



UGANDA MANAGEMENT INSTITUTE

RISK MANAGEMENT STRATEGIES AND THE SUCCESS OF TELECOM PROJECTS

IN UGANDA: A CASE STUDY OF UGANDA TELECOM'S MSENTE PROJECT

BY

BWIRE TADEO KWOPA

REG-11/MMSPPM/25/048

BA.EDU (MUK), DIP.BA (MUBS), ACIM (CIM), DIP.PPM (UMI).

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTERS OF
MANAGEMENT STUDIES (PROJECT PLANNING AND MANAGEMENT) OF
UGANDA MANAGEMENT INSTITUTE**

NOVEMBER, 2014

DECLARATION

I, Bwire Tadeo Kwoba, do declare that the work herein is presented in its original form and has not been presented to any other university or institution for academic award.

Sign.....

Date.....

APPROVAL

This dissertation has been submitted for examination with our approval as Institute supervisors

MR. ANACLET NAMANYA

Sign.....

Date.....

MR. ADRIAN BEINEBYABO

Sign.....

Date.....

DEDICATION

To my beloved parents, it was their zeal that made them send and maintain me in school amidst hardships, and their interest in education is what inspired me to enroll for further Education.

ACKNOWLEDGMENT

I wish to acknowledge all the persons who in one way or the other assisted me in the completion of this study.

Special appreciation goes to my supervisors Mr. Anaclet Namanya and Mr. Adrian Beinebyabo for their effort to speedily read and comment on my drafts.

I also wish to thank all my respondents from Uganda Telecom in their different capacities, for the support and corporation extended to me. Similarly, I wish to thank my research assistants Mr. Bukenya David Kato and Apeduna Hellen for their tireless efforts to ensure that this work is in this shape.

However nothing would have been achieved without the understanding and encouragement of my entire family especially my wife who encouraged me to continually search for excellence, my lovely son Isaiah Bwire whose time I borrowed to concentrate on this work and the Almighty God who gives me sufficient grace day by day to keep aiming higher. Finally for those not mentioned here, thank you very much for your contribution

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGMENT	iv
TABLE OF CONTENTS	v
LIST OF FIGURES	xii
LIST OF TABLES	xiii
ACRONYMNS	xv
ABSTRACT	xvi
CHAPTER ONE: INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of the Study.....	1
1.3 Statement of the Problem.....	6
1.4 Purpose of the Study.....	7
1.5 Objectives of the Study.....	7
1.6 Research Questions.....	7
1.7 Hypotheses of the Study.....	8
1.8 Conceptual Framework.....	9
1.9 Significance of the Study.....	10

1.10	Justification of the Study.....	11
1.11	Scope of the Study.....	11
1.11.1	Content Scope.....	11
1.11.2	Geographical Scope.....	12
1.11.3	Time Scope.....	12
1.12	Operational Definitions.....	12
 CHAPTER TWO: LITERATURE REVIEW.....		14
2.1	Introduction.....	14
2.2	Theoretical review.....	14
2.3	Actual Literature Review.....	17
2.3.1	Risk avoidance strategies and the success of Telecom Projects.....	17
2.3.2	Risk mitigation strategies and the success of Telecom Projects.....	19
2.3.3	Risk transfer strategies and the success of Telecom Projects.....	21
2.4	Summary of the Literature Review.....	23
 CHAPTER THREE: METHODOLOGY.....		24
3.1	Introduction.....	24
3.2	Research design.....	24
3.3	Study Population.....	24
3.4	Sample Size and Selection.....	25

3.5 Sampling techniques and procedure	26
3.5.1 Purposive sampling.....	26
3.5.2 Simple Random Sampling.....	27
3.6 Methods Of Data Collection	27
3.6.1 Questionnaire Survey.....	27
3.6.2 Documentary review.....	28
3.6.3 Interviewing	28
3.7 Data collection instruments.....	28
3.7.1 Questionnaire	28
3.7.2 Interview schedule	29
3.8 Data Quality Control.....	29
3.8.1 Validity	29
3.8.2 Reliability	30
3.9 Data Management and Analysis	32
3.9.1 Quantitative Data Analysis	32
3.9.2 Qualitative Data Analysis	33
3.10 Procedure for Data Collection	34
3.11 Measurement of Variables	34
CHAPTER FOUR:PRESENTATION, ANALYSIS AND INTERPRETATIONS OF FINDINGS	35
4.1 Introduction.....	35

4.2 Response Rate	35
4.3 Characteristics of the respondents	36
4.3.1 Beneficiaries of the M-sente project	37
4.3.2 Duration in using the M-sente service	37
4.3.3 Duration in using the M-sente service and risks faced	38
4.3.4 Staff working with the M-sente department of UTL	40
4.3.5 Duration working in the M-sente Department	40
4.3.6 level of management in the M-sente Department	42
4.3.7 Empirical findings	43
4.3.8 The risks identified by the beneficiaries of the M-sente project	44
4.3.9 Responses from beneficiaries on risks faced when using the M-sente service	44
4.3.10 Responses from staff on risks faced when using the M-sente service	45
4.3.11 Response from M-sente beneficiaries on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project	46
4.3.12 Response from UTL M-sente staff on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project	50
4.3.13 Relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project	57
4.3.14 Regression analysis of the results	59
4.3.15 Regression analysis of risk avoidance	60
4.4 Response from M-sente beneficiaries on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project	62

4.4.1 Responses from UTL Msente staff on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project	69
4.4.2 Relationship between risk mitigation strategy and the success of Uganda Telecom Msente Project	75
4.4.3 Regression analysis of the results	77
4.4.4 Regression analysis of risk mitigation.....	77
4.4 Responses from M-sente beneficiaries on the effect of risk transfer strategy to the success of Uganda Telecom Msente Project	79
4.4.1 Responses from UTL Msente staff on the effect of risk transfer strategy to the success of Uganda Telecom Msente project.....	82
4.4.2 Relationship between risk transfer strategy and the success of Uganda telecom Msente project	84
4.4.3 Regression analysis of the results	85
4.4.4 Regression analysis of risk transfer	86
4.5. Project success:	88
4.5.1 Responses from Msente beneficiaries on project success.....	88
4.5.1 Responses from UTL Msente staff on project success.....	94
4.5.2 Summary of correlations	98
4.5.3 Overall regression analysis	101

CHAPTER FIVE:SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS.....	103
5.1 Introduction	103
5.2 Summary of the findings	103
5.2.1 The contribution of risk avoidance to the success of Uganda telecom Msente project at Uganda telecom	103
5.2.2 The contribution of risk mitigation to success of Uganda telecom Msente project	104
5.2.3 The effect of risk transfer strategy to the success of Uganda telecom Msente project	104
5.3 Discussion	104
5.3.1 The contribution of risk avoidance to the success of Uganda telecom Msente project at Uganda telecom.....	104
5.3.2 The contribution of risk mitigation to success of Uganda Telecom Msente Project.....	106
5.3.4 The effect of risk transfer strategy on the Success of Uganda Telecom Msente Project	108
5.4 Conclusions	110
5.4.1 The contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project	110
5.4.2 The effect of risk mitigation strategy on the Success of Uganda Telecom Msente Project	111
5.4.3 The effect of risk transfer strategy on the Success of Uganda Telecom Msente Project	112
5.5 Recommendations	112
5.5.1 The contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project	112
5.5.2 The effect of risk mitigation strategy on the Success of Uganda Telecom Msente Project.	113
5.5.3 The effect of risk transfer strategy on the success of Uganda Telecom Msente Project	113

5.6 Limitation of the study and how they were addressed	114
5.7 Areas for further research.....	114
REFERENCES.....	115
APPENDIX I:INTERVIEW GUIDE (STAFF AT SENIOR MANAGEMENT).....	i
APPENDIX II:STAFF QUESTIONNAIRE	iv
APPENDIX III:BENEFICIARIES QUESTIONNAIRE.....	xii
APPENDIX IV: BUDGET FOR RESEARCH.....	xix
APPENDIX V:WORK PLAN AND TIME FRAME FOR THE RESEARCH.....	xx
APPENDIX VI:DOCUMENTARY REVIEW CHECKLIST	xxi

LIST OF FIGURES

Figure 1: Conceptual Frame Work Showing the Contribution of Risk Management Strategies to the Success of Uganda Telecom Msente Project.	9
--	---

LIST OF TABLES

Table 1: Determining Sample Size from a Given Population.....	25
Table 2: The Response Rate	36
Table 3: Duration in using the M-sente service	37
Table 4: Duration in using the M-sente service and risks faced	39
Table 5: Duration working in the M-sente Department.....	41
Table 6: level of management in the M-sente Department.....	42
Table 7: Responses from beneficiaries on risks faced when using the M-sente service	44
Table 8: Responses from staff on risks faced when using the M-sente service.....	45
Table 9: Response from beneficiaries on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project	47
Table 10: Response from UTL M-sente staff on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project.....	51
Table 11: Relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project	58
Table 12: Regression analysis of risk avoidance	60
Table 13: Response from M-sente beneficiaries on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project.....	63
Table 14: Responses from UTL Msente staff on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project.....	70

Table 15: Relationship between risk mitigation strategy and the success of Uganda Telecom Msente Project	76
Table 16: Regression analysis of risk mitigation	77
Table 17: Responses from M-sente beneficiaries on the effect of risk transfer strategy to the success of Uganda Telecom Msente Project.....	80
Table 18: Responses from UTL Msente staff on the effect of risk transfer strategy to the success of Uganda Telecom Msente project	82
Table 19: Relationship between risk transfer strategy and the success of Uganda telecom Msente project	85
Table 20: Regression analysis of risk transfer	86
Table 21: Responses from Msente beneficiaries on project success	89
Table 22: Responses from UTL Msente staff on project success.....	94
Table 23: Summary of correlations.....	99
Table 24: Overall regression analysis	101

ACRONYMNS

UTL	-	Uganda Telecom Limited
UPTCL	-	-Uganda Posts and Telecommunications Company Limited
UCC	-	Uganda Communications Commission
SIM	-	Subscriber Identity Module
SMS	-	Short Message Service
MNOs	-	Mobile Network Operators
LAP	-	Libya African Investment Portfolio
MTN Uganda	-	Mobile Telephone Network Uganda
M-PESA	-	Mobile Money
UTL COO	-	Uganda Telecom Chief Operating officer
GSM	-	Global system for mobile communications
CSF	-	Critical Success Factors
USSD	-	Unstructured Supplementary Services Data
P2P	-	Person-To-Person
MMT	-	Mobile Money Transfer Services
ITU	-	International Telecommunication Union

ABSTRACT

This study focused on the contribution of risk management strategies to the success of Telecom projects using Uganda Telecom Msente project a case study. The study was undertaken to check if the strategies put in place such as risk avoidance, mitigation and transfer contribute to the success of the Msente project. The study was guided by the following research objectives which were:- to find out the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project, to examine how risk mitigation strategy affect the success of Uganda Telecom Msente project and to assess the effect of risk transfer strategy to the success of Uganda Telecom Msente project. The study design used was cross-sectional survey to collect data from staff and beneficiaries of the M-sente project. The study adopted both qualitative and quantitative approaches. The respondents for this study came from Uganda Telecom staff and beneficiaries of the M-sente project the researcher designed questionnaires and interview guide that were used to in data collection. The response rate of the UTL M-sente staff distributed questionnaires was ninety eight percent (98%) while the response rate of the M-sente beneficiaries distributed questionnaires was ninety four percent (94%).The key findings were that there is a significant and positive relationship between risk avoidance and the success of Uganda Telecom Msente project. The results also indicated that there was a significant and positive relationship between risk mitigation and success of Uganda Telecom Msente project. There was a significant and positive relationship between risk transfer strategy and success of Uganda Telecom Msente project. It was established that risk management has an effect on the success of M-sente project. The study recommends that management of Uganda Telecom should focus on the environment in which it is operating by identifying all potential risks in the process and developing

systematic risk avoidance criteria; management should decide on the relationship between the likelihood (probability of frequency) and the severity of occurrence (Impacts) of the identified risks respectively and management of Uganda Telecom should carry out a systematic risk transfer strategy

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study was an investigation into the interplay between risk management strategies and the success of telecom projects using a case study of Uganda telecom m-sente projects. The success of telecom project was conceived as dependent variable and risk management strategies as independent variable. This chapter presents the background to the study, statement of the problem, purpose of the study, and study justification, scope of the study, operational definition of study concepts and the conceptual frame work.

1.2 Background of the Study

Risk management is a strategy of analyzing exposure to risk and determine how to best handle such exposure. Hubbard (2009). risk management is about making the most of opportunities (making the right decisions) and about achieving objectives and once those decisions are made carefully it leads to achieving the desired goals/ objectives by transferring risks, controlling risks, and living with risk.

Telecom projects globally have seen tremendous growth with India being a vibrant market from communications point of view. the subscriber base in the wireless market in India, the world's

fastest growing telecom market reached another milestone when it surpassed 200 million subscribers in august 2007. The country's mobile services market is forecast to grow by a compound annual rate of 28.3% in next five years. At present there are around 54000 cell sites operated by different GSM/CDMA operators. This number would further go up to 80.000 in next couple of years. To reach the target the approximate capital expenditure required in telecom infrastructure alone is expected to be approximately \$20 billion in next three years (<http://utlconnect,september,2012>).

In New Zealand, Telecom Corporation of New Zealand Limited (Telecom) was formed in 1987 out of the telecommunications division of the New Zealand Post Office, a government department. In 1990 Telecom became one of the first telecoms in the world to be fully privatized. On 30 November 2011, Telecom demerged into two entirely separate, publicly listed companies; a retail services provider (Telecom) and a network services operator (Chorus). Structural separation of Telecom's retail business from the business that owns and operates the Fibre-To-The-Premise (FTTP) network was a pre-requisite for participation in the Government's Ultra-Fast Broadband scheme (UFB).

In Western Europe the presence of a common GSM standard and the high penetration rates of mobile phones have raised the expectations in mobile communication development. Mobile devices have become the fastest adopted consumer product to data Atkin (2007) According to

Forrester research group (2007), 219 million users will access the Internet via mobile Phone. The use of mobile phones for the implementation of electronic business transactions is additionally boosted by increasingly new technologies, such as wireless application protocol (WAP), Bluetooth, and technological developments are changed daily. Mobile banking services or operations are still in their immaturity, leaving a great deal of room for development.

In Iran, Guatemala and Mexico consumers can access mobile banking with local mobile network. In 2009, Zain launched their own mobile money transfer business, known as ZAP, in Kenya and other African countries. Pakistan has also launched a mobile banking solution, in coordination with Taameer Bank, under the label Easy Paisa, which was begun in Q4 2009. While in India, State Bank of India (SBI) provides bank accounts, deposit, withdrawal and remittance services, micro-insurance, and micro-finance facilities to its customers through mobile banking (Thomas, 2010).

In Namibia, telecommunication age commenced on 16 January 1899 when the German colonial administration contracted an agreement with the Eastern and South African Telegraph Company in London to participate in the sea cable from Mossamedes (Namibe in Angola) to Cape Town with a link to Swakopmund, the port town of "German South West Africa". Further telegraph stations followed in Karibib (1901), Okahandja (1902) & Windhoek (1902). Swakopmund was the first town to get a telephone network with 28 lines on 1 October 1901. Windhoek, Okahandja

& Karibib followed until February 1902, Südwest, (1985). The total trunk connection between Swakopmund and Windhoek was constructed between 1901 and 1906.

In Senegal, Manobi, a Senegalese telecom company has gained a lot of experience with the use of mobile phone services, like SMS and WAP, in several African countries in both the public and private sector. Many European companies have the technological knowledge on these kinds of services, but lack the knowledge and experience on African needs for information. Manobi (2010).

