ensues during projects. This chaos, which tends to focus on short-term fixes and superficial symptoms rather than intrinsic problems, can be significantly diminished.

2.2 Empirical Literature review

This part will cover the empirical part which is previous studies done on similar subject matter

Hailu (2021) conducted a study on Assessment of Project risk management practices in construction of electro-mechanical projects: the case of Jehoiachin techno plc. The main findings revealed that standard project risk management system has not been implemented by the organization that is the company doesn't have established risk policy or strategy and there is no exclusive responsible person or department dealing with risk-related problems, there is also no history documentation system for documenting risks of past projects. Risks were simply addressed at the level of the management meeting after reported from site and actions were taken

as required which exposing the organization to cost overruns and time delays in the projects involved. Finally, recommendations such as: formulation of Project Risk Management Policy or strategy; and establishment of a structured and disciplined approach to RM including the development of the Risk Register were suggested based on the result of the research for necessary improvement in the organization to handle the project risk issues in different levels with higher performance.

An Empirical Study by Awoke (2020) on the study called the practices of risk management process and Project Success: The case of Commercial Bank of Ethiopia IT project. The finding of the study indicates that project success is highly impacted with a proper project risk management process. Accordingly the study recommends that during all phases, it is highly recommended that the project team members should give due attention for the various processes under project risk management practice. The research also clearly presented that an individual risk management process is able to contribute to elements of project success which are product performance and process performance. The results of the study demonstrate that product performance is highly impacted by risk identification and risk response planning, and mildly by risk analysis. The results of the study also show that process performance is highly influenced by risk identification and to a certain extent risk response planning and risk analysis. The various challenges that are being faced while practicing the individual risk management processes has been identified. Finally the researcher concluded that due to the very nature of the banking business which is very sensitive, complex and vulnerable to scheme and financial loss, risk ought to be handled with a lot of care and due diligence.

Negash (2017) in his work examined the practice of risk management in Butajira town Asphalt Road construction project. The study found out that the project does not treat risk management as a continuous process and it does not have a policy or guideline that recommends how to manage unexpected Uncertainties. The practice of assigning a responsible person to handle risk is also weak. Therefore, the project should improve its risk management practice by filling the gap between the real practice in the project and the theory.

Jemal (2021) on his paper called Assessment on project risk management, risk identification & monitoring process in Ethiotelecom. Found out the Absence of well-established and organized risk management office as well as in adequate application of project risk planning, identification,

analysis and response tools and techniques. Therefore, based on the result researcher recommended that corporate management to formulate clear and complete risk management policy and procedure, exert sufficient attention and undertake close follow up in project risk management and project teams to apply risk management tools and techniques consistently and comprehensively.

Assaye (2019) on his work called Assessment of Project Risk Management Practices: The case of Commercial Bank of Ethiopia Information Technology Infrastructure Library (ITIL) Project. Found out that the risk identification and risk response were fairly practiced. Hence, the project mainly faces operational and technical risks and the mainly used risk responses strategies were mitigate and transfer. Plan risks, risk analysis, risk control as well as the general practice of project risk management were poor. As a recommendation he suggested that the bank should follow formal or standardize risk management process like plan risk management, identify risks, risk analysis (qualitative and quantitative), risk response and risk control processes and put input, output, and tools and techniques to them. So future projects can mitigate or prevent risks and increase opportunities.

Seyoum (2021) conducted a study with a focus on Assessment of risk management practice for project success: the-case of core banking system replacement project in Wegagen bank sh.co.The finding of the study indicates that based on the analysis identified major gaps between the theory and in the actual risk management practice of the project. Accordingly the study recommends that as effective communication is basic to minimize risk during implementation of a project, it is highly recommended that all participants should be communicated properly about risk and in all life cycle stages of the project. Additionally it suggests that to narrow the gap occurred due to risk mismanagement during implementation of the project due attention and training should be given for participants with related to various processes under project risk management practice and risk identification. Based on the analysis finding the study also recommends that organizations should prepare risk policy and procedure specifically for (IT) projects that guide the project team to go through a disciplined risk management process. Also organizations should allocate separate budget and responsible body that can facilitate IT risk related matters during implementation of projects.

2.3 Summary & Gap

While previous researches have examined the Project risk Management Practices of Several Projects and organizations in Ethiopia, there is a notable gap in the literature regarding the specific assessment of project risk management practices within insurance Sector. This lack of research addressing the project risk management practices of insurance companies, particularly in the context of new product or policy development Project, represents a significant gap to be addressed.

To address this gap, the current study conducted a comprehensive assessment of the project risk management practices employed by the Ethiopian Insurance Cooperation (EIC) in the development of its crop area yield index shortfall insurance policy (CAYIIP) project, by exploring the risk management practices across the various stages of the project lifecycle, including planning, identification, analysis, risk response planning, and monitoring and control.

2.4 Conceptual Framework

The proposed conceptual framework for this research is illustrated in the figure below.

Fig.2.4 Conceptual Framework

Source: Own Survey, 2024

CHAPTER THREE

RESEARCH DESIGN & METHODOLOGIES

This Chapter cover and describe the research design, Research approach, Target respondents of the study, details on sampling size and method, data collection tools and data analysis methods to be used.

3.1 Research Design and Approach

Research design is the plan for how data is collected, measured, and analyzed in a study**.**

In general, there are three types of research exploratory, descriptive and casual designs. This research used descriptive type of design for the research. Descriptive research design is used to describe the nature and certain characteristics of people, groups, organizations and environments (Zikmund et al, 2009).This Research Design is selected for this research mainly because the research mainly focused on assessing the project risk management practices of the CAYIIP development project of EIC without attempting to establish causal relationship or test specific hypothesis, since this assessing (Describing) focus aligns with the definition of descriptive design this design can clearly help to achieve the main research objective.

Depending on the type of study used researchers uses three types of research approach which are qualitative, quantitative and the mixed approach.

According to Zikmund et al(2009), "Quantitative business research can be defined as business research that addresses research objectives through empirical assessments that involve numerical measurement and analysis approaches"(p.134) "Qualitative business research is a research that addresses business objectives through techniques that allow the researcher to provide elaborate interpretations of phenomena without depending on numerical measurement; its focus is on discovering true inner meanings and new insights"(p.133).

When choosing the most suitable research approach, researchers must give careful thought to the research question, objectives, and the resources at their disposal

The research used a mixed method of research approaches to collect data which involves both qualitative and quantitative method to obtain data. This Mixed method is selected since mixing

qualitative and quantitative approaches gives the potential to cover each methods weakness with strength from the other Method.