Uganda Telecom, whose full legal name is Uganda Telecom Limited (UTL), is an information and communication technology network company in Uganda. Following the passage of the Communications Act in 1997, by the Ugandan Parliament, the then Ugandan parastatal company Uganda Posts and Telecommunications Company Limited (UPTCL), was divided to four entities: Uganda Communications Commission (UCC)-The communications industry regulator, Uganda Post Limited - Also known as Posta Uganda, Postbank Uganda - A government-owned financial institution, and Uganda Telecom - An information technology and communication network company.

In June 2000, UTL was privatized when the Government divested 51% of its shares to UCOM, a consortium formed by Detecon, of Germany, Telecel International of Switzerland and Orascom Telecom of Egypt. The Ugandan Government retained 49% ownership in UTL. Orascom sold their interest in Ucom to Telecel, sometime between 2002 and 2003. In March 2007, LAP Greencom, a subsidiary of Libya African Investment Portfolio (LAP), a company owned by the Government of Libya, bought into Ucom, while Detecon sold their interest in the consortium to Telecel International. The new shareholding structure in UTL left the Ugandan government with a 31% ownership, while Ucom's shareholding increased to 69%.

As of January 2010, Uganda had eight (8) operational telecommunications companies, serving in excess of 10 million subscribers, out of a population estimated at about 32 million. The providers include: MTN Uganda, Uganda Telecom, Airtel Uganda - Effective 23 November 2010, Warid Telecom, Hits Telecom, Orange Telecom, i-Telecom, Smile Telecom. Uganda Telecom is a leading total communications provider with a broad range of services in Uganda, including: Fixed voice, Mobile voice, Data and Internet, Broadband, and Wireless

In February 2009, UTL introduced a mobile money transfer service in conjunction with Map Switch Uganda a local affiliate of MAP International based in New York and although introduction of Msente project was a success in market, risk management strategies were not put in place to ensure sustainability of the company.

1.3 Statement of the Problem

Mobile Money is the ideal tool for quickly and easily checking real time balances and viewing mini statements on your mobile phone, on request. One can use mobile banking to make instant top-ups for pay as you go mobile phones and because of its usefulness; Mobile banking has been embraced by many people and companies. Often times there are challenges with Msente such as Systems failure, fraud and ghost registration whose roots are in the information strategizing mechanism. Kay Brown (2009) observed that these problems are at their acute stage in developing countries. The problem often begins right at the risk identification and planning strategies Liuksila (2006) and increases further at the, monitoring, and controlling strategies, especially when Risk Management guidelines in terms of policy and strategies/procedures do not exist or are weak or incomplete. This therefore, affects the risk management in these companies.

Much as Msente team has put in strategies such as risk transfer (Insurance) and risk avoidance strategies to manage risks, it is not clear if these strategies are working and management is faced with a challenge of increasing stakeholders' satisfaction, and notably, the wealth maximization of shareholders. With the increasing competition in the telecom industry, management sometimes does not have direct control over the risk streams of the company and thus the need to focus on the management of the institutions' expenditures and risks. Given the nature of risks experienced, management is left with only risk management related expenditures .This study is therefore set to investigate and analyze the contribution of risk management Strategies to the successes of Uganda telecom Msente Project.

1.4 Purpose of the Study

The purpose of this study was to analyze the contribution of risk management strategies to the success of Uganda Telecom Msente Project.

1.5 Objectives of the Study

The objectives of this study were as follows:-

- i. To find out the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project.
- ii. To examine how risk mitigation strategy affect the Success of Uganda Telecom Msente Project.
- iii. To assess the effect of risk transfer strategy to the Success of Uganda Telecom Msente Project.

1.6 Research Questions

The following research questions guided this study:-

- i. How does risk avoidance strategy affect the success of Uganda Telecom Msente Project?
- ii. Does risk mitigation strategy affect the success Uganda Telecom Msente Project?

- iii. To what extent does risk transfer strategy affect Uganda Telecom Msente Project?

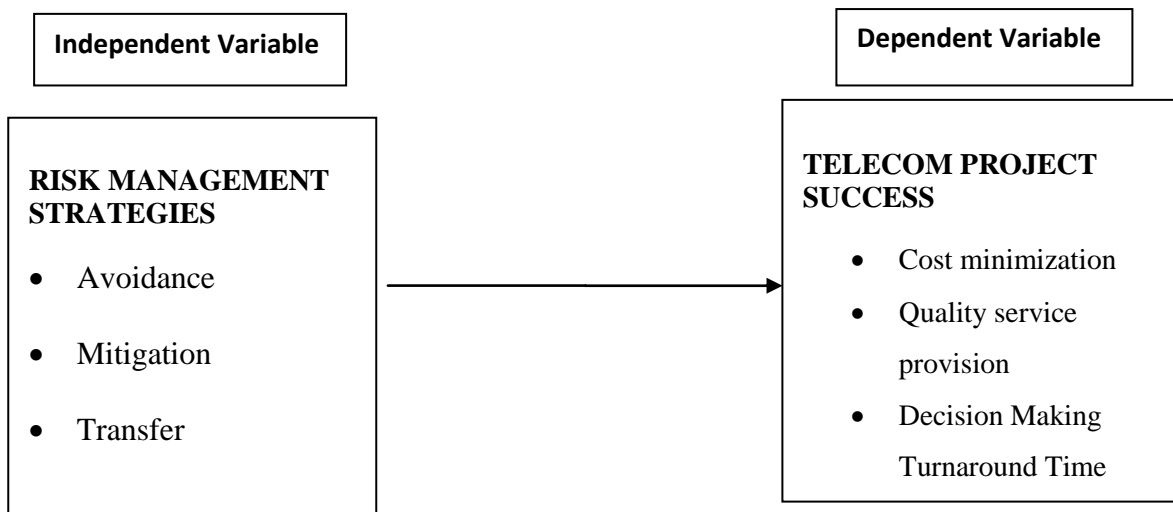
1.7 Hypotheses of the Study

- i. There is a significant relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project.
- ii. There is a significant relationship between risk mitigation strategy and the success of Uganda Telecom Msente Project.
- iii. There is a significant relationship between risk transfer strategy and the success of Uganda Telecom Msente Project.

1.8 Conceptual Framework

Conceptual frameworks (theoretical frameworks) are a type of intermediate theory that attempt to connect to all aspects of inquiry (such as .problem definition, purpose, literature review methodology, data collection and analysis). Conceptual frameworks can act like maps that give coherence to empirical inquiry.

Figure 1: Conceptual Frame Work Showing the Contribution of Risk Management Strategies to the Success of Uganda Telecom Msente Project.



Source: Modified from Nyende.M (2010)

In the Conceptual frame work above, it is noted that the way Uganda Telecom Msente project manages its risks contributes to the success of the Msente project. The dependent variable is the Msente Success which is measured against Cost, quality and Turnaround time. The variance shall be explained by three independent variables, risk Avoidance, risk Mitigation and risk Transfer strategies which are all related to the dependent variable. The independent variable risk

Mitigation relates to Msente success as it gives room for the Msente Management team to identify the risks and prepare for them in line with Uganda telecom key performance indicators of Quality service and low cost.

Project risk response helps reduce the total cost of risk to the project while ensuring the long term sustainability of Msente project. When risks are responded to early enough, correction and reconstruction can be achieved early enough by transferring the risk or even avoiding the risk and at the same time reducing costs and time while enhancing service quality of Msente transactions leading to the success of Msente Project.

1.9 Significance of the Study

- i. The study will foster creation of new knowledge and awareness in the area of risk management in all industry sectors both in the private and public sectors.
- ii. The study will contribute to the wealth of knowledge on Project risk Management in a Ugandan setting
- iii. Policy makers in the service sector will use the findings to draw up policies in line with the different constructs under consideration in this study and the findings to enhance their service quality.
- iv. Scholars interested in carrying out further research in this area will use the results as a foundation.

1.10 Justification of the Study

The rationale of this study was based on the fact that the Mobile Money Industry has for its life time in Uganda made losses. Losses are a function of revenue and costs; a situation where costs are greater than the revenues (investor words.com). Given that the Mobile Money is new in the Ugandan market, it has little or no much control over its revenue streams since the customer base is still growing at less than ten thousand. The study therefore sought to establish the contribution of risk management to the success of Uganda Telecom M-sente Project. This will guide the UTL on where to focus its efforts in the meantime so as to be competitive and meet the stakeholders' expectations.

1.11 Scope of the Study

This covered the boundaries of the study in terms of the content, geographical area and the time period.

1.11.1 Content Scope

The study covered Risk management strategies and the related risks on mobile banking. Risk management was studied under three main dimensions of risk avoidance, Risk mitigation and Risk transfer strategies and how they lead to the success of Telecom projects with the focus on

Uganda Telecom Msente project. Success of Telecom Project was understood based on dimensions of Cost minimization, Quality service provision and decision Making Turnaround Time in the Organization.

1.11.2 Geographical Scope

The study was carried out on Uganda Telecom Ltd. UTL has its head office located at Rwenzori courts in Kampala. It has eight departments five of which are located at Telephone House and there at Rwenzori courts. The study covered M-sente unit which is the commercial function at telephone house.

1.11.3 Time Scope

The period under review was January 2010 to December 2011. This is because the selected time period covered the complete operation year for which these unit operations were very effective. The unit started operation in February 2009.

1.12 Operational Definitions

Risk An uncertain event which may cause a possibility of loss, injury, disadvantage or anything that has a negative impact. The Concise OXFORD Dictionary (1996) defines 'risk' as:" A chance or possibility of danger, loss, injury, or other adverse consequences.

Risk Management: A strategy of analyzing exposure to risk and determine how to best handle such exposure.

Risk Response/control: Appropriate steps taken or procedures implemented upon discovery of unacceptably high degree of exposure to one or more risks.

Quality: A measure of excellence or a state of being free from defects, deficiencies and significant variations

Risk avoidance: An informed decision not to become involved in activities that lead to the possibility of the risk being realized.

Mitigation: The act of lessening the force or intensity of something unpleasant, as wrath, pain, grief, or extreme circumstances

Risk transfer: Shifting risk from one party to another; examples include purchasing insurance coverage or issuing debt.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presented the existing and related literature on the study variables of risk management and the interrelations among them as put forward by various researchers and scholars' .Actual literature review is carried out on each of the operational variables so as to establish the possible relationship and gaps in previous studies examined. The literature is arranged according to the objectives of the study.

2.2 Theoretical review

This study was underpinned by the probability theory put forward by Davis (2001). Davis defines probability as the chance of happening of an event. He says that, there are two distinct interpretations of the term probability. These interpretations are based on the methods through which we arrive at conclusions about probability and possible outcomes. These conclusions as guided by probability theory can be applied to any business by managers who are involved in implementing any risk management strategies that impact the success of any project.

The first method makes assumptions about the physical world to determine the probability of a particular outcome. If I assume that dice are made in a way such that they are likely to land on any of their six surfaces and that the way in which I throw one die has absolutely no effect on how it lands I could conclude that the probability of number six showing on top is one, or 1/6. This informs this studies in that, managers are not certain of how and when the risk will occur. They are therefore required to use their skills to put strategies in place to avoid, mitigate or transfer the risk when it eventually occurs.

The second method advanced by Davis (2001), consists of "observing the relative frequency over many repetitions of the situations." In the case of the die, I would have to sit and throw it a significant number of times and based on how it lands, I arrive at a conclusion regarding the probability that a specific occurrence or the way in which it could land would indeed occur. Clearly, making such a determination on the basis of a few throws of the die would only make me arrive at a poor conclusion. This therefore requires a project manager to use creativity and intuition as well as knowledge and experience in assessing risks. There are infinity numbers of possible risk to the project, the more reasons for one to worry about the infinite number of possible problems that the project may encounter. It is necessary therefore for Uganda Telecom Msente project to quantify the known risks in order to prioritize them and establish a budget for managing them.

It is a little harder to quantify the effects that the risk will cause when it occurs, but it is part of our job when we are analyzing risk. Predicting a likely hood that a problem will occur contains the same difficulties as making any estimate. But even when experienced project managers use all the tools at their disposal, assigning probabilities to a risk remains as much as art as a science. The sheer number of possible problems including those that are intangible and impossible to quantify, requires that a project manager use creativity and intuition as well as knowledge and experience in assessing risks. Assigning a probability to a risk helps to assess the consequences of the risk. If you multiply the probability of the risk by the negative consequences, you will begin to see how bad the risk is. This is often referred to as the Expected value of the risk. $Probability \times Impact = Expected \text{ value}$ (Verzuh, 2008).

However, there are gaps that points to the probability study;- Probability theory is very subjective, It assumes happenings that are not known, regarding subjectivist interpretations of probability, Mises first remarks that subjectivists such as Keynes, for instance, fail to recognize “that if we know nothing about a thing, we cannot say anything about its probability” Mises, (1957), and he then notes that “the peculiar approach of the subjectivists lies in the fact that they consider ‘I presume that these cases are equally probable’ to be equivalent to ‘These cases are equally probable,’ since, for them, probability is only a subjective notion. Neglecting to recognize some possible states in a decision problem is in effect to assign that state probability zero for example, probability of a coin landing on its edge (Colyvan ,2006).

2.3 Actual Literature Review

This sub section focused on related discussions and surveys for the chosen three risk management strategies; risk avoidance strategy, risk mitigation strategy and risk control strategy and the success of telecom projects in Uganda, a case study of Uganda telecom's Msente project.

2.3 .1 Risk avoidance strategies and the success of Telecom Projects

Risk avoidance is used in risk management to describe an informed decision not to become involved in activities that lead to the possibility of the risk being realized. In businesses worldwide ,management has opted for different risk avoidance techniques like tightening data protection to reduce the risk of direct data leakage, this boils down to establishing data classification and data handling procedures and policy, and indoctrinating employees in that policy. The third step is to select and implement the appropriate technique to manage risk. One possibility is to simply avoid risk. However this possibility is often not applicable and there for this study is designed to investigate how risk avoidance strategy affects the success of Uganda Telecom Msente Project.

Hofstede (1984) claimed that high risk avoidance cultures embody stability, predictability, risk avoidance, resistance to change, strict control systems, and discomfort with unknown futures. Low uncertainty avoidance cultures demonstrate risk-taking, tolerance to innovation and new ideas, willingness to change and adjust, ease with the unknown and optimism about the future.

(Hofstede 2005) also claimed that customers from cultures with high risk avoidance tend to be hesitant toward new products and information. Cultures with high risk avoidance experience the credo of the xenophobia “what is different is dangerous” (Hofstede 2005). These customers are therefore very slow in adopting electronic banking even if eventually they may use them as much as people in low uncertainty culture. They also take fewer risks, invest less in stocks, and are slow in paying their bills.

A firm has to accept certain level of risk and cannot simply avoid it. The second option is to control losses, which consists of trying to reduce the frequency and severity of losses. A third technique consists in choosing the retention level. The firm sets a level in which it accepts to lose money. It consists in taking few risks with high frequency but low severity. The advantage is that it lowers expenses, encourages loss prevention and increases cash flow. The fourth technique involves in transferring the risk. When transferring the risk to insurance company, the firm gets indemnified after a loss and can continue operating. The disadvantages are that the premium represents always a large cost; it is time consuming to set insurance contracts and finally since losses are covered risk managers are less careful. In order to choose a particular technique, a few factors have to be weighted namely; Cost, liquidity requirements, accounting and tax implications and risk it.

If risk avoidance strategies are carefully put in place, they lead to success of Telecom Projects and this can be seen from the success of M-PESA. M-PESA is a service developed by Vodafone and is now a product they sell to a few selected global partners. It is a mobile money transfer system aimed towards emerging markets where many still lack access to financial services. It is run by mobile network operators (MNOs) and has the ambition to reach a great number of people in countries where traditional banking often has failed to do so Kunta, (2007).

2.3.2 Risk mitigation strategies and the success of Telecom Projects

Risk mitigation strategy is meant to address potential risks with the right countermeasures. This includes classic mitigation strategies (before the risk event) and contingency plans (after the risk event). For each relevant risk, an appropriate mitigation strategy needs to be developed and executed. Risk mitigation includes the development as well as the evaluation of diverse mitigation strategies towards their potential value and required investments Chopra (2007); Kleindorfer & Saad, (2005); Manuj & Mentzer, (2008b); Wagner & Bode, (2006). Kleindorfer & Saad (2005) argue that prevention is better than cure, requiring risk managers to act fast and treat urgent risks first. However, fast action can only be achieved when managers prioritize risk management activities and understand risk management as one of their core management tasks. Thus, risk management activities need to be seen as an important task within the company Zsidosin , (2004); Kleindorfer & Saad, (2005); Berg 2008; (Chen & Paulraj, 2004).

Risk mitigation also needs to be supported from various functions within the firm. This requires support from senior executives enabling holistic thinking, joint decision making and fast implementation activities Berg (2008); Chen & Paulraj, (2004); Kleindorfer & Saad, (2005); (Zsidisin, 2004)

Craighead et al. (2007) argue that the disruption severity is influenced by the time it takes for a company to learn about a risk or to predict the respective disruption. Consequently, companies need to develop an ability to predict disruptions early so that risks can be duly assessed and mitigation efforts can take effect. By carefully scanning the environment for early indicators, relevant risks are thus recognized in time and mitigation actions can be initiated. (Craighead 2007, Hendricks & Singhal, 2003, Tomlin, 2006, Zsidisin, 2004). A totally undirected search for new risks, however, does not use the limited resources of an organization in the most efficient way. Owing to the resource constraints that exist for any company it is necessary to define observation fields and discover potential sources of risks and vulnerabilities with the least input of resources. Observation fields are typically circled around already known sources of risk and the most critical and vulnerable areas of the Msente Project and where risk mitigation strategies have been taken care of, it has led to the success of telecom project as it was a case when M-PESA was introduced in Tanzania by Vodacom in In April 2008 (Chen, 2009).

In summary, risk mitigation activities aim to reduce the probability of risk occurrences and reduce the negative impact of an occurred risk Tomlin, (2006). Risk identification and risk assessment indirectly contribute to risk performance by supporting the development of an optimal risk mitigation strategy. However, only executed risk mitigation activities have direct impact on the risk performance of an organization.

2.3.3 Risk transfer strategies and the success of Telecom Projects

Risk transfer is about deciding who will bear the risks that you have identified and that you cannot completely control or avoid. When the risk transfer decision is to transfer part or all of a risk, there are options. Insurance is one, but there are also non-insurance options to consider. Contracting out or out-sourcing have been very popular in many industries in recent years, both for risk transfer strategy and operations management reasons.

Insurance is the most common risk transfer strategy, by insuring a property; you pay a relatively small amount in premium rather than run the risk of not protecting yourself against the possibility of a much larger financial loss. Your risk management strategy is to transfer most of the risk of loss to the insurance company. It is sensible to review the scope and extent of insurance cover in order to make sure that the Company is covered in the areas it would expect. In particular, consider how any possible losses arising out of electronic system failure or other losses arising from e-commerce are insured: if substantial e-commerce losses would not be

covered, coverage can be extended. The company should also consider whether certain risks can be excluded by contract for particular engagements, (Laukkanen, 2007).

Beginning in the 1960s, corporations began to recognize that further cost reductions might be possible by formalizing their self-insurance programs in subsidiary corporations known as captive insurance companies or captives. Captives formalize the primary cost advantages of self-insurance, that is, reducing transactions costs and giving the corporate parent investment control of premiums. In addition, unlike most self-insurance plans, captives have direct access to reinsurance markets and thus are likely to receive more favorable terms on the transfer of upper layers of risk. If properly structured, captives also have tax advantages over self-insurance programs because the parent can deduct premium payments to captives whereas in self-insurance plans only the paid losses can be deducted ,(Cummins, 2008 & Froot ,2007) .

Froot (2007) extends the Froot–Stein model based on the observation that insurance companies are likely to be especially sensitive to insuring risks that adversely affect solvency. He argues that insurers are especially averse to risks that create negatively asymmetric project return distributions because such asymmetries increase the probability of having to raise costly external capital. Risk transfer management strategies led to increased Kenya MPESA popularity and usage Osmotherly, (2009). It is important therefore to establish how risk transfer as a risk management strategy leads to the success of Uganda telecom Msente project.

However, most of the existing literature has not adopted a portfolio approach to managing the risks faced by insurers, including interest rate risk, other financial risk, and catastrophic risk. Most papers that consider interest rate and other financial risk, such as Staking & Babbel (1995), Santomero & Babbel (1997), Elyasiani & Mansur (2008), give little consideration to reinsurance; papers analyzing catastrophe risk typically give little attention to interest rate and other financial risks (Froot, 2001, Sloan, & Hassan, 1990, Cummins, 2008).

2.4 Summary of the Literature Review

After reviewing literature on various scholars of risk management, it was noted that, Risk management should not be only focusing on Risk identification, Assessment and response but rather to the continuous improvement of the strategies itself. This could involve having strategies in place for specific projects or services which could make the tools and techniques more understandable and acceptable to all stake holders with the sense of ownership to enhance sustainability of Risk management strategies. There is variety of literature on risk management though much generic. In terms of limitations of the literature, the geographical scope is broad, in terms of content, the literature spreads across an array of areas notably; corporate, institutional, operational risk and mitigation .

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter presents the methodology that was used in the study. It outlines the research design, the study population, sample size and the selection, data collection instruments and describes the instruments used in collecting data and the methods adapted to analyze the data collected.

3.2 Research design

The study was carried out mainly using Cross-Sectional Survey Design .Cross-Sectional Survey Design collects data to make inferences about a population of interest at one point in time. The advantage of Cross-sectional surveys is its flexibility in that it can be conducted using any mode of data collection, including telephone interviews, face-to-face interviews and mailed questionnaires, Archibald (1985). Both quantitative and qualitative approaches was employed.

3.3 Study Population

The study focused on the target population of 155 constituting of staff of Uganda Telecom, 10 senior managers, 20 middle, 25 lower managers and 100 M-sente project beneficiaries as the

populations while the M-sente department and beneficiaries were the sampling frame as depicted from table 1 below.

3.4 Sample Size and Selection

Mugenda & Mugenda, (2003) advises that the researcher should take a big sample size as possible to ensure confidence and reliability from the sample size. Sekaran (2003) states that a sample size that is larger than 30 but smaller than 500 is appropriate for most research. The study sample size was determined using Krejcie & Morgan tables. According Sarantakos (2005) an easy to use sample size table is offered to facilitate sample size determination. The samples used in the study were selected using the simple random sampling and purposive sampling. The sample size was 130 respondents selected as follows.

Table 1: Determining Sample Size from a Given Population

Staff at different levels of management	Target Population Size	Sample Size	Sampling Technique
Staff at lower and middle management	45	40	Simple random sampling
Staff at senior management	10	10	Purposive sampling
M-sente beneficiaries	100	80	Simple random sampling
Totals	155	130	

Source: Adopted from Krejcie & Morgan in (1970) as cited by Amin. M (2005) and Uganda Telecom Human Resource Department.

3.5 Sampling techniques and procedure

According to Sekaran (2003), sampling is the process of choosing the research units of the target population, which are to be included in the study.

A probability sampling method is where all elements have an equal chance of being selected (Ader & Mellenbergh, 2003)

Nonprobability sampling is any sampling method where some elements of the population have no chance of selection (these are sometimes referred to as 'out of coverage'/'under covered'), or where the probability of selection can't be accurately determined. It involves the selection of elements based on assumptions regarding the population of interest, which forms the criteria for selection.

3.5.1 Purposive sampling

Purposive sampling technique under non-probability sampling was used to select 10 senior management team. The technique was used because; the focus of the researcher is to get in-depth information and not making generalizations. Those that were selected were expected to provide the required information in-depth. Hence, the researcher selected participants based on who he thought would be appropriate for the study.

3.5.2 Simple Random Sampling

In a simple random sample ('SRS') of a given size, all such subsets of the frame are given an equal probability. Each element of the frame thus has an equal probability of selection: the frame is not subdivided or partitioned. Furthermore, any given pair of elements has the same chance of selection as any other such pair (and similarly for triples, and so on). This minimizes bias and simplifies analysis of results. In particular, the variance between individual results within the sample is a good indicator of variance in the overall population, which makes it relatively easy to estimate the accuracy of results. This method was used to sample M-sente beneficiaries.

3.6 Methods Of Data Collection

3.6.1 Questionnaire Survey

A semi- structured questionnaire was the main instrument of data collection for the study. A Likert type of questionnaire was designed and administered on Msente Staff, as respondents to explore their responses regarding the different statements describing the key variables of Risk management and the success of Telecom project with the case study of UTL Msente project. The main advantage of self-administered questionnaires is that the researcher or member of the research team can control all the completed data pieces within a short period of time Sekaran (2003).The closed ended questionnaire helped to establish a relationship with the respondents while introducing the survey. Correlation designs of the quantitative approach were utilized to establish the relationship between the independent and dependent variables.

3.6.2 Documentary review

This involved reviewing different documents like journals, text books and internet containing information about risk management and success of telecom projects.

3.6.3 Interviewing

An interview guide consisting of structured questions was designed and administered to managers and customer of UTL. Information solicited by this instrument helped the researcher to enhance response from the self-administered questionnaires and made it possible for the researcher to cross examine some key issues in the research. Interviewing is a good method for producing data based on information priorities and opinions and ideas based .informants thus have an opportunity to expand their ideas explore their views and identify what they regard as their crucial factors (Babbie,1990).

3.7 Data collection instruments

3.7.1 Questionnaire

Adopted from Mugenda & Mugenda (2003) collection of data involved use of a researcher administered questionnaire which contained both structured closed-ended questions and unstructured open-ended questions.

3.7.2 Interview schedule

The researcher employed an Interview Schedule which contained open-ended questions that were asked during face-to-face interviews with key informants. During the interviews, the researcher asked standard questions and nothing more (Leedy & Ormrod, 2001)

3.8 Data Quality Control

3.8.1 Validity

In scientific research, validity refers to the extent to which the instruments are relevant in measuring what they are supposed to measure Amin (2005). The researcher requested his two supervisors to score the content with the questionnaire: and the average percentage of the score was used to determine the Content Validity Index (CVI) If the average percentage is above 50%, the content was considered to be valid. The formula below was used to check for validity of the research questions:

$$CVI = \frac{R}{R+N+IR}$$

Whereby R is Relevant. N is Neutral, and IR is irrelevant. The closer the value to 1. the more valid is the instrument (Amin. 2005).

Score from supervisor 1: R=70%, N=5%, IR=10% result= 82%

Score from supervisor 2: R=70%, N=5%, IR=15% result= 79%

From the two supervisors the average score was 80.5 % which made the questionnaire content valid.

The researcher used the same Interview Schedule on all the interviewees and cross check the answers with the organization's documents.

According to Sarantakos (1993), validity is the property of a research instrument that measures its relevance, precision and accuracy. Validity tells the researcher whether an instrument measures what it is supposed to measure and whether this measurement is accurate and precise. It measures the quality of the process of measurement, and one that reflects the essential value of a study, and which is accepted, respected and indeed expected by the researchers and users of research.

3.8.2 Reliability

Reliability was established using SPSS Reliability Analysis Scale (Alpha co – efficient). This is because of its easy and automatic applicability and fitted a two or more point rating scale. The instruments of the research were based on the Likert type five-point scale. The researcher used Alpha co-efficient because of it being easy and automatic to apply.

The formula of Cronbach's Alpha Coefficient (α) will be;

$$\alpha = \frac{K}{K-1} \left(1 - \frac{\sum SD^2_i}{SD^2_t} \right)$$

· α = Alpha coefficient

K = Number of items in the instrument

\sum = Sum

SD^2_i = Individual item variance

SD^2_t = Variance of total score

Substituting in the formula:

$$\alpha = 0.874$$

$$K = 53 \text{ items}$$

$$\sum SD^2_i = 361.584$$

The instrument was found to be valid in this study at 0.874. The researcher used Alpha coefficient because of it being easy and automatic to apply.

McMillan & Schumacher (2006) stated that validity refers to the degree of congruence between the explanations of the phenomena and the realities of the world. Validity is the extent to which

the instrument gives the correct answer. The questionnaire was tested for validity of all the possible dimensions of the research topic.

3.9 Data Management and Analysis

3.9.1 Quantitative Data Analysis

After obtaining quantitative data from close-ended questions, it was edited to remove any errors. Data was, cleaned and coded according to themes derived from the research objectives. Quantitative data was edited. The process of cleaning the data was done to remove any errors and help improve the reliability of the data. Statistical packages of data analysis such as Excel and SPSS were employed to tabulate the raw data and provide comparisons that eased the analysis.

The collected data was analyzed using quantitative analysis which majorly involve six major activities namely, data preparation, counting, grouping, and relating, predicting and statistical testing. Data preparation involved all forms of manipulations that were necessary for preparing data for further processing such as coding, categorizing answers to open-ended questions, editing and checking as well as preparation of tables; counting including the mechanical task of registering the occurrence and frequency of the occurrence of certain answers or research items; grouping and presentation involved ordering of similar items into groups and then distribution of

data presented in the form of tables and graphs; relating involved cross-tabulation and statistical tests to explain the occurrence and strength of relationships; predicting is a process of extrapolating trends identified in the study into the future and this statistical method helped the researcher complete this task and finally statistical testing was done.

3.9.2 Qualitative Data Analysis

To analyze qualitative data, the researcher identified and transcribed the qualitative findings, applied them complementarily with the objective by objective analysis in chapter four. This reporting was very insightful as it confirmed and made the various risk strategies undertaken by the M-sente department come out clearly. Such reporting was done manually written in paragraphs and from these inferences were made out and key learnings drawn from the strategies implemented.

The researcher used content comparisons, logical analysis, and expert judgment. Subjective analysis was also used to enrich the information given with vivid reporting this bridged the information gap on issues that the researcher was not able to quantify such as the perceptions of the interviewees.

3.10 Procedure for Data Collection

A letter of introduction was obtained from Higher Degrees Department of UMI introducing the researcher to the field. This followed appointment of research assistant that together with the researcher went to the field to pre-test the instruments and later collect the data.

3.11 Measurement of Variables

Quantitative measures of risk planning, monitoring and evaluation were measured using ordinal scale. Particularly the Likert Scale of five (5 Strongly Agree. 4 Agree. 3 Undecided. 2= strongly disagree. 1=Disagree. Amin (2005) observed that the scale is better than other types of attitude scales like semantic difference scale and rating scale. Questions that require YES or NO were asked as well as open-ended questions.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATIONS OF FINDINGS

4.1 Introduction

This chapter presents data collected. The corresponding interpretations also follow each presentation. The results of the study are presented according to the objectives. The findings in this chapter were also arrived at by analysing and interpreting the available data using SPSS and Microsoft Excel software. All the responses are presented in terms of frequencies and percentages which are displayed in tables, graphs and charts. The hypothesis and each question were treated separately. The statistical data from the quantitative part of the questionnaire was then supported by the qualitative data of the study from the questionnaire. The quantitative data was analysed based on 1- Strongly disagree to 5-Strongly agree scale rate.

4.2 Response Rate

A total of forty (40) questionnaires were distributed to UTL M-sente staff of which thirty nine (39) were returned. The response rate for the distributed questionnaires was therefore ninety eight percent (98%) while a total of forty (80) questionnaires were distributed to M-sente beneficiaries of which thirty three (79) were returned. The response rate for the distributed questionnaires was therefore ninety four percent (94%) as shown in table 2.