3.2 Target Respondents

The target respondents of the study are the 20 project team members involved in the development of CAYIIP development project at head office of EIC.

3.3 Sampling Technique

A total sample size of n=20 was selected using census method. Census method involves using the entire population as a Sample. Census was selected since according to Zikmund *et al* (2009) a researcher who wants to investigate a population with an extremely small number of population elements may elect to conduct a census rather than a sample because the cost, labor, and time drawbacks would be relatively insignificant.

Table 3.1: Selected Sample Size

Position	**# Selected**
Product development team leader	1
Senior Product Officers	2
Business Development & Risk Management officers	3
Officers	14
Total	20

Source: Own Survey, 2024

3.4 Data collection & Analysis

The research study employed both primary data and secondary data sources and obtained an ample and pertinent dataset which effectively address the research questions and accomplish the research objectives. The researcher collected both qualitative and quantitative data by using primary data collection methods. Quantitative data was collected using survey method which involves questionnaire method.

The questionnaire was meticulously crafted to ensure that it is easily comprehensible for the respondents.

The questions were closed ended questions that were delivered using paper questionnaires to the twenty selected team members in sample size.

The questionnaire has six sections, the first part on the demographic information of the respondents the second on Project Risk planning the third on Project Risk identification the fourth on Project risk analysis the fifth on plan risk response and the last one on Project Risk monitoring and control.

The Questionnaire was rated by a likert scale

The Likert scale has five components: _

1=Strongly Disagree

2=Disagree

3=Unsure

4=Agree

5=Strongly Agree

To collect qualitative data the researcher used semi structured interview. The interview was done between the researcher & product development team leader.

The secondary data was obtained from the EIC head office which consists of the Feasibility analysis document of the project and EIC annual report.

Data analysis is an essential and pivotal stage in research, where researchers interpret and condense the data; they have collected to uncover patterns, relationships, and trends. This process enables researchers to extract valuable and significant insights from their data.

The qualitative data gathered through interviews was analyzed using narration method (summarized along with the response of Quantitative data).

The quantitative data from the questionnaire was analyzed through SPSS (Statistical package) version 23 software which is commonly used for analyzing responses from Questionnaires and descriptive statistics such the standard deviation and mean of each items was calculated. The variability of opinions or attitudes among respondents was assessed by examining the standard deviation of Likert scale responses and the degree of agreement was viewed by using the mean.

Also, Tables, descriptive statements (narrations), graphs, and charts were utilized to present and support the interpretation of the analyzed data.

3.5 Reliability and Validity

3.5.1 Reliability

Reliability is when instruments demonstrate consistent and reliable performance across various conditions.

The reliability of the 25 items of the Likert scale was evaluated by using Cronbach Alpha Method. It is a method of evaluating reliability involves comparing the extent of shared variance or covariance among the items comprising an instrument to the total amount of variance.

The Cronbach alpha varies from 0, indicating no consistency, to 1, indicating complete consistency. scales with a coefficient alpha (α) between 0.80 and 0.95 are considered to have very good reliability, those with an alpha between 0.70 and 0.80 are considered to have good reliability, and an alpha value between 0.60 and 0.70 indicates fair reliability(Zekmund et al, 2009)

Table 3.6.1: Cronbachs' Alpha for the overall Items

Reliability Statistics

Cronbach's Alpha	N of Items
.720	25

Source: Own Survey, 2024

As indicated in the above table the Cronbach Alpha was calculated using the SPSS Version 23 software and it found out the overall coefficient alpha (α) level of the 25 items was found to be 0.720 this result indicates that items have a good reliability.

3.6.2 Validity

Validity refers to the degree to which a method accurately represents its intended concept (zikmund et al, 2009).

The development of the data collection instruments takes into account international standards, prior research and has been commented in.

3.6.3 Ethical Consideration

The researcher considers values such as non-plagiarism, informed consent, right to privacy, protection from harm, adherence to copyright rules, acknowledgement of sources through citations and references, and originality of the research; and clearly presents the motivation behind the study, which is consumption for academic purpose only, on the developed questionnaire, requesting the respondents to participate in the investigation on a voluntary basis.

CHAPTER FOUR

DATA ANALYSIS AND DISCUSSION

In this chapter, the focus is on presenting ,analyzing ,and interpreting sample date obtained from respondents .The data was analyzed using the SPSS version 23 software .The data collection process involved the use of questionnaires and semi structured interview targeting project team members. To assess the practice of project risk management practices in CAYIIP development project of EIC. The interviews were employed to corroborate the findings from the questionnaire responses.

4.1 Response Rate

A total of 20 paper Questionnaires were given to the selected 20 Project Team members. Out of the 20 Questionnaires given 20 were responded accordingly by the project team member that makes the response rate 100% which is enough to make data analysis.

Table 4.1: Response Rate

Distributed Questionnaires	Filled/Responded Questionnaire	Response Rate of respondents
20	20 Team Members	100%

Source: Own Survey, 2024

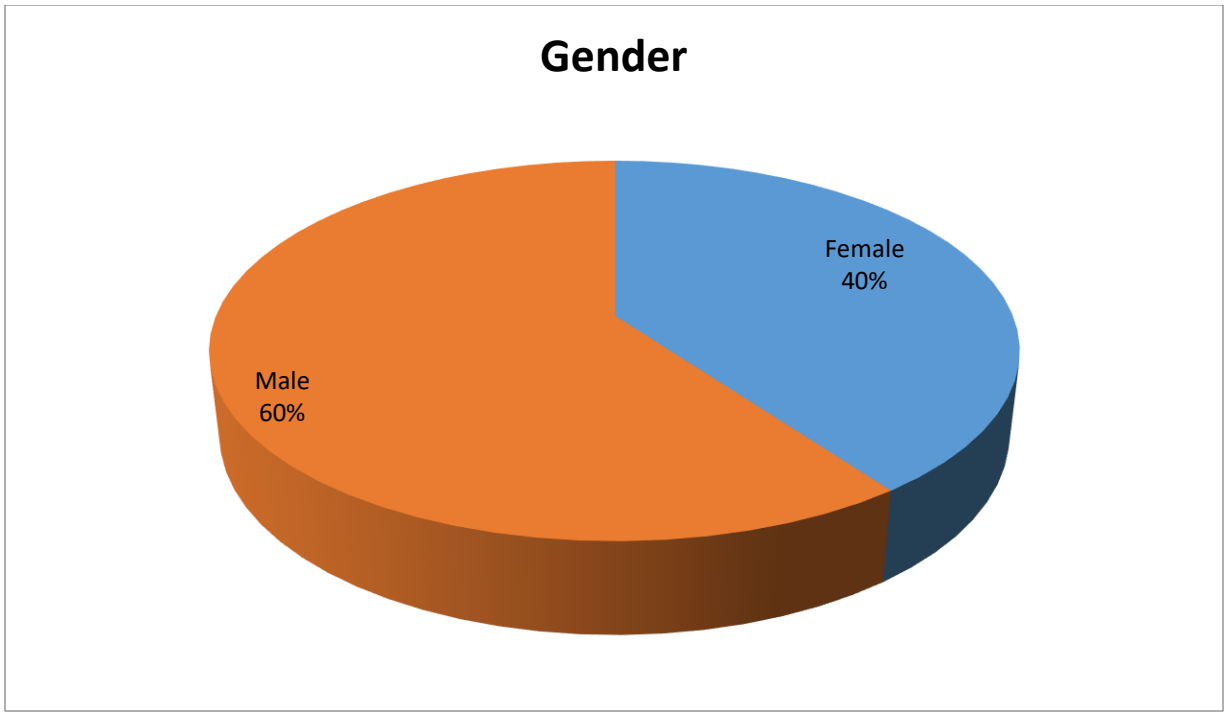
4.2 Responses to General Background of Respondents

The inclusion of background information from respondents was considered essential as it significantly influences their capacity to provide adequate information regarding the study variables.

4.2.1 Gender of Respondents

As indicated in the below Pie Chart 12(60%) respondents were males and 8(40%) respondents were females. This shows that the majority of the respondents were Males.

Figure-4.2.1 Gender of Respondents

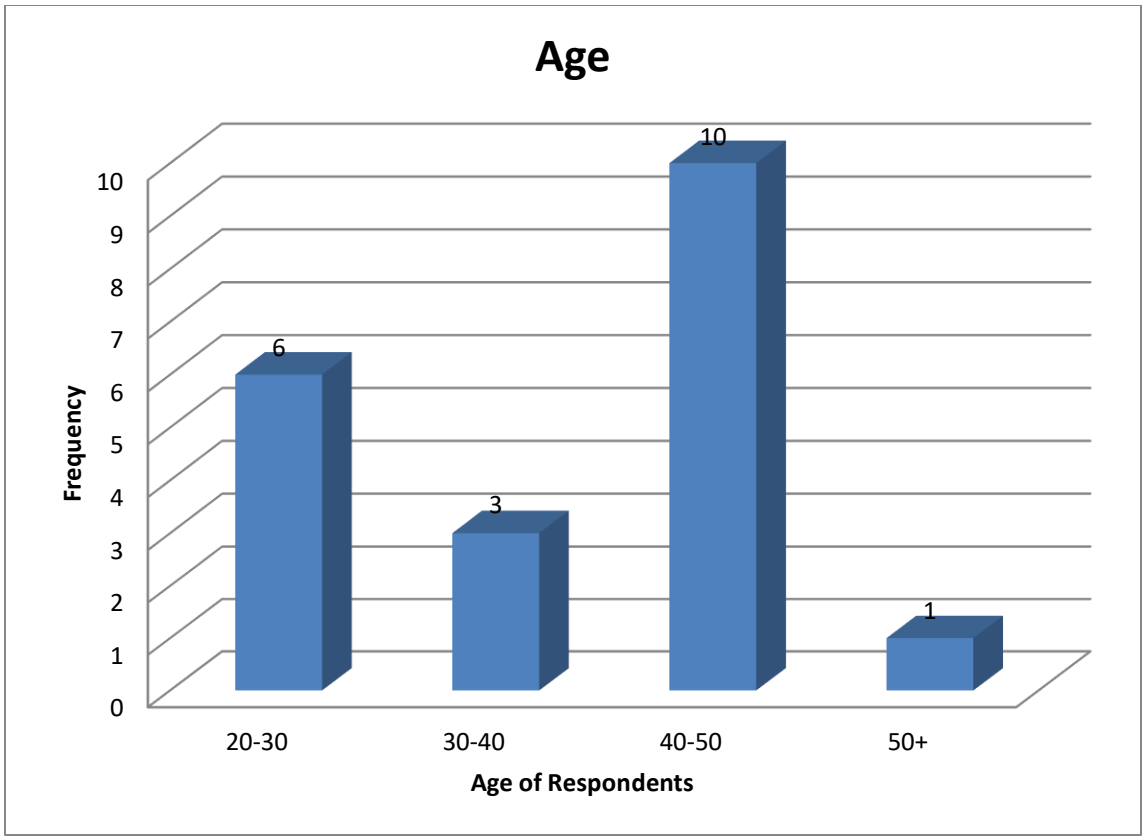


Source: Own Survey 2024

4.2.2 Age of Respondents

The below Bar Graph indicates that 6(30%) of respondents age group is within 20-30, 3(15%) of respondents age group is within 30-40, only one respondent age group is if 50 + group and with majority of 50% respondents are within the age group of 40 -50. Based on the available information, it can be deduced that a significant portion of the employees within the organization fall within the middle-aged demographic, indicating that they possess a considerable amount of experience.