Table 2: The Response Rate

Nature of Response	Frequency	Percentage
UTL- M-sente Staff		
Response	39	98%
Non response	1	2%
Total	40	100
Beneficiaries		
Response	79	98%
Non response	1	1%
Total	80	100

Source: Primary Data

4.3 Characteristics of the respondents

The background information of the respondents was considered necessary because of the ability of the respondents to give satisfactory information on the study variables may be affected by their background. This information was about the respondents' duration in current employment; level of management and participation in the risk management process

4.3.1 Beneficiaries of the M-sente project

The beneficiaries of the M-sente project were chosen in this study because they were the main primary stakeholders in using the M-sente service. They were also taken into consideration because they had first-hand experience and knowledge about how the M-sente service works. The information shows the background characteristics of the Beneficiaries of the M-sente project.

4.3.2 Duration in using the M-sente service

The duration in using the M-sente service was chosen as one of the respondents' characteristics so as to ascertain the respondents' experience with the M-sente operations in that given time they have been using the service as displayed in table 3

Table 3: Duration in using the M-sente service

Duration	Frequency	Percent
Valid Less than 1 Year	27	33.8
1-2 Years	33	41.3
Over 2 Years	20	25.0
Total	80	100.0

Source: Field Primary Data

From the study, 41.3% of the respondents had used with the M-sente for one to two years ;33.8% for less than a year while 25% had used the M-sente service over a year but less than two years .On the whole, most of the respondents (75%) had used M-sente service for more than a year. This was key in my study because it provided confidence in my responses that I was dealing with an informed and knowledgeable base of respondents about M-sente operations.

From table 3 above, majority of the respondents had used the service for one to two years (41.3%) and the least number of respondents who had had used the service over a period of 2 years (25%) this implies that the service is of value and is very well accepted by the population since it has been in the market not more than three years.The percentage of respondents that used M-sente service for more than a year (66.3%) was significant implying that more the service penetrates down to the masses they will be better appreciation of the service in terms of usage and better risk methods have to be employed to improve the success of this telecom project.

4.3.3 Duration in using the M-sente service and risks faced

The duration in using the M-sente service and the risks faced was chosen as one of the respondents' characteristics so as to have a statistical comparison in reference to the time they have been using the service and the risks they are exposed to during the M-sente operations as displayed in table 4.

Table 4: Duration in using the M-sente service and risks faced

Duration in using the M-sente service		Risks Faced			Percentage
		Fraud risks	Operational risks	Fake registrations	
Less than 1 Year	Count	14	20	9	34%
	% age	25.90%	32.30%	28.60%	
1-2 Years	Count	28	25	15	41%
	% age	51.90%	40.30%	46.40%	
Over 2 Years	Count	12	17	7	25%
	% age	22.20%	27.40%	25.00%	
Total	Count	54	62	31	100%

Source: Field Primary Data

Of the respondents who had faced fraud risks 25.9% had used the service for less than a year, 51.9% for more than a year but less than two years while 22.2% had used the service for over two years. Of the respondents who had faced operational risks 32.3% had used the service for less than a year, 40.3% for more than a year but less than two years while 27.4% had used the service for over two years.. Of the respondents who had faced fake registrations 28.6% had used the service for less than a year, 46.4% for more than a year but less than two years while 25% had used the service for over two years. This provided wealth of information based on both their experience with the M-sente operations, because most of the respondents had used the services for more than one year.

From table 4 above, majority of the respondents had used the service for one to two years (51.9%) from the results it shows that the respondents knew more about the fraud risks than operational risks (40.3% and lastly fake registration risks (46.4%) this implies that fraud risks are the most known risks affecting the respondents followed by operational risks then fake registrations. Thus UTL management should ensure such risks are well monitored to avoid losses to the company and the respondents.

4.3.4 Staff working with the M-sente department of UTL

The Staff working with the M-sente department were chosen in this study because they were the main primary stakeholders in handling the operations of M-sente service. They were also taken into consideration because they had first-hand experience and knowledge about how the M-sente service operates. The information shows the background characteristics of the Staff working with the M-sente department of Uganda Telecom Limited.

4.3.5 Duration working in the M-sente Department

The duration of staff working in the M-sente Department was chosen as one of the respondents' characteristics so as to ascertain the respondents' experience with the M-sente management for time they have been employed by the organisation as displayed in table 5

Table 5: Duration working in the M-sente Department

	Frequency	Percent
Val	19	47.5
id	14	35.0
	7	17.5
Total	40	100.0

Source: Field Primary Data

From the study, a good number of the respondents had worked with the M-sente department for less than one year (47.5%); 35% for one to two years while 17.5% had worked for the M-sente department for over two years. On the whole, most of the respondents (52.5%) had worked for the M-sente department for more than a year. This was key because this provided responses achieved with a good knowledge base of the M-sente operations. With a significant percentage of most respondents having worked for more than a year in Msente department, this implies that there is significant wealth of knowledge about the operations of the service and as the service stays longer in the market better methods of improving the project will be derived.

From table 5 above, majority of the respondents had worked in the M-sente Department for less than 1 year (47.5%) and the least number of respondents who had worked in the M-sente

Department were (17.5%) this implies that there is a high turnover of staff working in the department. And UTL management has to find a way of retaining more of their staff as this turn over increases loss of expertise is wholly felt in the department.

4.3.6 level of management in the M-sente Department

The level of management in the M-sente department was chosen as one of the respondents' characteristics so as get an understanding of the service from different management levels, Lower level management, Middle level management, senior level management in correspondence to their years of service to the organisation as displayed in table 6.

Table 6: level of management in the M-sente Department

Number of years	Lower level management	Middle level management	Senior level management	Total
Less than 1 Year	11 (55%)	6(38%)	2(50%)	19(48%)
1-2 Years	8 (40%)	5(31%)	1(25%)	14(35%)
Over 2 Years	1 (5%)	5(31%)	1(25%)	7(18%)
Total	100%	100%	100%	100%

Source: Field Primary Data

Of the lower management respondents, 55% had worked with the department for less than a year, 40% for more than a year but less than two years while 5% worked with the department for over two years. Of the middle managers, 38% had worked with the department for less than a

year, 31% for more than a year but less than two years while 31% had over two years with the department. 25% of the senior managers had worked with the department for over two years, 25% had over two but less than a year and 50% had less than a year with the department. For both middle and senior management, majority of the respondents had over one year experience with the department. This provided wealth of information based on both their experience with the department and position in the organisation.

From the table 6 above it shows that majority of the respondents had been with the company for less than 1 year (55%) at a lower management with the least being 2% at senior management and. This implies that UTL should improve its ability of retaining while attracting staffs that are good at risk management at high level. So that efficiency will be realised in the department.

4.3.7 Empirical findings

The purpose of the study was to analyze the contribution of risk management strategies to the success of Uganda Telecom Msente Project. The findings were got from questionnaires, documentary review and interviews. They are discussed below.

4.3.8 The risks identified by the beneficiaries of the M-sente project

The risks identified by the beneficiaries of the M-sente project were key in this study because they clearly show if they did happen which risk management strategies would be used to achieve success of the M-sente project.

4.3.9 Responses from beneficiaries on risks faced when using the M-sente service

The identified risks by the M-sente service (Beneficiaries) were Fraud risks, Operational risks and Fake registrations. The table 7 below shows the statistical comparison of the risks faced by the M-sente beneficiaries.

Table 7: Responses from beneficiaries on risks faced when using the M-sente service

Risks Faced	Frequency	Percentage
Fraud risks	54	37%
Operational risks	62	42%
Fake registrations	31	21%
Total	147	100%

Source: *Primary Data*

From the table 7 above, 37% of the beneficiaries attributed to having faced fraud risks while 42% of the beneficiaries attributed to having faced operational risks and 21% said they had

faced fakes registrations. From the above distribution it implies that operational risks are the key risks which affect the beneficiaries using the M-sente service. From the table 7 above it shows operational risks (42%), fake registrations (21%) respectively are key in affecting the beneficiaries of M-sente. This implies that management of UTL has a lot to do in order to reduce operational risks as much as possible.

4.3.10 Responses from staff on risks faced when using the M-sente service

The identified risks by the M-sente service (staff) were Fraud risks, Operational risks and Fake registrations. The table 8 shows the statistical comparison of the risks faced by the M-sente staff.

Table 8: Responses from staff on risks faced when using the M-sente service

Risks Faced	Frequency	Percentage
Fraud risks	29	34%
Operational risks	31	37%
Fake registrations	25	29%
Total	85	100%

Source: *Primary Data*

From the table 8 above, 34% of the staff attributed to having faced fraud risks while 37% of the staff attributed to having faced operational risks and 29% said they had faced fakes registrations.

From the above distribution it implies that operational risks are the key risks which affect the Msente department. Overall from all the risks identified it shows that operational risks are the key affecting the M-sente project. In the same vein, from the table 8 above it shows operational risks (37%), fake registrations (29%) respectively are key in affecting the M-sente project. This implies that management of UTL has a lot to do in order to reduce operational risks as much as possible.

4.3.11 Response from M-sente beneficiaries on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project

The first objective of the study was to find out the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project. This was measured using three (3) items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree The results from the process were analyzed and the findings from each of the risk avoidance strategy attributes were displayed in table 9.

Table 9: Response from beneficiaries on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project

Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Double checking is done before approval of any Msente transaction	45(56.3%)	32(40%)	3(3.8%)	0%	0%
The M-sente operation menu is followed before payment or sending money	53(66.3%)	21(26.3%)	6(7.5%)	0%	0%
Identification of customers is done before payment, withdraw and depositing money	45(56.3%)	27(33.8%)	5(6.3%)	1(1.3%)	2(2.5%)

Source: *Primary Data*

From the table 9 above, the respondents were asked whether double checking is done before approval of any Msente transaction. The results from the study revealed that, of the total respondents, 96.3% of the respondents were agreeable that the double checking is done before approval of any Msente transaction; 0% disagreed and 3.8% were Neutral. This confirms that double checking is strongly undertaken in the risk avoidance strategy so as to guide the

subsequent losses in the risk management process and thus enhance the performance of the M-sente department.

In respect to the above attribute one M-sente beneficiary alluded that; *“This is a key principle which the system undertakes to ensure that minimal errors are committed and fraud is minimised in all our entries”* and he also said, *that this is system oriented to avoid gross errors and fraud.*

In determining whether the Menu is followed before payment or sending money as part of the risk avoidance strategy in the M-sente department, the study revealed that; of the total respondents, 92.6% of the respondents were agreeable while 0% disagreed and 7.5% were neutral.

The different statistics implied that as part of the risk avoidance, the menu is clearly defined by the M-sente department and this guides the customers in the subsequent activities.

One M-sente agent said *“Menu checking before payment/sending money is procedural; so as to arrive at the final transaction .this has to be followed to withdraw or deposit money on your phone”*

In order to find out whether, Identification of customers is done before payment, withdraw and depositing money, respondents were asked to state the degree to which they concurred with the above. Of the total respondents, 90.1% of the respondents were agreeable while 3.8% disagreed and 6.3% were neutral.

One agent even stressed it more by saying that, “Once an error is done by non-identification ,it is a gross mistake because all the systems are made like that to identify customers as this is the primary key where by a name and pin identification are mandatory before withdraw and depositing money”.

From the statistics above it clearly shows that the risk avoidance strategy has a huge contribution to the success of Uganda Telecom Msente Project.

As exemplified by the respondents who agreed with the following different variables, following the M-sente operation menu before payment or sending money 53 (66.3%), Identification of customers is done before payment, withdraw and depositing money 45 (56.3%) and Double checking is done before approval of any Msente transaction 45 (56.3%). This implies that once UTL management get challenges in the risk avoidance strategy the effect will be felt in the success of the project.

4.3.12 Response from UTL M-sente staff on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project

The first objective of the study was to find out the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project. This was measured using three (3) items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree The results from the process were analyzed and the findings from each of the risk avoidance strategy attributes were displayed in table 10.

Table 10: Response from UTL M-sente staff on the contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Double checking is done before approval of any Msente transaction	1 (3%)	2(5%)	2 (5%)	14(36%)	20(51%)
The M-sente Charter is followed before payment is done	1(3%)	0%	19(26%)	9(49%)	39(23%)
Identification of customers is done before payment	0%	3 (8%)	4(10%)	15(38%)	17(43%)
Continuous trainings are given to Msente agents	0%	0%	7(18%)	12(31%)	20(51%)
There is checking information before storing it	0%	0%	7(18%)	34(72%)	6(8%)
We own our mistakes when committed	0%	1(3%)	5(13%)	13(33%)	20(51%)
Daily monitoring of our Msente system is done	0%	0%	5(13%)	19(49%)	15(39%)
Prompt payment to agents is done	0%	0%	4(10%)	25(64%)	9(23%)
Abrupt system checks are done	0%	0%	5(13%)	19(49%)	15(39%)
Proper implementation of know your customer policy is vehemently followed	0%	0%	9(23%)	15(38%)	12(31%)
Fraud risks are handled very cautiously by Msente Staff	0%	2(5%)	2(5%)	17(44%)	18(46%)
Operational risks are handled cautiously by Msente Staff	1(3%)	0%	6(15%)	17(44%)	15(39%)
Fake registrations are handled cautiously Msente Staff	2 (5%)	0%	3(8%)	19(49%)	15(39%)

Source: Primary Data

From the table 10 above the respondents were asked whether double checking is done before approval of any Msente transaction. The results from the study revealed that, of the total respondents, 87% of the respondents were agreeable that the double checking is done before approval of any Msente transaction; 8% disagreed and 5% were Neutral. This confirms that double checking is strongly undertaken in the risk avoidance strategy so as to guide the subsequent losses in the risk management process and thus enhance the performance of the M-sente department.

In respect to double checking before approval of any Msente transaction one M-sente Manager alluded that; “ *Double checking has been paramount in helping the company to avoid payment mishaps and thus it has saved the company from making huge losses.*”

In determining whether the M-sente Charter is followed before payment is done as part of the risk avoidance strategy in the M-sente department, the study revealed that; of the total respondents, 72% of the respondents were agreeable while only 3% disagreed and 26% were neutral.

One M-sente middle manager said that “*The M-sente charter has to be followed as it is a culture to all our staff as this our UTL’s first step during their orientation*”

In establishing whether the Identification of customers is done before payment is done as part of the risk avoidance strategy in the M-sente department, the study revealed that; of the total respondents, 81% of the respondents were agreeable while only 8% disagreed and 10% were neutral.

One Middle Manager even *stressed it more saying that* , *“Once an error is done by non-identification of a customer is at most times non forgivable because you pay on what you see and having identified”*

In finding out whether the Continuous trainings are given to Msente agents as part of the risk avoidance strategy are relevant in the M-sente department, the study revealed that; of the total respondents,82% of the respondents were agreeable while only 0% disagreed and 18% were neutral.

The trainer in this department said , *“His role is to move every day through financial institutions, point of sale points and individual agents training them and studying their M-sente platform problems”*

In determining whether there is checking information before storing it as part of the risk avoidance strategy are relevant in the M-sente department, the study revealed that; of the total

respondents,80% of the respondents were agreeable while only 10% disagreed and 18% were neutral.

One M-sente staff confirmed; *“That checking of information, storage and reviewing of information ;all these processes are by default system oriented. So it doesn’t entail any one to ask the system ; it transaction led”*.

The research was also designed to determine whether there is owning of mistakes when committed as part of the risk avoidance strategy are relevant in the M-sente department, the study revealed that; of the total respondents, 84% of the respondents were agreeable while only 3% disagreed and 13% were neutral.

The study was also set to determine whether there is daily monitoring of M-sente system as part of the risk avoidance strategy and how relevant it is in the M-sente department,. The study revealed that; of the total respondents, 88% of the respondents were agreeable while 13% were neutral.

In determining whether there prompt payment to agents is done as part of the risk avoidance strategy and if it is relevant in the M-sente department, the study revealed that; of the total

respondents, 87% of the respondents were agreeable while only 3% disagreed and 10% were neutral.

The M-sente director said; *“With the current system all agent payment commissions; bonuses are instant to our stakeholders who handle the M-sente platform”*.

The researcher also established whether abrupt system checks are done as part of the risk avoidance strategy and if they are relevant in the M-sente department, the study revealed that; of the total respondents, 88% of the respondents were agreeable while 13% were neutral.

In determining whether there is proper implementation of know your customer policy is vehemently followed as part of the risk avoidance strategy and if it is relevant in the M-sente department, the study revealed that; of the total respondents, 69% of the respondents were agreeable while only 8% disagreed and 23% were neutral.

The M-sente director said; *“With the current system know your customer policy is well documented as all the customer information is upfront in the M-sente platform”*.

In finding out whether the fraud risks are handled very cautiously by m-sente staff as part of the risk avoidance strategy and if it is relevant in the m-sente department, the study revealed that; of the total respondents, 90% of the respondents were agreeable while only 5% disagreed and 5% were neutral.

In establishing whether the fake registrations are handled cautiously by the M-sente staff as part of the risk avoidance strategy and if it is relevant in the m-sente department, the study revealed that; of the total respondents,90% of the respondents were agreeable while only 5% disagreed and 5% were neutral. The different statistics implied that as part of the risk avoidance, the charter is clearly defined by the m-sente department and this guides the staff in the subsequent operations.

The M-sente director said; *“The Fake registrations are handled cautiously by the M-sente Staff as part of the risk avoidance strategy if any staff is caught faking these forms this is not accepted as it leads to immediate termination from the company”*.

In order to find out whether, operational risks are handled cautiously by Msente Staff, respondents (37%) as identified in table 8 above; were asked to state the degree to which they concurred with the above. Of the total respondents, 81% of the respondents were agreeable while 8% disagreed and 10% were neutral.

To test the research hypothesis “There is a significant positive relationship between risk avoidance strategy and the success of Uganda Telecom M-sente Project”; the Pearson product Moment Correlation coefficient was done. The results are shown in table 10 below.

From the statistics above it clearly shows that the risk avoidance strategy has a huge contribution to the success of Uganda Telecom Msente Project. As exemplified by the respondents who

agreed with the following different variables, following the M-sente operation menu before payment or sending money 53 (66.3%), Identification of customers is done before payment, withdraw and depositing money 45 (56.3%) and Double checking is done before approval of any Msente transaction 45 (56.3%), Continuous trainings are given to Msente agents 20 (51%) and Proper implementation of know your customer policy when vehemently followed 12 (31%) This implies that once UTL management get challenges in the risk avoidance strategy the effect will be felt in the success of the project.

4.3.13 Relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project

The relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project. Was chosen to show how strong or weak is the relationship between these variables as displayed in table 11.

Table 11: Relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project

Correlations			
		Risk Avoidance	Project Success
Risk avoidance	Pearson Correlation	1	.548 ^{**}
	Sig. (2-tailed)		.001
	N	38	36
Project success	Pearson Correlation	.548 ^{**}	1
	Sig. (2-tailed)	.001	
	N	36	37
**. Correlation is significant at the 0.01 level (2-tailed).			

From the table 11 above it is indicated that there is a positive significant relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project ($r=.548$, $P<.0.01$) supporting the hypothesis that There is a significant relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project. The study therefore accepted the initially stated hypothesis.

From table 11 above, it implies that with the risk avoidance strategy having a significant relationship with the success of Uganda Telecom Msente Project. at 54.8% it shows that UTL

should uphold this key virtue hence not affecting the success of Uganda Telecom Msente Project.. This also shows that for any institution to develop steadily the risk avoidance strategy should be held in high regard.

From the above findings and the key information excerpts from the M-sent director, *“He said risk avoidance as a strategy cannot be compared to any loss inhibiting strategy in this day and age of youth unemployment, technology savvy era, we have to take into anything we believe can make our platform risk free through insurance to avoid errors from employees and agents”*.

4.3.14 Regression analysis of the results

On the basis of the results obtained indicating a direct positive relationship between risk avoidance strategy and the success of Uganda Telecom Msente Project, an analysis was done using regression analysis to ascertain the extent to which risk avoidance strategy contributes to the success of Uganda Telecom Msente Project at Uganda Telecom. Table 12 below is the summary of this.

4.3.15 Regression analysis of risk avoidance

The regression analysis between risk avoidance and project success was used to estimate the relationships between variables and the t-statistic explains the relative importance of such a variable in the study as displayed in table 12

Table 12: Regression analysis of risk avoidance

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.258	.536		4.213	.000
Risk avoidance	.482	.126	.548	3.815	.001

a. **Dependent Variable: project success**

The results in table 12 above show that risk avoidance standardized regression coefficient (Beta) was statistically significant by Beta=0.548. t=3.815, P=0.01. This shows that any change in risk avoidance strategy leads to a positive change to the success of Uganda Telecom Msente Project at Uganda Telecom of 54.8% and risk avoidance strategy has a greater positive coefficient at

value 3.815 than the standardized coefficients of value 0.548, hence it is positively significant. Thus improvement, in the risk avoidance strategy at Uganda telecom would enhance the success of Uganda Telecom M-sente Project. On the other hand a poor risk avoidance strategy in the M-sente department would contribute negatively to the success of Uganda Telecom Msente Project at Uganda Telecom. This finding also agrees with the study findings from some documents reviewed at M-sente department. In one document the M-sente department Director stated that;

“My managers lost 150 million Uganda shillings, in an IT transaction involving one of its biggest customers. This same customer had caused a loss to the organization about a year ago when the customer was still operating in Soroti District”

The study noted that there was a pure lack of risk avoidance measures at M-sente department. From the above table 12, $Y = a + bX$; where $Y =$ project success and X is Risk avoidance. Therefore employee performance = $2.258 + 0.482$ Risk avoidance. On significance $F (0.00)$ is less than 0.05 confirming the relationship between project success and Risk avoidance from table 12, coefficient (b) is positive which means that improvement in Risk avoidance would increase the quality of project success in UTL. From table 12 above, it implies that risk avoidance has a huge impact on project success at 54.8%, this percentage shows that risk avoidance is key at UTL M-sente project therefore it contributes highly to the project success.

4.4 Response from M-sente beneficiaries on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project

The second objective of the study was to find out the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project. The findings of this objective were gathered from questionnaires from beneficiaries and documentary review. The contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project were measured using nine (9) items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process were analyzed and the findings from each of the risk mitigation strategy attributes were displayed in table13 below.

Table 13: Response from M-sente beneficiaries on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Training of Msente staff about risk management	13(16.3%)	5(6.30%)	4(5%)	28(35%)	30(37.5%)
Monitoring of Msente transactions if done on hourly basis and any suspected account is suspended	8(10%)	7(8.8%)	7(8.8%)	27(33.8%)	31(38.8%)
Recruitment of skillful staff in risk management	10(12.5%)	7(8.8%)	4(5%)	33(41.3%)	26(32.5%)
Going through the whole procedure of transaction assessment before payment	7(8.8%)	12(15%)	2(2.5%)	28(35%)	31(38.8%)
Encouraging agents to be careful in all their transactions	13(16.3%)	10(12.5%)	2(2.5%)	27(33.8%)	28(35%)
Encouraging staff to be careful when making transactions	11(13.8%)	9(11.3%)	4(5%)	23(28.8%)	32(40%)
Suspension of agent accounts where fraudulent dealings are found	7(8.80%)	10(12.5%)	5(6.3%)	23(28.8%)	34(42.5%)
Punishing agents involved in any Msente transaction fraudulent dealings	4(5%)	8(10%)	11(13.8%)	31(38.8%)	25(31.30%)
The department encourages the policy of whistleblowing in case of any suspicion	4(5%)	6(7.5%)	10(12.5%)	29(36.3%)	30(37.5%)

Source: *Primary Data*

From the table 13 above the respondents were asked whether training of Msente staff about risk management would lead to success of the M-sente project. The results from the study revealed that, of the total respondents, 73% of the respondents were in approval that training of Msente staff about risk management would reduce risks thus leading to the success of the M-sente project. This confirms that training of Msente staff about risk management would lead to success of the M-sente project if strongly undertaken in the risk mitigation strategy so as enhance the performance of the M-sente department.

The M-sent trainer said; *“Training has brought tremendous improvement to the company through various questions asked as one gets to the system limitations and would be leakages of money laundering”*

In determining whether the monitoring of m-sente transactions if done on hourly basis and any suspected account suspended as key in the risk mitigation strategy in the m-sente department would lead to success of the m-sente project, the study revealed that; of the total respondents, 73% of the respondents were in approval that the monitoring of m-sente transactions if done on hourly basis and any suspected account suspended while only 19% did not agree and 8.8% were neutral.

The M-sent director said; *“This is an IT function which is well done as we receive hourly reports of transactions done, failures and in that way we assist our customer hence improving customer satisfaction”*.

The research was also designed to establish whether the recruitment of skillful staff in risk management as key in the risk mitigation strategy in the M-sente department would lead to success of the M-sente project, the study revealed that; of the total respondents, 74% were in approval of the recruitment of skillful staff in risk management while 8.8% were neutral.

In determining whether the encouraging agents to be careful in all their transactions in the risk mitigation strategy in the M-sente department would lead to success of the M-sente project, the study revealed that; of the total respondents, 69% were in approval of encouraging agents to be careful in all their transactions in risk management while 2.5% were neutral.

In establishing whether encouraging staff to be careful when making transactions in the risk mitigation strategy in the M-sente department would lead to success of the M-sente project, the study revealed that; of the total respondents, 69% of the respondents were in approval the encouraging staff to be careful when making transactions in risk management (25% did not agree) while 5% were neutral.

In determining whether the suspension of agent accounts where fraudulent dealings are found in the risk mitigation strategy in the m-sente department would lead to success of the m-sente project, the study revealed that; of the total respondents, 71% of the respondents were in

approval suspension of agent accounts where fraudulent dealings are found in risk management (21% did not agree) while 6% were neutral.

From the IT manger whom I had discussion with he said; *“The Suspension of agent accounts where fraudulent dealings are found in the risk mitigation strategy in the M-sente department is paramount because unnecessary thefts are dealt with appropriately and losses are avoided by the company”*

In finding out whether the punishing agents involved in any Msente transaction fraudulent dealings in the risk mitigation strategy in the m-sente department would lead to success of the m-sente project, the study revealed that; of the total respondents, 71% of the respondents were in approval punishing agents involved in any Msente transaction fraudulent dealings in risk management (15% did not agree) while 14% were neutral.

From one M-sente manager whom i had discussion with he said; *“Punishing agents involved in any m-sente fraudulent dealings is key because it acts as a warning shot to others who plan to enter into such dealings”*

In determining whether encouraging the policy of whistle blowing in case of any suspicion in the risk mitigation strategy in the m-sente department would lead to success of the m-sente project, the study revealed that; of the total respondents, 74% of the respondents were in approval the

department encouraging the policy of whistleblowing in case of any suspicion in risk management (13% did not agree) while 13% were neutral.

In order to find out whether, going through the whole procedure of transaction assessment before payment would lead to success of the m-sente project; respondents were asked to state the extent to which they assented with the above. of the total respondents, 74% of the respondents were in approval that going through the whole procedure of transaction assessment before payment would reduce risks (38.8% strongly agreed) while 24% did not agree (8.8% strongly disagreed).

From the M-sente manager whom I had discussion with he said; *“Going through the whole procedure of transaction assessment before payment would lead to success of the m-sente project as these are our precautionary measures and quantifying the benefits we have achieved no figure can be attached ”*

In establishing whether finance department should double check before payment of agents in the risk mitigation strategy in the m-sente department, the study revealed that; of the total respondents, 66% were in approval that the finance department should double check before payment of agents in risk management while and 10% were neutral.

From the m-sente manager whom i had discussion with he said; *“Finance department should double check before payment of agents in the risk mitigation strategy in the m-sente department as these are our precautionary measures and their value is immeasurable”*

From the statistics above it clearly shows that the risk avoidance strategy has a huge contribution to the success of Uganda Telecom Msente Project. as exemplified by the respondents who agreed with the following different variables, The training of Msente staff about risk management 30 (37.5%), Monitoring of Msente transactions if done on hourly basis and any suspected account is suspended 31 (38.8%), Recruitment of skillful staff in risk management 26 (32.5%), Encouraging agents to be careful in all their transactions 31 (38.8%), Encouraging staff to be careful when making transactions 28 (35%),

Going through the whole procedure of transaction assessment before payment 32 (40%), Suspension of agent accounts where fraudulent dealings are found 34 (42.5%), Punishing agents involved in any Msente transaction fraudulent dealings 25 (31.30%), The department encouraging the policy of whistleblowing in case of any suspicion 30 (37.5%). This implies that UTL management has to make sure the risk mitigation strategies are critically looked at to achieve success in the M-sente project.

4.4.1 Responses from UTL Msente staff on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project

The second objective of the study was to find out the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project. The findings of this objective were gathered from questionnaires from beneficiaries and documentary review. The contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project were measured using nine items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process were analyzed and the findings from each of the risk mitigation strategy attributes were displayed in table14

Table 14: Responses from UTL Msente staff on the contribution of risk mitigation strategy to the success of Uganda Telecom Msente Project

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The training of Msente staff about risk management	6(15%)	2(5%)	3(8%)	13(33%)	15(39%)
Monitoring of Msente transactions if done on hourly basis and any suspected account is suspended	6(15%)	3(8%)	1(3%)	20(51%)	9(23%)
Recruitment of skillful staff in risk management	5(12%)	2(5%)	5(13%)	15(39%)	12(31%)
Going through the whole procedure of transaction assessment before payment	1(3%)	8(21%)	6(16%)	11(29%)	12(31%)
Encouraging agents to be careful in all their transactions	6(16%)	6(16%)	1(3%)	13(34%)	12(31%)
Encouraging staff to be careful when making transactions	6(16%)	3(8%)	8(21%)	13(34%)	8(21%)
Suspension of agent accounts where fraudulent dealings are found	3(8%)	5(13%)	7(18%)	11(28%)	13(33%)
Punishing agents involved in any Msente transaction fraudulent dealings	3(8%)	3(8%)	7(18%)	19(49%)	7(18%)
The department encourages the policy of whistleblowing in case of any suspicion	1(3%)	8(13%)	6(15%)	16(41%)	11(28%)
Finance Department should double check before payment of agents	16(15%)	16(15%)	6(15%)	10(26%)	11(28%)

Source: *Primary Data*

From the table 14 above the respondents were asked whether training of M-sente staff about risk management as part of risk mitigation strategy would reduce risks in the M-sente project. The results from the study revealed that, of the total respondents, 72% of the respondents were agreeable that training M-sente staff about risk management would reduce risk and lead to success of M-sent project, 20% did not agree and 5% were Neutral.

In determining whether the Monitoring of M-sente transactions if done on hourly basis and any suspected account is suspended as key in the risk mitigation strategy in the M-sente department would reduce risk and lead to the success of the M-sente project, the study revealed that; of the total respondents, 74% of the respondents agreed that the Monitoring of Msente transactions if done on hourly basis and any suspected account is suspended while only would reduce risk 15% did not agree and 3% were neutral.

“Monitoring of M-sente transactions if done on hourly basis and any suspected account is suspended in the M-sente department these are our mandatory checks and are very much needed for any money platform and business to succeed” said one M-sente manager .

In identifying whether the recruitment of skillful staff in risk management as key in the risk mitigation strategy in the M-sente department would reduce risks and lead to success of the M-sente project, the study revealed that; of the total respondents, 70% of the respondents agreed

that the recruitment of skillful staff in risk management would reduce risks, while 30% were neutral.