Figure-4.2.2 Age of Respondents

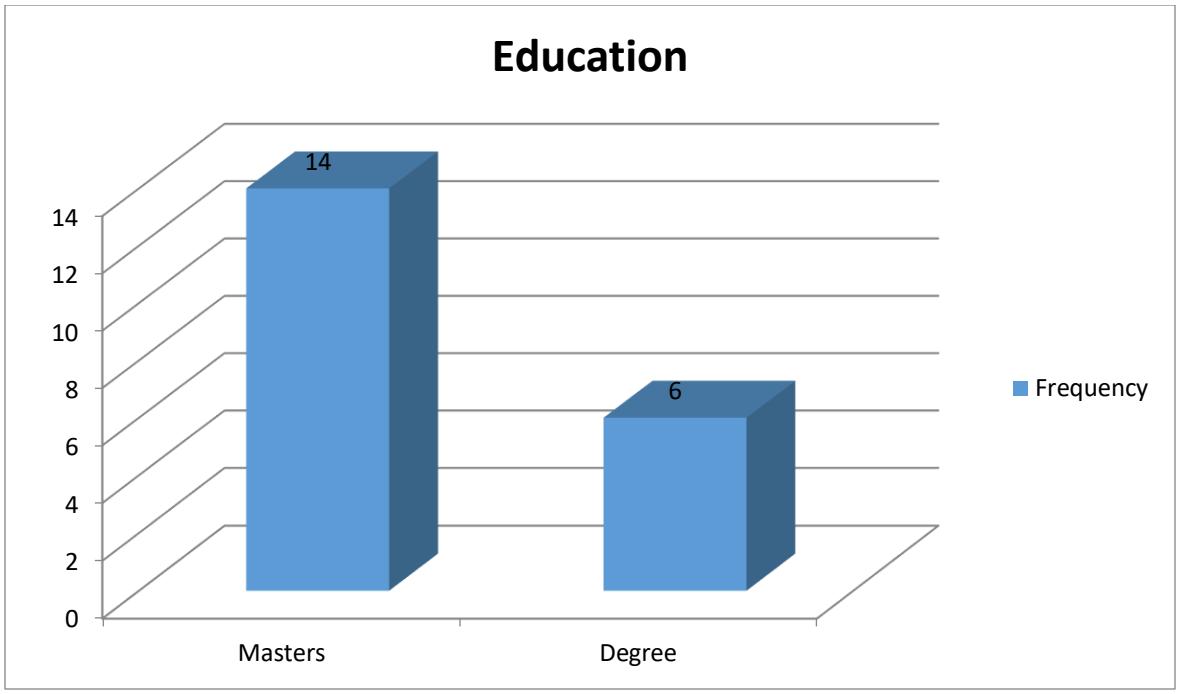


Source: Own Survey 2024

4.2.3 Educational Background of Respondents

As for the level of education of respondents 6(30%) have degree and 14(70%) have a masters which makes the minimum education level of respondents degree so this means all respondents were well educated and were able to understand the Questionnaire given to them.

Figure-4.2.3 Educational Background of Respondents

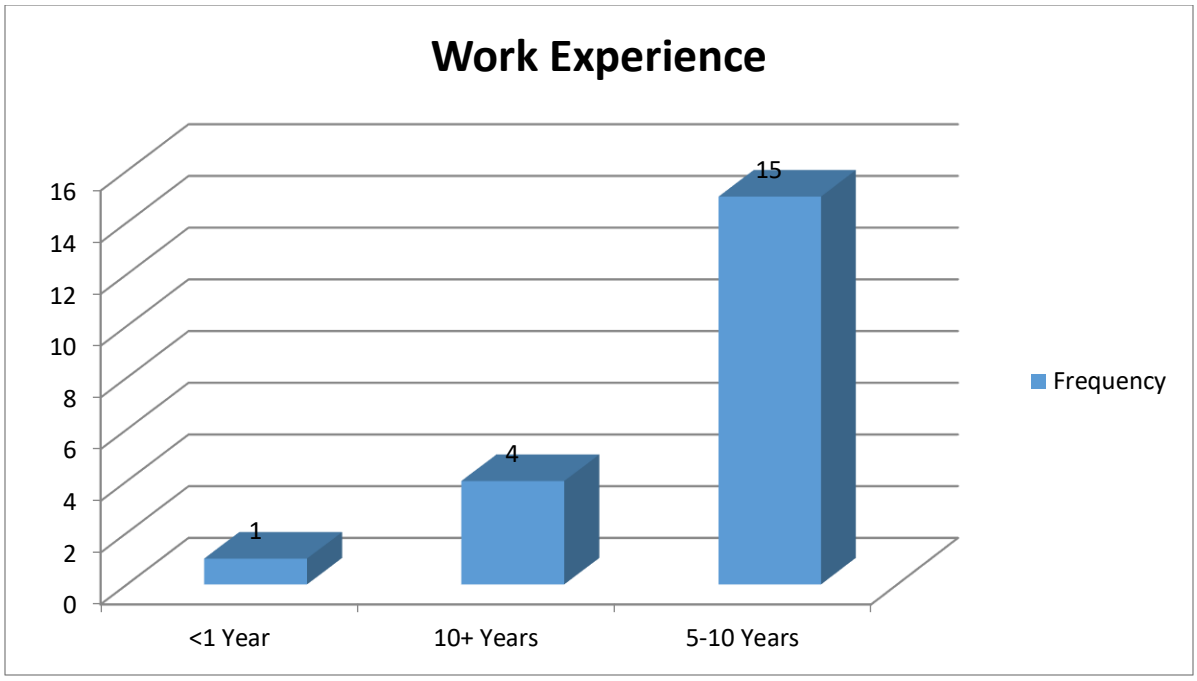


Source: Own Survey 2024

4.2.4 Work Experience of Respondents

The below Bar graph shows a diverse range of work experience among the respondents. While 1 person (5%) has less than 1 year of experience, the majority, 15 people (75%), have 5-10 years. Additionally, 4 respondents (20%) have over 10 years of experience. This spread of seniority levels, from newer entrants to seasoned professionals, should provide a well-rounded set of perspectives for the study.

Figure-4.4 work Experience of Respondents



Source: Own Survey 2024

4.3 Responses to Questions Related to Project Risk Management Planning

This Result is the response of the 20 forms sent. The Respondents were requested to indicate their choice on a five point likert scale where:-

1=Strongly Disagree (SD), 2=Disagree (D), 3=Unsure (U), 4=Agree (A), 5, Strongly Agree (SA)

The mean value of the findings of the Liker Scale is interpreted as follows:-

A mean score of (1-1.5) indicates that the respondents strongly disagreed (very Low), mean result between (1.50 -2.50) means they disagreed (low), (2.50 - 3.50) means the respondents were not sure (moderate), (3.50-4.50) means they agreed (good/well) and a mean of (4.5-5) indicates the respondents strongly agreed.

Table 4.3 Responses on Project Risk Management Planning

S.NO	Practices		SD	D	U	A	SA	Mean	S.D
1	Project Risk	Frequency	0	8	12	0	0	2.6	0.5

	management plan was developed for the project.	%	0	40	60	0	0		
2	Practice or Guidance was Given on Project Risk Planning	Frequency	5	8	7	0	0	2.10	0.788
		%	25	40	35	0	0		
3	Enterprise Environmental Factors and Organizational Process Assets were considered while Planning for Project Risk	Frequency	16	4	0	0	0	1.2	0.410
		%	80	20	00	0	0		
4	Meeting was held between key stakeholders to develop a risk management plan	Frequency	11	7	2	0	0	1.55	0.686
		%	55	35	10	0	0		
5	Advice from Experts was considered during the	Frequency	16	4	0	0	0	1.2	0.410
		%	80	20	0	0	0		

	project risk planning process.								
	Overall							1.73	0.55

Source: Own Survey, 2024

The above responses paint a concerning picture regarding the project's approach to risk management planning. The data suggests a significant lack of clarity and documentation around the development of a project risk management plan, with 40% of respondents disagreeing and 60% unsure about its existence, resulting in a mean of 2.6 and a standard deviation of 0.5.