In order to find out whether, going through the whole procedure of transaction assessment before payment would mitigate risks and lead to success of the M-sente project; respondents were asked to state the extent to which they assented with the above. Of the total respondents, 60% agreed that going through the whole procedure of transaction assessment before payment would reduce risks while 22% did not agree while 18% were neutral.

In determining whether the encouraging agents to be careful in all their transactions in the risk mitigation strategy in the m-sente department, would mitigate risks in m-sent department, the study revealed that; of the total respondents, 65% of the respondents agreed that encouraging agents to be careful in all their transactions in risk management ,32% disagreed while 3% were neutral.

“Encouraging agents to be careful in all their transactions in the risk mitigation strategy in the M-sente department is a culture we are building slowly and we hope it will become a norm and aspired value of our agents” said one M-sente manager.

In identifying whether the encouraging staff to be careful when making transactions in the risk mitigation strategy in the M-sente department would lead to success of the M-sente project, the

study revealed that; of the total respondents, 55% of the respondents were in approval of encouraging staff to be careful when making transactions in risk management, 24% did not agree while 21% were neutral.

“This a key aspect and value which every business to succeed has to hold it astutely and with delicate hands “attributed one M-sente regional manager

In determining whether the Suspension of agent accounts where fraudulent dealings are found as key in the risk mitigation strategy in the M-sente department, the study revealed that; of the total respondents, 61% of the respondents were agreeable while only 21% did not agree and 18% were neutral.

In determining whether the punishing agents involved in any M-sente transaction fraudulent dealings in the risk mitigation strategy in the m-sente department, the study revealed that; of the total respondents, 67% of the respondents were in approval punishing agents involved in any Msente transaction fraudulent dealings in risk management ,16% did not agree while 18% were neutral.

In determining whether the department encouraging the policy of whistleblowing in case of any suspicion in the risk mitigation strategy in the m-sente department would reduce risk and lead to the success of m-sente project, the study revealed that; of the total respondents, 69% of the

respondents were in approval of the department encouraging the policy of whistleblowing in case of any suspicion in risk management, 16% said could not reduce risks while 15% were neutral.

In determining whether finance department should double check before payment of agents in the risk mitigation strategy in the m-sente department, the study revealed that; of the total respondents, 54% of the respondents agreed that the finance department should double check before payment of agents in risk management, 54% were in agreement, 30% were in disagreement while and 16% were neutral.

“Finance Department double checking of payment of agents, this is key to avoid double payment and challenge of reversals to our customers” said one M-sente financial account in the finance department.

From the statistics above it clearly shows that the risk avoidance strategy has a huge contribution to the success of Uganda telecom Msente project. as exemplified by the respondents who agreed with the following different variables, the training of Msente staff about risk management 15 (39%) monitoring of Msente transactions if done on hourly basis and any suspected account is suspended 20 (51%) 9 (23%) recruitment of skillful staff in risk management 15 (39%) 12 (31%), encouraging agents to be careful in all their transactions 12 (31%), encouraging staff to be careful when making transactions 13 (34%) 8 (21%).

Going through the whole procedure of transaction assessment before payment 12 (31%),suspension of agent accounts where fraudulent dealings are found 13 (33%),punishing agents involved in any Msente transaction fraudulent dealings 7 (18%),the department encouraging the policy of whistleblowing in case of any suspicion 11 (28%),finance department should double check before payment of agents 11 (28%). this implies that utl management has to make sure the risk mitigation strategies are critically looked at to achieve success in the m-sente project.

To test the research hypothesis “there is a positive significant relationship between risk mitigation strategy and the success of Uganda telecom Msente project”; the Pearson product moment correlation coefficient was done. The results are shown in table 15 below.

4.4.2 Relationship between risk mitigation strategy and the success of Uganda Telecom Msente Project

The relationship between risk mitigation strategy and the success of Uganda Telecom Msente Project. Was chosen to show how strong or weak is the relationship between these variables as displayed in table 15

Table 15: Relationship between risk mitigation strategy and the success of Uganda Telecom Msente Project

Correlations			
		Risk Mitigation	Project Success
Risk mitigation	Pearson Correlation	1	.379*
	Sig. (1-tailed)		.028
	N	27	26
Project success	Pearson Correlation	.379*	1
	Sig. (1-tailed)	.028	
	N	26	37
*. Correlation is significant at the 0.05 level (1-tailed).			

From the table 15 above it is indicated that there is a positive significant relationship between risk mitigation strategy and the success of Uganda telecom Msente project ($r=.379$, $p<.05$) supporting the hypothesis that there is a significant positive relationship between risk mitigation strategy and the success of Uganda telecom Msente project. From table 15 above, it implies that with risk mitigation having a significant relationship with project success at 37.9% it shows that it should uphold this key virtue hence not affecting project success. This also shows that for any institution to develop steadily risk mitigation should be held in high regard.

4.4.3 Regression analysis of the results

On the basis of the results obtained indicating a direct positive relationship between risk mitigation strategy and the success of Uganda telecom Msente project, an analysis was done using regression analysis to ascertain the extent to which risk mitigation strategy contributes to the success of Uganda telecom Msente project at Uganda telecom. Table 16 below is the summary of this.

4.4.4 Regression analysis of risk mitigation

Table 16 below shows the regression analysis between risk mitigation and project success. Regression analysis was used to estimate the relationships between variables and the t-statistic explains the relative importance of such a variable in the study

Table 16: Regression analysis of risk mitigation

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig
		B	Std. Error	Beta		
1	(Constant)	2.978	.643		4.628	.000
	Risk mitigation	.307	.153	.379	2.008	.056

a. Dependent Variable: project success

The results in table 16 show that risk mitigation standardized regression coefficient (Beta) was statistically significant by Beta=0.379. $t=2.008$, $P=0.056$. This shows that change in risk mitigation strategy leads to a positive change to the success of Uganda Telecom Msente Project at Uganda Telecom of 37.9% and risk mitigation strategy has a positive coefficient at value 2.008 than the standardized coefficients of value 0.379, hence it is significant. Thus, improvement in the risk mitigation strategy at Uganda telecom would enhance the success of Uganda Telecom Msente Project. On the other hand a poor risk mitigation strategy e M-sente department would contribute negatively to the success of Uganda Telecom Msente Project at Uganda Telecom. The study noted that Uganda telecom M-sente management was abreast with developing up to date risk mitigation mechanisms.

From the interviews with the managers, the study discovered that, some of the activities that were very risky in early 2011 have now been taken up strongly, for example;

“Punishing agents involved in any Msente transaction fraudulent dealings” today the M-sente department is undertaking this seriously and keenly to protect its deposit funds and to avoid what is happening in the other telecoms like MTN”

From the above table 16, $Y = a + bX$; where $Y =$ project success and X is Risk mitigation Therefore project success = $2.978 + 0.307$ Risk mitigation on significance $F(0.00)$ is less than 0.05 confirming the relationship between project success and Risk mitigation. From table 15,

coefficient (b) is positive which means that improvement in Risk mitigation would increase the quality of project success at UTL M-sente project.

4.4 Responses from M-sente beneficiaries on the effect of risk transfer strategy to the success of Uganda Telecom Msente Project

The third objective of the study was to find out the effect of risk transfer strategy to the success of Uganda telecom Msente project. The findings of this objective were gathered from questionnaires from beneficiaries and documentary review. the effect of risk transfer strategy to the success of Uganda telecom Msente project were measured using two items scored on five point Likert scale of 1=strongly disagree, 2= disagree, 3=neutral, 4=agree , 5= strongly agree. the results from the process were analyzed and the findings from each of the risk transfer strategy attributes were displayed in table17

Table 17: Responses from M-sente beneficiaries on the effect of risk transfer strategy to the success of Uganda Telecom Msente Project

Item	Disagree	Neutral	Agree	Strongly Agree
Owning up of mistakes and sharing of the risk	7.50%	8.80%	47.50%	32.50%
Insuring all the risks with insurance company	5%	11.30%	37.50%	43.80%

Source: *Primary Data*

From the table 17 above the respondents were asked whether owning up of mistakes and sharing of the risk in risk transfer would lead to success of the m-sente project. The results from the study revealed that, of the total respondents, 80% of the respondents were agreeable that owning up of mistakes and sharing of the risk in risk transfer would reduce risks and lead to success of the m-sente project; 7.5% disagreed and 8.8% were neutral.

From the beneficiaries talked to majority said; *“Owning up of mistakes and sharing of the risk in risk transfer would led to success of the m-sente project this is good because if it is your mistake we share the responsibility, though sometimes it is us who take the whole risk and we do not benefit.”*

This fortifies that owning up of mistakes and sharing of the risk would lead to success of the m-sente project if strongly undertaken in the risk transfer strategy so as enhance the performance of the m-sente department.

In determining whether Insuring all the risks with insurance company as paramount in the risk transfer strategy in the M-sente department, the study revealed that; of the total respondents, 81.3% of the respondents were agreeable while only 5% disagreed and 11.3% were neutral.

From the beneficiaries talked to majority said; *“Insuring all the risks with insurance company is paramount in the risk transfer strategy in the M-sente department because it saves the company unseen and avoidable costs of paying fraudsters of their money”*.

From the statistics above it clearly shows that the risk transfer strategy has a huge contribution to the success of Uganda Telecom Msente Project. As exemplified by the respondents who agreed with the following different variables, following the Owning up of mistakes and sharing of the risk 33%, insuring all the risks with insurance company 48.3%. This implies that UTL management has to make sure that risk transfer strategies are upheld highly to achieve success of the M-sente project.

4.4.1 Responses from UTL Msente staff on the effect of risk transfer strategy to the success of Uganda Telecom Msente project

The third objective of the study was to find out the effect of risk transfer strategy to the success of Uganda Telecom Msente Project. The findings of this objective were gathered from questionnaires from beneficiaries and documentary review. The effect of risk transfer strategy to the success of Uganda Telecom Msente Project were measured using two items scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process were analyzed and the findings from each of the risk transfer strategy attributes were displayed in table18

Table 18: Responses from UTL Msente staff on the effect of risk transfer strategy to the success of Uganda Telecom Msente project

Item	Disagree	Neutral	Agree	Strongly Agree
Owning up of mistakes and sharing of the risk	0%	13%	54%	33%
Insuring all the risks with insurance company	5%	13%	49%	33%
Reporting to risk and audit Department any suspected risky scenario	10%	5%	26%	59%

Source: *Primary Data*

From the table 18 above the respondents were asked whether owning up of mistakes and sharing of the risk in risk transfer would lead to success of the m-sente project. The results from the study revealed that, of the total respondents, 87% of the respondents were agreeable that owning up of mistakes and sharing of the risk in risk transfer would lead to success of the m-sente project; 0% disagreed and 13% were neutral.

From the m-sente staff who responded to this question, *“Owning up of mistakes and sharing of the risks, majority said this has enabled them to avoid unnecessary errors as they know there is a price to pay and in this way their caution levels have risen up”*

In determining whether insuring all the risks with insurance company as paramount in the risk transfer strategy in the m-sente department, the study revealed that; of the total respondents, 82% of the respondents were agreeable while only 5% disagreed and 13% were neutral.

In determining whether reporting to risk and audit department any suspected risky scenario as paramount in the risk transfer strategy in the m-sente department, the study revealed that; of the total respondents, 85% of the respondents were agreeable while only 10% disagreed and 5% were neutral.

From the m-sente staff who responded to this question, *“Whether reporting to risk and audit department any suspected risky scenario as paramount in the risk transfer strategy in the m-*

sente department majority said this is a positive aspect as this has enabled any unscrupulous happening to be tracked and culprits have been brought to book”

From the statistics above it clearly shows that the risk transfer strategy has a huge contribution to the success of Uganda telecom Msente project. as exemplified by the respondents who agreed with the following different variables, following the owning up of mistakes and sharing of the risk 33%, insuring all the risks with insurance company 33% and reporting to risk and audit department any suspected risky scenario 59% this implies that utl management has to make sure risk transfer strategies are upheld highly to achieve success of the m-sente project.

To test the research hypothesis “There is a significant relationship between risk transfer strategy and the success of Uganda Telecom Msente Project”; the Pearson product Moment Correlation coefficient was done. The results are shown in table 18 below.

4.4.2 Relationship between risk transfer strategy and the success of Uganda telecom Msente project

The relationship between risk transfer strategy and the success of Uganda Telecom Msente Project was chosen to show how strong or weak is the relationship between these variables as shown in table 19

Table 19: Relationship between risk transfer strategy and the success of Uganda telecom Msente project

Correlations

		Risk Transfer	Project Success
Risk transfer	Pearson Correlation	1	.547**
	Sig. (1-tailed)		.000
	N	37	36
Project success	Pearson Correlation	.547**	1
	Sig. (1-tailed)	.000	
	N	36	37

** . Correlation is significant at the 0.01 level (1-tailed).

From the table 19 above it is indicated that there is a significant positive relationship between risk transfer strategy and the success of Uganda Telecom Msente Project ($r=.547$, $P<.0.01$) Supporting the hypothesis that there is a significant relationship between risk transfer strategy and the success of Uganda Telecom Msente Project.

4.4.3 Regression analysis of the results

On the basis of the results obtained indicating a direct positive relationship between risk transfer strategy and the success of Uganda telecom Msente project, an analysis was done using regression analysis to ascertain the extent to which risk transfer strategy contributes to the

success of Uganda telecom Msente project at Uganda telecom. Table 18 below is the summary of this.

4.4.4 Regression analysis of risk transfer

The table below shows the regression analysis between risk transfer and project success. Regression analysis was used to estimate the relationships between variables and the t-statistic explains the relative importance of such a variable in the study as displayed in table 20.

Table 20: Regression analysis of risk transfer

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.609	.440		5.935	.000
	Risk transfer	.396	.104	.547	3.811	.001

a. Dependent Variable: project success

The results in table 20 show that risk transfer standardized regression coefficient (Beta) was statistically significant by Beta=0.547. t=3.811, P=0.001. This shows that change in risk transfer strategy leads to a positive change to the success of Uganda Telecom Msente Project at Uganda

Telecom of 54.7% and risk transfer strategy has a greater positive coefficient at value 3.811 than the standardized coefficients of value 0.547, hence it is significant. Thus improvement, in the risk transfer strategy at Uganda telecom would enhance the success of Uganda Telecom Msente Project. On the other hand a poor risk transfer strategy e M-sente department would contribute negatively to the success of Uganda Telecom Msente Project at Uganda Telecom.

In one communication from the corporate M-sente sales Manager, *“She stated it is a key policy of the company to undertake risk transfer because industry is facing a lot of pressure as a result of the numerous frauds.”*

The study noted that management has a contingency plan to substantiate some losses which may result from unseen mistakes of its employees.

From the above table 15, $Y = a + bX$; where $Y =$ project success and X is Risk transfer Therefore project success = $2.609 + 0.396$ Risk mitigation On significance $F (0.00)$ is less than 0.05 confirming the relationship between project success and Risk transfer. From table 15, coefficient (b) is positive which means that improvement in Risk transfer would increase the quality of project success at UTL M-sente project. From table 19 above, it implies that Risk transfer has a huge impact on project success at 54.7%; this percentage shows that risk transfer is key at UTL for the M-sente project to succeed.

4.5. Project success:

Project success was a dependent variable which was used in comparison to all the other independent variables. Project success showed this using various attributes which were scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process were analyzed and the findings from each of the project success attributes.