This lack of a structured risk planning process is further evidenced by the general absence of training and guidance provided to the project team, with 45% disagreeing and 25% strongly disagreeing that such support was available, leading to a mean of 2.10 and a standard deviation of 0.788. Moreover, the project appears to have largely overlooked key risk management planning inputs, such as enterprise environmental factors and organizational process assets, with 20% disagreeing and 80% strongly disagreeing on their consideration, resulting in a mean of 1.2 and a standard deviation of 0.410. The development of a comprehensive risk management plan, utilizing appropriate tools and techniques, was also reportedly lacking, as 35% disagreed and 55% strongly disagreed that such meetings were held, with a mean of 1.55 and a standard deviation of 0.686. Lastly, the project team seems to have failed to leverage expert advice in its risk planning efforts, with 80% strongly disagreeing and 20% disagreeing on this aspect, resulting in a mean of 1.2 and a standard deviation of 0.410.

Overall, the data paints a picture of a project that lacked a comprehensive and structured approach to risk management planning, with the project team demonstrating limited understanding and application of risk management principles, processes, and best practices, as evidenced by the overall mean of 1.73 and standard deviation of 0.55.

4.4 Responses to Questions Related to Project Risk Identification

Table 4.4 Responses on Project Risk Identification

S.NO	Practices		SD	D	U	A	SA	Mean	S.D
1	There was a continuous risk identification process	Frequency	14	6	0	0	0	1.3	0.47
		%	70	30	0	0	0		
2	Identified Risks are well documented	Frequency	0	0	5	10	5	4	.725
		%	0	0	25	50	25		
3	All Project Team Members were involved in the risk identification process.	Frequency	0	14	2	4	0	2.49	.827
		%		70	10	20	0		
4	SWOT analysis, Documentation Reviews, Checklist analysis and information gathering techniques are used to identify risks	Frequency	0	0	7	3	10	4.15	.933
		%	0	0	35	15	50		
5	The Risk Register is updated after risk	Frequency	5	9	0	6	0	2.35	1.182
		%	25	45	0	30	0		

	identification process.								
	Overall							2.41	0.82

Source: Own Survey, 2024

According to the Project Management Institute (PMI, 2017), the process of identifying risks is an iterative one, as new risks may emerge or become known as the project progresses through its lifecycle. In this context, respondents were asked whether there was a continuous risk identification process in place for this project. The results reveal that 6 respondents (30%) disagreed, and 14 respondents (70%) strongly disagreed, resulting in a mean of 1.3 and a standard deviation of 0.470. This suggests that the project had a very low level of continuous risk identification, a finding that is further corroborated by the interview data, which indicated that risks were only identified during the planning phase of the project.

When queried about the documentation of existing risks, the responses paint a more positive picture. 10 respondents (50%) agreed, and 5 (25%) strongly agreed, with a mean of 4.0 and a standard deviation of 0.725. This indicates that the documentation of existing risks was satisfactory, with a relatively low variability in opinions among the respondents. However, the involvement of all project team members in the risk identification process was not as strong. 14 respondents (70%) disagreed, 2 (10%) were unsure, and only 4 (20%) agreed, resulting in a mean of 2.49. This suggests that the risk identification process was not as inclusive as it could have been, with the product development team leader, business development, and risk management officers being primarily responsible for identifying the risks, as revealed in the interview.

The project did, however, leverage various tools and techniques for risk identification, such as SWOT analysis, documentation reviews, checklist analysis, and information gathering. 10 respondents (50%) strongly agreed, 3 (15%) agreed, and 7 (35%) were unsure, yielding a mean of 4.15 and a standard deviation of 0.933. This indicates that the project team was well-versed in the use of these risk identification tools and techniques, a finding corroborated by the interview data, which also mentioned the project director's consultation with the Law Office to ensure

compliance with Ethiopian law. Despite the use of these tools and techniques, the updating of the risk register after the risk identification process was not as robust. 9 respondents (45%) disagreed, 5 (25%) strongly disagreed, and only 6 (30%) agreed, resulting in a mean of 2.35 and a standard deviation of 1.18. This suggests that the risk register was not consistently updated, with the General Insurance Office being primarily responsible for this task, according to the interview responses.

Overall, the mean of 2.41 and the standard deviation of 0.82 indicate that the risk identification practices of the project were not systematic and comprehensive. While the project leveraged some appropriate tools and techniques and had satisfactory documentation of existing risks, the lack of continuous risk identification, limited involvement of the full project team, and inconsistent updating of the risk register point to areas for improvement in the project's risk management approach.

4.5 Responses to Questions Related to Project Risk Analysis

Table 4.5 Responses on Project Risk Analysis

S.NO	Practices		SD	D	U	A	SA	Mean	S.D
1	The Identified Risks Are analyzed by Taking their Characteristics into Account	Frequency	0	4	10	6	0	3.10	.718
		%	0	20	50	30	0		
2	Both Quantitative and Qualitative Risk Analysis were integrated in	Frequency	5	0	5	10	0	3	1.2
		%	25	0	25	50	0		

	the project								
3	Risk Urgency assessment was done during the project	Frequency	2	7	7	4	0	2.65	0.933
		%	10	35	35	20	0		
4	Expected monetary value is used to quantify the expected loss or gain of a risk during the project.	Frequency	12	6	2	0	0	1.5	0.68
		%	60	30	10	0	0		
5	Identified Risks are prioritized based on their potential impact and probability in the project	Frequency	18	2	0	0	0	1.2	0.410
		%	80	20	0	0	0		
	Overall							2.29	0.78

Source: Own Survey, 2024

The above table indicates significant shortcomings in the project's risk analysis and management practices. Regarding the analysis of risks by considering their characteristics, the responses were inconclusive, with 20% disagreeing, 50% not sure and 30% agreeing. The mean score of 3.10 and a standard deviation of 0.718 suggest that the project team was generally unsure whether risk characteristics were adequately taken into account during the risk analysis process. When asked

about the integration of quantitative and qualitative risk analysis, the responses were mixed. While 50% of the respondents agreed that both approaches were used, 25% strongly disagreed, and another 25% were not sure. The mean score of 3.0 and a standard deviation of 1.25 indicate a lack of consensus among the respondents, and the interview findings suggest that the project primarily relied on forecasting expected loss of yield rather than following a systematic risk analysis approach. The use of risk urgency assessment, a common tool for qualitative risk analysis, also seemed to be lacking. Only 20% of the respondents agreed that this technique was employed, while 10% strongly disagreed, 35% disagreed, and 35% were not sure. The mean score of 2.65 and a standard deviation of 0.933 further highlight the uncertainty surrounding the project's qualitative risk analysis practices.

Regarding the use of expected monetary value (EMV), a key tool for quantitative risk analysis, the responses were overwhelmingly negative. The majority of respondents (60% strongly disagreed and 30% disagreed) indicated that EMV was not used to quantify expected losses or gains, with a mean score of 1.5 and a standard deviation of 0.68. Finally, the respondents unanimously disagreed (80% strongly disagreed, 20% disagreed) that risks were prioritized based on their potential impact and probability, as evidenced by the mean score of 1.2 and a standard deviation of 0.410.

The overall mean score of 2.29 and a standard deviation of 0.78 suggest that the project's risk analysis and management practices were inadequate, with a lack of integration between qualitative and quantitative approaches, and a general failure to systematically identify, analyze, and prioritize risks based on their characteristics and potential impact.

4.6 Responses to Questions Related to Project Plan Risk Response Strategies.

Table 4.6 Responses on Project Plan Risk Response Strategies

S.NO	Practices		SD	D	U	A	SA	Mean	S.D
1	Risk Response	Frequency	0	0	0	15	5	4.25	0.444

	Strategies were created for threats (Negative Risks).	%	0	0	0	75	25		
2	Risk Transfer Strategies were developed in the project.	Frequency	0	0	2	5	13	4.55	.686
		%	0	0	10	25	65		
3	Risk Mitigation Strategies were developed in the project.	Frequency	0	0	3	17	0	3.85	0.366
		%	0	0	15	85	0		
4	Risk Avoidance Strategies were developed in the Project.	Frequency	0	0	0	5	15	4.75	.444
		%	0	0	0	25	75		
5	Risk Response Strategies were created for Opportunities (Positive Risks).	Frequency	0	14	6	0	0	2.30	.470
		%	0	70	30	0	0		
	Overall							3.94	0.48

Source: Own Survey 2024

The survey responses reveal a comprehensive development of risk response strategies within the project. The data indicates that the project team has a strong focus on planning to address negative risks (threats) through well-developed response plans. Regarding threat response, 75%

of respondents agreed, and 25% strongly agreed, that the project creates specific risk response strategies for threats, with a mean score of 4.25 and a low standard deviation of 0.44. This suggests a high level of consensus among the team on the existence and effectiveness of threat response strategies.

When it comes to the specific risk response strategies, the data shows a clear emphasis on risk transfer. 65% of respondents strongly agreed, and 25% agreed, that the project employs risk transfer strategies where appropriate, with a mean score of 4.55 and a standard deviation of 0.686. This alignment is further supported by the interview findings, which indicated that the project has prepared to undertake reinsurance for high-impact risks such as natural disasters.

The project team also appears to have a solid grasp of risk mitigation strategies, with 85% of respondents agreeing that the project developed mitigation tactics to reduce the impact of risks. The mean score of 3.85 and a low standard deviation of 0.36 demonstrate a high level of consistency in the team's understanding and application of mitigation approaches; it is further supported by the interview findings, which indicated that the project has prepared to undertake campaigns to create awareness to reduce the resistance to change of farmers.

Furthermore, the survey data reveals a strong emphasis on risk avoidance strategies, with 75% of respondents strongly agreeing and 20% agreeing that the project develops risk avoidance strategies. The mean score of 4.75 and a standard deviation of 0.44 suggest a near-consensus on proactively avoiding risks. Also the result of the interviews point out that the project developed risks avoidance strategies such as planning on introducing the policy on areas with a relatively low yield variation.

However, the data also highlights a potential area for improvement. When asked about the development of response strategies for positive risks (opportunities), 70% of respondents indicated that they do not agree with this notion. This suggests a lack of understanding or focus on managing positive risks within the project, which could be an opportunity for further development.

Overall, the analysis of the survey data and the supporting interview findings demonstrate a robust and well-developed risk response framework within the project, with a clear emphasis on addressing negative risks through various strategies. The high levels of agreement and low

standard deviations across the different risk response approaches indicate a strong alignment and shared understanding among the project team members.

4.7 Responses to Questions Related to Project Risk Monitoring & Control

Table 4.7 Responses on Project Risk Monitoring & Control.

S.NO	Practices		SD	D	U	A	SA	Mean	S.D
1	There are Key Performance Indicators to Find out the effectiveness of the Risk response plans	Frequency	10	10	0	0	0	1.50	.513
		%	50	50	0	0	0		
2	Frequent discussion about the identified risks was held	Frequency	0	16	0	4	0	2.40	.821
		%	0	80	0	20	0		
3	The Project sought input and feedback from Stakeholders to grasp their	Frequency	7	11	2	0	0	1.75	0.639
		%	35	55	10	0	0		

	concerns								
4	Risks were Regularly monitored and reassessed to ensure Project aligned with its objectives.	Frequency	12	6	2	0	0	1.50	0.68
		%	60	30	10	0	0		
5	There was a periodic report on the effectiveness of the overall risk management Process of the project.	Frequency	0	15	3	2	0	2.35	0.671
		%	0	75	15	10	0		
	Overall							1.9	0.66

Source: Own Survey, 2024

The data reveals significant shortcomings in the implementation and effectiveness of the risk monitoring and control strategies. Firstly, the most alarming finding is the complete absence of Key Performance Indicators (KPIs) to assess the implementation and effectiveness of the risk

response plans. All 100% of respondents (with a mean of 1.5 and .513 standard deviation) indicated that no such KPIs were in place. This suggests a critical gap in the project's ability to objectively measure and evaluate the success of their risk response efforts. Furthermore, the data shows a distinct lack of regular discussions and reviews of current risks. 80% of respondents disagreed, with a mean of 2.40 and a standard deviation of 0.821, that frequent discussions on current risks were held. This implies a disconnect between the project team's awareness of evolving risk profiles and their ability to proactively address them.

The project's engagement with external stakeholders, such as customers, also appears to be lacking. A majority of 55% of respondents, with 35% strongly disagreeing, indicated that the project did not seek input and feedback from stakeholders to identify new risks. This reflects a missed opportunity to gather valuable insights and enhance the project's risk management capabilities.

The survey responses further reveal that regular monitoring and reassessment of risks to ensure alignment with project objectives were not consistently implemented. 60% of respondents strongly disagreed, and 30% disagreed, with a mean of 1.5 and a standard deviation of 0.688, that risks were regularly monitored and reassessed. This lack of ongoing risk review and adjustment poses a significant threat to the project's ability to adapt to changing circumstances. Finally, the data suggests a complete absence of periodic reporting on the overall effectiveness of the project's risk management processes. 75% of respondents disagreed, with 15% unsure, that such reporting was in place. This lack of transparency and accountability undermines the project's ability to learn from its experiences and continuously improve its risk management practices.