4.5.1 Responses from Msente beneficiaries on project success

Project success (beneficiaries) was an dependent variable which was used in comparison to all the other independent variables. Project success (beneficiaries)showed this using various attributes which were scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process were analyzed and the findings from each of the project success attributes were displayed in table 21

Table 21: Responses from Msente beneficiaries on project success

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization will minimize costs when risk management Strategies are ably employed	0%	1(1%)	4(5%)	35(44%)	39(49%)
The organization's service Quality will improve when risk management Strategies are ably employed	0%	1(1%)	6(8%)	38(48%)	35(43%)
The decision making turnaround time will improve when risk management Strategies are ably employed	0%	1(1%)	6(8%)	34(43%)	38(48%)
The business profits will improve when risk management Strategies are ably employed	0%	2(3%)	3(4%)	32(40%)	43(54%)
More workers will be employed when risk management Strategies are ably employed	1(1%)	10(13%)	5(6%)	29(37%)	34(43%)
Once risk strategies are ably employed the volume of assets will increase	1(1%)	1(1%)	10(13%)	34(42%)	35(44%)
Once risk management strategies are ably employed new products will be put on the market	1(1%)	3(4%)	6(8%)	30(38%)	40(50%)
Once risk management strategies are ably employed business market share will improve greatly	0%	0%	5(6%)	34(43%)	40(50%)
Once risk management strategies are ably employed the organization will reward its customers	1(1%)	3(4%)	9(11%)	10(35%)	39(49%)

Source: *Primary Data*

From the table 21 above the respondents, were asked to rate the effect of the following attributes to the success of m-sente project when the risk management strategies are ably employed

In identifying whether the organization will minimize costs when risk management strategies are ably employed, the study revealed that; of the total respondents, 93% of the respondents were in agreement that the organization will minimize costs when risk management strategies are ably employed, 1% disagreed while 5% were neutral.

From the managers talked to, majority said; *“The organization will minimize costs when risk management strategies are ably employed as no payment of fraudster costs, fund leakages as all these will not be experienced”*

In determining whether if the organization's service quality will improve when risk management strategies are ably employed, the study revealed that; of the total respondents, 91% of the respondents were in if the organization's service quality will improve when risk management strategies are ably employed, 1% disagreed while 8% were neutral.

In establishing whether the decision making turnaround time will improve when risk management Strategies are ably employed, the study revealed that; of the total respondents, 91%

of the respondents agreed that decision making turnaround time will improve when risk management Strategies are ably employed 1% disagreed while 8% were neutral.

From the mangers talked to, majority said; *“The decision making turnaround time will improve when risk management Strategies are ably employed and various unmatched results will be achieved by the company”*

In determining whether if the business profits will improve when risk management Strategies are ably employed, the study revealed that; of the total respondents, 94% of the respondents were in agreement that the business profits will improve when risk management Strategies are ably employed, 3% disagreed while 4% were neutral.

In identifying whether more workers will be employed when risk management Strategies are ably employed, the study revealed that; of the total respondents, 80% of the respondents agreed that more workers will be employed when risk management Strategies are ably employed, 14% disagreed while 6% were neutral.

In determining whether Once risk strategies are ably employed the volume of assets will increase, the study revealed that; of the total respondents, 86% of the respondents were the more

workers will be employed when risk management Strategies are ably employed, the study revealed that (2% said it would strongly disagreed) while 13% were neutral.

One M-sente regional manager said; *“These risk management strategies when employed rightly we will experience growth of volumes of assets significantly as this is no brainier any one can see this”*

In finding out whether Once risk management strategies are ably employed new products will be put on the market, the study revealed that; of the total respondents, 88% of the respondents Once risk management strategies are ably employed new products will be put on the market, are ably employed, the study revealed that 5% disagreed while 8% were neutral.

In establishing whether once risk management strategies are ably employed business market share will improve greatly, the study revealed that; of the total respondents, 93% of the respondents agreed that if risk management strategies are ably employed new products will be put on the market, while 6% were neutral.

One M-sente section manager said; *“These risk management strategies when employed rightly we will experience new product development and our market share will grow significantly”*

The research was designed to establish whether once risk management strategies are ably employed the organization will reward its customers, the study revealed that; of the total respondents, 84% of the respondents agreed that once risk management strategies are ably employed new products will be put on the market, 5% disagreed while 11% were neutral.

From the statistics above it clearly shows when risk management strategies are ably handled a huge success will be realised as agreed by the respondents; the organization will minimize costs when risk management strategies are ably employed 39 (49%) the organization's service quality will improve when risk management strategies are ably employed 35 (43%), the decision making turnaround time will improve when risk management strategies are ably employed 38 (48%), the business profits will 43 (54%) more workers will be employed when risk management strategies are ably employed 34 (43%), once risk strategies are ably employed the volume of assets will increase 35 (44%), once risk management strategies are ably employed new products will be put on the market 40 (50%), once risk management strategies are ably employed business market share will improve 40 (50%) once risk management strategies are ably employed the organization will reward its customers 39 (49%) This implies that once UTL management has to make it a point that for the successes agreed by the respondents risk management strategies have to be held with high concern.

4.5.1 Responses from UTL Msente staff on project success

Project success was a dependent variable which was used in comparison to all the other independent variables. Project success showed this using various attributes which were scored on five point Likert scale of 1=Strongly disagree, 2= Disagree, 3=Neutral, 4=Agree , 5= Strongly agree. The results from the process were analyzed and the findings from each of the project success attributes were displayed in table 22

Table 22: Responses from UTL Msente staff on project success

Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
The organization will minimize costs when risk management Strategies are ably employed	0%	1(3%)	4(10%)	40(50%)	13(33%)
The organization's service Quality will improve when risk management Strategies are ably employed	0%	1(3%)	2(5%)	17(43%)	18(45%)
The decision making turnaround time will improve when risk management Strategies are ably employed	0%	1(3%)	4(10%)	13(33%)	20(50%)
The business profits will improve when risk management Strategies are ably employed	0%	2(5%)	8(20%)	13(33%)	15(38%)
More workers will be employed when risk management Strategies are ably employed	0%	7(3%)	10(25%)	15(38%)	10(25%)
Once risk strategies are ably employed the volume of assets will increase	0%	7(3%)	7(3%)	18(45%)	14(35%)
Once risk management strategies are ably employed new products will be put on the market	1(3%)	1(3%)	4(10%)	18(45%)	40(50%)
Once risk management strategies are ably employed business market share will improve greatly.	1(3%)	2(5%)	20(8%)	15(38%)	12(30%)
Once risk management strategies are ably employed the organization will reward its customers	1(3%)	3(8%)	9(23%)	15(38%)	10(25%)

Source: *Primary Data*

From the table 22 above the respondents, were asked to rate the effect of the following attributes to the success of M-sente project when the risk management Strategies are ably employed.

In determining whether if the organization will minimize costs when risk management Strategies are ably employed, the study revealed that; of the total respondents, 83% of the respondents agreed that the organization will minimize costs when risk management Strategies are ably employed, 3% it disagreed while 10% were neutral.

In finding out if the organization's service quality will improve when risk management Strategies are ably employed, the study revealed that of the total respondents, 88% of the respondents agreed that the organization's service quality will improve when risk management Strategies are ably employed, 3% disagreed while 5% were neutral.

In establishing if the decision making turnaround time will improve when risk management strategies are ably employed, the study revealed that; of the total respondents, 83% of the respondents were in agreement that decision making turnaround time will improve when risk management strategies are ably employed 3% disagreed while 10% were neutral.

In finding out whether business profits will improve when risk management strategies are ably employed, the study revealed that; of the total respondents, 71% of the respondents were in

agreement that business profits will improve when risk management strategies are ably employed, , 3% disagreed while 20% were neutral.

One M-sente manager said; *“These risk management strategies when employed rightly business profits will soar and the company will grow significantly”*

In determining whether more workers will be employed when risk management Strategies are ably employed, the study revealed that; of the total respondents, 63% of the respondents agreed that more workers will be employed when risk management Strategies are ably employed, the study 3% disagreed while 25% were neutral.

One M-sente section manager said; *“These risk management strategies when employed rightly we will grow our employee base as more work and timestamps will need to be met”*

In finding out if risk management strategies are ably employed the volume of assets will increase, the study revealed that; of the total respondents, 80% of the respondents were the more workers will be employed when risk management Strategies are ably employed, the study revealed that 3% disagreed, while 3% were neutral.

In determining if risk management strategies are ably employed new products will be put on the market, the study revealed that; of the total respondents, 95% of the respondents agreed that once

risk management strategies are ably employed new products will be put on the market, 6% disagreed while 10% were neutral.

One M-sente section manager said; *“These risk management strategies when employed rightly we will experience new product development and our market share will grow significantly”*

In establishing whether once risk management strategies are ably employed business market share will improve greatly, the study revealed that; of the total respondents, 68% of the respondents agreed, 8% disagreed) while 8% were neutral.

In determining whether once risk management strategies are ably employed, the organization will reward its customers, the study revealed that; of the total respondents, 63% agreed that once risk management strategies are ably employed, the organization will reward its customers, 11% disagreed while 23% were neutral.

From the statistics above it clearly shows when risk management strategies are ably handled a huge success will be realised as agreed by the respondents; the organization will minimize costs when risk management strategies are ably employed 13 (33%), the organization's service quality will improve when risk management strategies are ably employed 18 (45%), the decision making turnaround time will improve when risk management strategies are ably employed 20

(50%),the business profits will 15 (38%),more workers will be employed when risk management strategies are ably employed 10 (25%),once risk strategies are ably employed the volume of assets will increase 14 (35%),once risk management strategies are ably employed new products will be put on the market 40 (50%), once risk management strategies are ably employed business market share will improve 12 (30%),Once risk management strategies are ably employed the organization will reward its customers 10 (25%)This implies that once UTL management has to make it a point that for the successes agreed by the respondents risk management strategies have to be held with high concern.

4.5.2 Summary of correlations

The overall summary of the relationships between risk transfer, Risk avoidance, Risk mitigation strategy and the success of Uganda Telecom Msente Project was used to show how strong or weak is the relationship between these variables as displayed in table 23.

Table 23: Summary of correlations

Correlations

		Risk Avoidance	Risk Mitigation	Risk Transfer	Project Success
Risk avoidance	Pearson Correlation	1	.431 [*]	.435 ^{**}	.548 ^{**}
	Sig. (1-tailed)		.014	.004	.000
	N	38	26	36	36
Risk mitigation	Pearson Correlation	.431 [*]	1	-.019	.379 [*]
	Sig. (1-tailed)	.014		.464	.028
	N	26	27	25	26
Risk transfer	Pearson Correlation	.435 ^{**}	-.019	1	.547 ^{**}
	Sig. (1-tailed)	.004	.464		.000
	N	36	25	37	36
Project success	Pearson Correlation	.548 ^{**}	.379 [*]	.547 ^{**}	1
	Sig. (1-tailed)	.000	.028	.000	
	N	36	26	36	37

Correlations

		Risk Avoidance	Risk Mitigation	Risk Transfer	Project Success
Risk avoidance	Pearson Correlation	1	.431 [*]	.435 ^{**}	.548 ^{**}
	Sig. (1-tailed)		.014	.004	.000
	N	38	26	36	36
Risk mitigation	Pearson Correlation	.431 [*]	1	-.019	.379 [*]
	Sig. (1-tailed)	.014		.464	.028
	N	26	27	25	26
Risk transfer	Pearson Correlation	.435 ^{**}	-.019	1	.547 ^{**}
	Sig. (1-tailed)	.004	.464		.000
	N	36	25	37	36
Project success	Pearson Correlation	.548 ^{**}	.379 [*]	.547 ^{**}	1
	Sig. (1-tailed)	.000	.028	.000	
	N	36	26	36	37

*. Correlation is significant at the 0.05 level (1-tailed).

**.. Correlation is significant at the 0.01 level (1-tailed).

From the table 23 above risk avoidance is positively related to the project success at the Uganda telecom. (0.548**, p<.000)

The results indicated that risk mitigation had positive correlation to the project success of M-sente (0.379**, p<0.005)

The results indicated that risk transfer had positive correlation to the project success of M-sente (0.547**, p<0.000)

From table 20 above , the results show that Risk avoidance, Risk mitigation and Risk transfer all the three variables have a huge impact on the success of the M-sente telecom project. With correlation levels of 0.548, 0.379 and 0.547 respectively it shows that for UTL management to perform holistically all the three variables should be upheld in tandem.

4.5.3 Overall regression analysis

The overall regression analysis between risk transfer, risk mitigation, risk avoidance and project success was used to estimate the relationships amongst the variables as displayed in table 24.

Table 24: Overall regression analysis

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.718 ^a	.515	.443	.27085	.515	7.090	3	20	.002

a. Predictors: (Constant), risk transfer, risk mitigation, risk avoidance

From the table 24 above, all the risk management framework dimensions combined had R-squared (R) =51.5 or 51.5% (R² tell how the sub variables of independent variable explain variations of the dependent variable). This means that the independent variable (risk management) accounts for 51.5 % of the variations the dependent variable (project success). The findings suggest that the independent variable is positively related to the dependent variable by 51.5% other variables could account for the other variance in the project success.

Furthermore the study revealed from interviews with the staff that there is still a gap in terms of the project success offered at the department. Some confessed that;

“... There is still a need to recruit more manpower in the department who are really competent to handle the work at large”. The present team is good but needs to be bolstered to improve our service delivery.

From table 23 above, it implies that risk management strategies have a huge impact on Uganda telecom’s Msente project at 51.9% it shows that UTL should uphold this key virtue thus not affecting the success of the M-sente project. This also shows that for any institution to develop steadily risk management strategies should be held high.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the findings. These are done in accordance to the objectives which were to find out the contribution of risk avoidance strategy to the success of Uganda telecom Msente project, to examine how risk mitigation strategy affects the success of Uganda telecom Msente project and to assess the effect of risk transfer strategy to the success of Uganda telecom Msente project.

5.2 Ssummary of the findings

The study established a number of findings, the summary of the findings are outlined here under;

5.2.1 The contribution of risk avoidance to the success of Uganda telecom Msente project at Uganda telecom

From the table 9 in chapter four, it is indicated that the there is a significant relationship between risk avoidance strategy and the success of Uganda telecom Msente project ($r=.548$, $p<.0.01$), supporting the hypothesis that there is a significant relationship between risk avoidance strategy and the success of Uganda telecom Msente project.

5.2.2 The contribution of risk mitigation to success of Uganda telecom Msente project

From the table 13 chapter four, it is indicated that there is a significant relationship between risk mitigation strategy and the success of Uganda telecom Msente project ($r=.379$, $p<.05$), supporting the hypothesis that there is a significant relationship between risk mitigation strategy and the success of Uganda telecom Msente project.

5.2.3 The effect of risk transfer strategy to the success of Uganda telecom Msente project

From the table 17 in chapter four, it is indicated that there is a significant relationship between risk transfer strategy and the success of Uganda telecom Msente project ($r=.547$, $p<.01$), supporting the hypothesis that there is a significant relationship between risk transfer strategy and the success of Uganda telecom Msente project.

5.3 Discussion

5.3.1 The contribution of risk avoidance to the success of Uganda telecom Msente project at Uganda telecom

The study results revealed that 56.3% of the beneficiary respondents strongly agreed that the major contribution of risk avoidance to the success of Uganda telecom Msente project was following the menu is before payment or sending money, double checking before approval of any Msente transaction as evidenced by the 56.3 % response,

Identification of customers is done before payment, withdraw and depositing money with a 90.1% agreement levels thus the results indicated that there is a significant and positive relationship between risk avoidance and the success of Uganda telecom M-sente project. This was confirmed more through the qualitative data collected from the M-sente staff who articulated that; “risk avoidance as a strategy cannot be compared to any loss inhibiting strategy in this day and age of youth unemployment, technology savvy era, we have to take into anything we believe can make our platform risk free through insurance to avoid errors from employees and agents”

In addition, risk avoidance enhances risk management as well as driving to the best course of action which in turn improves performance of an organization. Jorion, (1997), Wideman, (1992), & Hiliman (2005). It is the view of the researcher that, proper risk avoidance ensures that the institutions corporations, projects and programs do not move away from the targeted goals. A clear risk avoidance model protects the company from associated uncertainty; it turns uncertain events into certain outcomes and promises which in turn lead to improved performance.