The overall mean of 1.9 and a standard deviation of 0.66 across these risk monitoring and control-related questions further emphasize the systemic weaknesses in the project's approach to risk management. These findings highlight the urgent need for the project team to address these gaps and implement robust risk monitoring and control mechanisms to enhance the project's resilience and chances of success.

The survey sought to assess the project risk management practices across several key areas. For the items used to evaluate the project risk management planning process, respondents indicated uncertainty on only 1 item, but disagreed on the remaining 4 parameters. This suggests that the project lacks risk management planning process. The questions examining the project risk identification process revealed a mixed response - respondents agreed on 2 items, but disagreed on the other 3. This implies the risk identification may not be as systematic and comprehensive as desired. When it came to risk analysis practices, respondents expressed uncertainty on 3 out of the 5 parameters measured, and disagreed on the other 2. These points to potential room for improvement in the rigor and consistency of the risk analysis methods used. Regarding project risk response planning, the responses were more positive, with respondents agreeing on all but 1 of the measured parameters. This suggests that project has a relatively good approach to developing risk response strategies. However, for the project risk monitoring and control processes, respondents disagreed across all 5 items evaluated. This indicates a significant weakness in the projects ability to track, review, and adjust risk management activities during the project. Overall, the survey results highlight both strengths and areas requiring further development in the organization's project risk management practices.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This Chapter presents the summary of the findings, conclusions and recommendations. Additionally the research's general and specific objectives are taken into account when presenting the summary of the findings.

5.1 Summary of Major Findings.

The study assessed the project risk management practices of CAYIIP development project at EIC. To assess this practice 20 project team members were selected and all twenty responded.

The responses were analyzed using the SPSS version 23 software .The summary of findings are aligned with the five variables employed in the research such as planning risk, Risk Identification, Risk Analysis, Risk Response planning and Risk Monitoring & Control to evaluate the project risk management practices

The summary is presented as follows:-

- Project risk Management plan was not prepared for the project and also no practice or guidance was given regarding project risk planning process so respondents disagreed on the use of inputs for risk management process such as Enterprise environmental Factors, Advice from Experts, organizational process assets and also disagreed that stakeholders were involved in the preparation risk management Plan.
- The CAYIIP development project does not involve all project team members in the project risk Identification process this is because Risk Identification is the responsibility of the product development team leader & business development and risk management officers. Once the risks are identified they are well documented but The Risk Register was updated by the General Insurance Office. To Identify Potential Risks the project used Tools and Techniques such as SWOT Analysis, Documentation Reviews, Check List analysis, Information Gathering Techniques and also the project consulted their Law office to identify more risks.

- There was no qualitative risk analysis in the project. The Quantitative risk analysis of CAYIIP development project is considered Low this is due to the project members forecasted the expected loss without considering qualitative risk analysis..
- The project Developed risk response strategies for its negative risks or threats such as 'transfer' by means of reinsurance, 'Mitigation' by means of training (skill Enhancement) and 'Avoidance' by introducing the policy in selected areas. Even though the project has good risk response strategies for its threats it has no response strategies for its positive risks such as exploit, share, enhance and accept.
- To assess the effectiveness of the developed risk response plans and the overall project risk management process of the project, there were no monitoring and control strategies employed. There was a lack of regular discussions, no utilization of key performance indicators (KPIs), no collection of feedback from potential customers, and no periodic reporting on the overall risk management process.

5.2 Conclusion

The Main Objective of the study was to assess the project risk management practices of CAYIIP development project at EIC. Based on the analysis presented in the fourth chapter of this study the following conclusions are drawn about the project risk management practices

Even though project risk management planning is critical for insurance companies to identify, assess, Develop response strategies, ensuring their profitability and monitor risks, the knowledge and use of project risk management Planning practices of the Project Members is seen as Low this due to lack of training or guidance regarding the Project risk planning and also due to the lack of project risk planning process in the CYIIP development project.

Even though involving all project team members in the risk identification process gives chance for wide range of perspective to be considered, the project did not use all project team members to identify risks. The project used risk identification tools such as SWOT Analysis, Documentation Reviews Check List analysis, Information Gathering Techniques, in addition to these techniques the project consulted their law office to know whether Ethiopian Law allows this policy but the risk identification process were only done during the planning phase of the

project. Though the project documented the identified risks the risk register was updated by the general insurance office .From the above it can be concluded that the project's risk identification process is not systematic and comprehensive.

The Project does not well integrate qualitative and quantitative risk analysis techniques. No qualitative techniques were used in the project and the quantitative technique was not systematic.

Though there the project seems to lack a well-integrated risk analysis the survey indicates that the company has effective risk response strategies for identified threats (negative risks) and employs risk transfer and mitigation strategies. The company also avoids risks it cannot handle. However, there is a lack of awareness and understanding regarding risk response strategies for opportunities (positive risks).

Even though frequent discussion, Use of key performance indicators, feedback from potential customers and periodic report on the overall risk management process are essential monitoring & Control practices contribute to enhanced risk awareness, stakeholder engagement, adaptability, warning signs and the overall success of the project. The Project Does not implement these Monitoring & Control Activities.

The overall findings of the study reveal that the project performed well in developing risk response strategies. However, it lacks proper project risk planning, project risk identification, both quantitative and qualitative project risk analysis, as well as effective risk monitoring and control steps.

5.3 Recommendations

Based on the backing of the summary and conclusions, the researcher presents the following recommendations for EIC.

- With regards to Project Risk Management planning EIC should undergo the process of Developing and implementing comprehensive training programs of Fundamentals of project Risk Management since it will enhance employees' knowledge and comprehension of project risk planning practices. These programs should include

fundamental concepts, methodologies, and best practices associated with project risk planning. Additionally the company should construct information sharing platforms so that employees can share their perception

- Firstly, it is crucial to ensure the active involvement of all project team members in the risk identification process, encouraging diverse perspectives and insights. This will facilitate a comprehensive and inclusive approach to identifying risks. Secondly EIC should establish a continuous risk identification process in its future policy development projects that extends beyond the planning phase, ensuring regular reviews and updates throughout the project lifecycle. This proactive approach will help capture emerging risks and adapt risk mitigation strategies accordingly. By implementing these recommendations, EIC can significantly improve its risk identification process in its policy development projects, leading to a more systematic, comprehensive, and proactive approach to managing risks throughout the project lifecycle. These improvements in the project risk identification process will help avoid disruptions and failures on the policy once it is developed and became operational.
- Instead of relying solely on forecasts of expected losses without considering the probability of occurrence, it is important for EIC to conduct a systematic quantitative risk analysis in its policy development projects. This involves assigning probabilities to risks and quantifying their potential impacts. By incorporating quantitative analysis techniques Excepted Monetary Value analysis, Monte Carlo simulations, or other appropriate methods, a more accurate and strong assessment of risks can be achieved. it is essential for EIC to integrate a systematic qualitative risk analysis approach in its policy development projects. EIC should consider adopting established methods such as risk matrices, Expert judgment, or risk scoring systems to provide a structured framework for identifying, assessing, and prioritizing risks.

  These approaches of comprehensive qualitative and quantitative risk analysis in the policy development projects help EIC ensure Accurate pricing and underwriting and gain trust and confidence of policyholders.

- Since Project Team Members lack the knowledge of Positive risk (Opportunities) the company should give training on how to identify these insurance project opportunities in

its policy development projects. This can be done through training, workshops, and awareness campaigns that highlight the benefits of managing positive risks and the role of each employee in the process.

- EIC should develop a comprehensive plan that outlines the specific monitoring and control activities to be implemented throughout its policy development projects lifecycle. This plan should include details on the frequency, methods, and responsible parties for conducting monitoring and control activities. The company should assign responsible personnel to conduct a periodic reassessment of risks by using qualitative and quantitative analysis techniques and prepare periodic reports with regard to project risk management that are clear and precise if possible with visual presentations.

  Project team leaders should also promote Impromptu discussions with the project team, and potential customers to gather feedback and insights on the project's progress and risks. This will help identify any potential issues early on and allow for timely adjustments and corrective actions. Lastly EIC should develop and utilize KPIs that align with the project's risk management objectives. These indicators should be specific, measurable, achievable, relevant, and time-bound (SMART).

  By employing the above project risk monitoring and control strategies in it’s policy development projects EIC can detect emerging risks or deviations from the planned risk responses and measure the effectiveness of the overall project risk management practices.

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APPENDIX A – QUESTIONNAIRE

Questionnaire on Project Risk Management practices of CAYIIP development project of EIC.

Dear recipient,

I am writing to introduce myself as Nathnael Yonas, currently enrolled in the project management (MA) program at St Mary's University. As part of my academic curriculum, I am currently conducting a research study focusing on the practice of project risk management in CAYIIP development project of EIC.

I would like to extend a warm invitation to you to participate in this study by completing a questionnaire. Your involvement in this survey is entirely voluntary, and I assure you that all responses provided will remain completely anonymous. Please feel free to express your thoughts without concern for whether your answers are right or wrong, as the confidentiality of your input will be strictly maintained.

It is important to note that if the findings of this research are published, they will only present a summary of the collective responses from the entire sample, and individual answers will not be identifiable.

Thank you for considering participation in this study, and I invite you to kindly respond to all the questions included in the questionnaire.

Yours sincerely,

Nathnael Yonas

General Instruction:

- Part I contains questions on Background information. Please respond by putting a mark(x) in boxes

- Part II contains questions on Project Risk Management Practices Please indicate your perceived answer by putting a tick ((√) at the corresponding column from strongly agree to strongly disagree (i.e. Strongly Agree=5, Agree-4, Not Sure=3, Disagree =2, strongly Disagree-1). This Scale Should be used for questions 1-25
- Please attempt all questions.

Part I: Background Information

1. **Gender**

   Male☐

   Female☐

2. **Age**

   18-20☐

   20-30☐

   30-40☐

   40-50☐

   50+ ☐

3. **Education**

   Diploma☐

   Degree☐

   Masters☐

   PHD☐

4. **Years Of Experience**

<1 Year☐

1-5 years☐

5-10 years☐

10 + years☐

Part II: Questions about Project Risk Management Practices.

Section 1: project Risk Planning

S.NO	Declarations	Measurement Scale				
		1	2	3	4	5
1	Project Risk management plan was developed for the project.					
2	Practice or guidance is given on Project Risk Planning.					
3	Enterprise Environmental Factors and Organizational Process Assets were considered while Planning for Project Risk					
4	Meeting is held between Key Stakeholders to develop a risk management plan					
5	Advice from Experts was considered during the project risk planning process.					

Section 2: project Risk identification

S.NO	Declarations	Measurement Scale				
		1	2	3	4	5
6	There was a continuous risk identification Process					
7	Identified Risks are well documented					
8	Risk Identification is done in groups					
9	SWOT analysis, Documentation Reviews, Checklist analysis and information gathering techniques were used to identify risks					
10	The Risk Register is updated after risk identification process.					

Section 3: project Risk analysis

S.NO	Declarations	Measurement Scale				
		1	2	3	4	5
11	The Identified Risks Are analyzed by Taking their Characteristics into Account					
12	Both quantitative and qualitative risk analysis were integrated in the project					
13	Risk Urgency assessment was done during the project					
14	Expected monetary value is used to quantify the expected loss or gain					

	from undertaking the project.					
15	Identified Risks are prioritized based on their potential impact and probability in the project					

Section 4: project Risk Response

S.NO	Declarations	Measurement Scale				
		1	2	3	4	5
16	Risk Response Strategies were created for threats (Negative Risks).					
17	Risk Transfer Strategies were developed in the project.					
18	Risk Mitigation Strategies were developed in the project.					
19	Risk Avoidance Strategies were developed in the Project.					
20	Risk Response Strategies were created for Opportunities (Positive Risks).					

Section 5: project Risk Monitoring & Control

S.NO	Declarations	Measurement Scale				
		1	2	3	4	5
21	There are Key Performance Indicators					

	to Find out the effectiveness of the Risk response plans					
22	Frequent discussion about the identified risks was held					
23	The Project sought input and feedback from Stakeholders to grasp their concerns					
24	Risks were Regularly monitored and reassessed to ensure Project aligned with its objectives.					
25	There was a periodic report on the effectiveness of the overall risk management Process of the project					

APPENDIX B-INTERVIEW GUIDE

1. Can you briefly describe/List the key inputs and techniques used in project risk Management planning in the CAYIIP Development project?
2. What Methods or Strategies are employed to identify project risks in your Department/Branch? Are there software's used to better facilitate the identification process?
3. Are both qualitative and quantitative risk analysis used in the project? Can you please provide an overview of the risk identification process employed by the project? What quantitative measures and qualitative factors were considered?
4. Can you please mention the risk response strategies that are developed for both the identified positive and negative risks?
5. Can you provide an overview of the risk control and monitoring strategies implemented by the projects? What were the tools used to monitor and control the risks?