The findings are also supported by Ducker (1998) who states that risk avoidance enhances solutions to weakness and achieves agreed and reliable performance parameters. Risk avoidance boosts risk mitigation which resultantly improves business strategy. In addition Armstrong (1998) states that, risk avoidance improves company performance and enhances production of better results and outputs.

5.3.2 The contribution of risk mitigation to success of Uganda Telecom M-sente Project

The study results indicated that 42.5% of the respondents strongly agreed that suspension of agent accounts where fraudulent dealings are found would strongly reduce risk mitigation thus the success of Uganda telecom M-sente project.

The study also revealed that 40% of the respondents agreed that encouraging staff to be careful when making transactions would help in risk mitigation strategy thus the success of Uganda telecom M-sente project. 73% of the respondents were in approval that the monitoring of m-sente transactions if done on hourly basis and any suspected account suspended,

The study further indicated that 74% of the respondents were in approval of the recruitment of skillful staff in risk management, 69% were in approval of encouraging agents to be careful in all their transactions in risk management; 71% of the respondents were in approval suspension of agent accounts where fraudulent dealings are found in risk management as attributed by M-sente staff.

From the inferential results, there was a significant and positive relationship between risk mitigation and success of Uganda telecom M-sente project. This was confirmed by the collected qualitative findings from one manager who said

“Punishing agents involved in any Msente transaction fraudulent dealings” today the M-sente department is undertaking this seriously and keenly to protect its deposit funds and to avoid what is happening in the other telecoms like MTN”

Risks emerge when there is failure of counterparts to meet contractual obligations say in terms of amortizing a loan facility or supplying goods and services so that a firm incurs loss, this result is also supported by Hillman (2005) who agrees that risk mitigation gives the company the value in protecting its physical assets; the visioning and tooling to plan on budget at the desired quality.

In addition, Kerzner (1998) supports the finding and contends that, risk mitigation avoids huge risks perceived, and develops and examines alternative options. He adds that a prioritization of process should be followed whereby the risks with the greatest probability of occurring are handled first, and risks with lower probability of occurrence are handled later. Tasks at the bottom of the lists may be ignored if resources are lacking while those at the top of the list must receive close attention.

The researcher notes however that, for the case of Uganda Telecom in this practice it could be very difficult due to the fact that the transactions involved have very similar monetary characteristics all causing financial loss, and balancing between a risk with higher probability of occurrence and lower loss versus that with high loss but lower probability of occurrence could often be mishandled.

Wideman,(1992) suggest however, that risks mitigation should be a continuous process used for decision-making in all phases of the project/product Risks should be carried forward and dealt with until they are resolved or they turn into problems and they are handled as such. Risk management should therefore be established as a continuing interactive function throughout the project life cycle.

However, risks are assessed only during initial project planning. Major risks are identified and mitigated, but risks are never looked at again. Partial assessment in the initial project, program, agency or Corporation's life cycle however is partial risk mitigation. Hence inadequate or untimely characterization of risks may lead to contingency allowances being understated, leading to budget or schedule overruns and often performance and quality shortfalls as well, as quality and scope are reduced in an attempt to keep costs within the budget. Most critically, is that risk mitigation informs the organization as a whole the view of initiation of guidance systems, operation systems that create organizational factors, (Hiltman & Webster, 2005). The organizational factors that have a bearing on risk management include: corporate ethics, policies, standards, previous experience, market positioning, management style, systems and procedures.

5.3.4 The effect of risk transfer strategy on the Success of Uganda Telecom Msente Project

The results indicated that (43.8%) of the respondents strongly agreed that Insuring all the risks with insurance company would be a major contributor to the Success of Uganda Telecom Msente Project.

That research results also indicated that 32.5 % of the respondents agreed that owning up of mistakes and sharing of the risks would be a major contributor to the Success of Uganda Telecom Msente Project. 85% of the respondents were agreeable that reporting to risk and audit department any suspected risky scenario as paramount in the risk transfer strategy in the m-sente department as attributed by the M-sente staff.

From the inferential statistics the findings showed that there was a significant and positive relationship between risk transfer strategy and Success of Uganda Telecom Msente Project.

The findings above were confirmed more from the discussions we had with the M-sente senior s Team personnel who said; “Risk transfer is a key policy of the company to undertake risk transfer because the Mobile finance industry is facing a lot of pressure as a result of the numerous frauds.”

These findings are corroborated by Oldfield, (1997), who states that, risk management in organizations must start with the understanding that organizations exist for the purpose of taking risks, and the objective of supervision is certainly no to eliminate, and perhaps not even to lower risk-taking. Rather the objective of supervision is to assist the management of risk. He further states that risk transfer is the process of defining and enhancing steps for it includes techniques and methods developed to reduce or control risks. Risk response has several facets it, namely; avoidance, acceptance reduction and transfer.

Lock (1997) furthermore argues that, insurance is not normally available for business risks of a speculative nature, which therefore, must be handled in other ways. Lock (1987). In, addition presents the basic approaches to management of risks as through; physical loss control (reduce the probability of loss) and financial loss control (taking measures to finance the losses that do occur) so that the cost of losses which could cause severe financial strain is spread to a longer period, thereby smoothing out the profit performance of the firm. The measures may be either ex ante. Ex post or concurrent with the time of the loss. They may also either involve the firm absorbing the loss itself or transferring the risk to another party.

Furthermore, Oldfield & Santomero, (1997) argue that, risk transfer eliminates risks that face entities, and in so doing, improve business survivability- Risk transfer enables building a block of approaching to offset unusual exposure, susceptibilities and vulnerabilities; such as diversification (Jorion, 1997).

5.4 Conclusions

From the fore mention discussion, the following conclusions are made;

5.4.1 The contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project

The study reveals that risk avoidance helps companies to adapt and install approaches to deal with risks and also helps to uncover scenarios where risks could occur. In addition risk avoidance provides a framework within which threats are managed. However, managers of Uganda

Telecom often examined a situation in the Telecom market at a particular time which would have otherwise helped them determine and classify' areas of potential risk likely to affect the institution and hence document the characteristics of each risk.

The study concludes that, management had a weak contingency plan to identify all possible risks which may have significantly affected the organization success in terms of the success of Uganda Telecom Msente Project. It is the opinion of the researcher however that, at Uganda telecom if risk avoidance is often carried out and so risks were affecting the Success of Uganda Telecom Msente Project were at large reduced.

5.4.2 The effect of risk mitigation strategy on the Success of Uganda Telecom Msente Project

The study revealed that the respondents strongly agreed that suspension of agent accounts where fraudulent dealings are found would strongly reduce risk mitigation thus the Success of Uganda Telecom Msente Project.

That study also indicated that encouraging staff to be careful when making transactions would help in risk mitigation strategy thus the success of Uganda Telecom Msente Project. It is the opinion of the researcher that at Uganda telecom limited that if risk mitigation is sufficiently carried out this would led to the success of Uganda Telecom Msente

5.4.3 The effect of risk transfer strategy on the Success of Uganda Telecom Msente Project

The study revealed that the respondents strongly agreed that owning up of mistakes and sharing of the risk in risk transfer would lead to success of the M-sente project. This fortifies that owning up of mistakes and sharing of the risk would lead to success of the M-sente project if strongly undertaken in the risk transfer strategy so as enhance the performance.

The study further indicated that insuring all the risks with insurance company is paramount in the risk transfer strategy in the M-sente department and this finally reporting to risk and audit Department any suspected risky scenario would led to success of the M-sente project. It is the opinion of the researcher that risk transfer ensures that institutions are run in a manner that is consistent with markets best practices.

5.5 Recommendations

5.5.1 The contribution of risk avoidance strategy to the success of Uganda Telecom Msente Project

The management of Uganda Telecom should focus on the environment in which it is operating by identifying all potential risks in the process and developing systematic risk avoidance criteria. The management should adapt and install approaches to uncover scenarios where fraud risks could occur. This will provide a framework within which threats are discovered and planned for before they occur.

5.5.2 The effect of risk mitigation strategy on the Success of Uganda Telecom Msente Project

The management of Uganda Telecom as a matter of urgency should decide on the relationship between the likelihood (probability of frequency) and the severity of occurrence (Impacts) of the identified risks respectively. This is because no risk is too small or too large to have an impact.

This could be done by systematically establishing the scores and ranking of the risks to enable management estimate the cost of risk evaluation.

5.5.3 The effect of risk transfer strategy on the success of Uganda Telecom Msente Project

The management of Uganda Telecom should carry out a systematic risk transfer strategy. From the study findings; of the total respondents, 82% of the respondents were agreeable (33% strongly agreed) while only 18% disagreed and 13% were not sure. This makes it in consensus that insuring all the risks with insurance company is paramount to any organization as this will ring-fence all the organization's valuables from any impeding risky activities.

Uganda Telecom management should frequently engage Information Communication Technology (ICT) Consultants with clearly defined terms of reference (ToR) notable among of which should be: to systematically examine the loopholes in the their technological Components; map out the implications and lessons for the risk management activities and design mitigations.

From this research, new software or an upgrade of the Existing software should be done with new stringent features. So to say, Uganda telecom should adequately invest in research and development. These consultants should also do topical briefings and debriefings occasionally to seat on the emerging trends of risks associated with financial transactions through ,rips so that the staff is kept abreast with new developments and systems after Mitigation.

5.6 Limitation of the study and how they were addressed

The study faced a problem of bias and response errors. This was due to the potential respondents who refused to answer questions. The respondents were guaranteed that the information given was for academic purposes only. Further the researcher avoided non-response errors by keen follow-up on the selected respondents.

5.7 Areas for further research

The research findings analyzed risk management strategies using a case study design. The interested future researchers could formulate hypotheses basing on the findings of this study using a different research design other than the case study. Future researchers could explore contribution of risk management strategies to the success of other Projects or other companies.

REFERENCES

Ader, J. & Mellenbergh, G. (2003). *Research Methodology in the Social, Behavioural and Life Sciences*.

Atkin, D.J. (2007). "Communication Technology And Social Change: Theory And Implications" published by Routledge, 2007 pp 96

Brown, K. (2009). "Disaster Assistance: Greater Coordination and an Evaluation of Programs Outcomes Could Improve Disaster Case Management" published by DIANE Publishing, 2009 pp. 210

Chen, Y. (2009). *Business Dashboards: A Visual Catalog for Design and Deployment* published by John Wiley & Sons, 2009 pp 214

Colyvan, M. (2006). *Risk and the Limitations of (Classical) Probability Theory*

Corporate/press_releases/Obopay_India_032708.shtml (accessed 15 April 2010)

Davis et al (2001). *Statistics and Research Methods for Managerial Decisions* University of Phoenix Custom Edition. Ohio: South-Western.

Egbuji, A. (1999). "Risk management of organizational records", *Records Management Behavioural and Life Sciences*.

(The) Economic Times (2010), "Indians in UAE to benefit from new mobile remittance

Hubbard,D.W (2009). “*The Failure of Risk Management Why It's Broken and How to Fix It* “ published by John Wiley & sons Inc,Hoboken,New jersey pp. 95-123 from <http://bit.ly/pakalast>.from <http://bit.ly/gyekiri>. (April 2012) accessed online

<http://bit.ly/utl-msente-uganda>.

<https://docs.google.com/viewer?a=v&q=cache:WHjZP01inYAJ:anzmac2010.org/proceed...>
(April 2012) accessed online

[http://homepage.univie.ac.at/franz.diboky/RI2/Intermediation_of_Financial_Risks_ \(MA\).pdf](http://homepage.univie.ac.at/franz.diboky/RI2/Intermediation_of_Financial_Risks_(MA).pdf)
(April 2012) accessed online

<http://ssrn.com/abstract=2179438> *Did Federal Funds Target Rate Changes Affect the Market Value of Insurance Companies?* (April 2012) accessed online

Jamali, D. (2003)."*Post-war telecommunications reform in Lebanon: Trends and Challenges*", info, Vol. 5 Iss: 2 pp. 34 – 44, GSM Association (2009), “GSMA announces that global mobile connections surpass 5 billion”’,

Liuksila, (2006).“*Reforming the Governance of the Financial Sector* Routledge International Studies in Money and Banking” Routledge, 2012 pp312

Moder,M. (2012)."*Supply risk management: model development and empirical analysis*", International Journal of Physical Distribution & Logistics Management, Vol. 42 Iss: 1 pp. 60 – 82

Morawczynski,O. (2009). "Designing Mobile Money Services: Lessons from M-model development and empirical analysis", *International Journal of Physical Distribution & Logistics Management*, Vol. 42 Iss: 1 pp. 60 – 82

Morawczynski, O. (2009). “*Mobile money for the unbanked: annual report 2009*”, available at: www.gsmworld.com./documents/mmu_2009_annual_report.pdf (accessed 5 January 2011).

Morawczynski, O. & Pickens, M. (2009). “*Poor people using mobile financial services.*

Obopay (2008).“Obopay announces international expansion”, *available at: observations on customer usage and impact from M-PESA*”

Orange Uganda. (2010). "Gyekiri." *Prepaid Services Retrieved September 27th, 2010, from PESA.*" *Innovations: Technology, Governance, Globalization* 4(2): 77-91.

Porteous, D. (2006). *The Enabling Environment for Mobile Banking in Africa*, DFID.

Pousttchi, K.& M. Schiessler. (2009). "Proposing a comprehensive framework for analysis and engineering of mobile payment business models." *Information Systems and E-Business Management* 7(3): 363-393.

Ritchie,B. (2008).“*Supply Chain Risk: A Handbook of Assessment, Management, and Performance Volume 124 of International Series in Operations Research and Management Science*” published bySpringer, 2008

Scheme” ,industry/telecom/Indiansin-UAE-to-benefit-from-new-mobile-remittance-scheme/articleshow/5407992.cms

Telenor (2009), “*Tameer Microfinance Bank and Telenor Pakistan launch ‘money transfer’ Service*”, available at: www.telenor.com.pk/pressCenter/pressrelease.php?release¼228&lang¼en (accessed 15 January 2010).

Kaggwa, F.F. (2007). *Uganda Telecommunications Sector Performance Review: A Supply Side Analysis of Policy Outcomes*. A. Gillwald. South Africa, LINK Centre, Witwatersrand University. .

Kansime. M.N (2010). Risk Management and Performance of Telegraphic Transfers in Financial Institutions a Case Study of Stanhope Forex Bureau DE Ltd, Uganda.

Uganda Government (2007). *Uganda Demographic and Health Survey 2006*. Uganda Bureau of Statistics (UBOS). Kampala, Uganda.

Uganda Government (2009). State of the Ugandan Economy during 2008/09. *Bank of Uganda (BOU)*. Kampala.

Uganda Government (2010). *Status of the Communications Market – March 2010*. Uganda Communications Commission (UCC). Kampala, Uganda.

Uganda Telecom. (2010). "M-Sente." *Personal Solutions Retrieved September 27th, 2010*,

Verzuh,E.(2008).*The Fast Forward MBA in Project Management Fast forward MBA series* , published by John Wiley & Sons, 2011

Warid Telecom. (2010). "Pakalast and Paka Profile." FAQs Retrieved September 27th, 2010, www.gsma.com/.../wp-content/uploads/.../mpesa_case_study9983.pd...09/10/12 2.18pm

www.obopay.com/

Zabihollah, R. (2011). *Financial Services Firms: Governance, Regulations, Valuations, Mergers, and Acquisitions*” published by John Wiley & Sons, 2011pp110-118

Zain Uganda. (2010). "Zap, Much More than Money Transfer." *Phone Services Retrieved*

September 27th, 2010, from <http://bit.ly/zain-zap-uganda>.

APPENDIX I

M-SENTE Department.

Interview Guide (Staff at Senior Management)

Dear respondent,

My name is Bwire Tadeo Kwoba .I am currently a student at Uganda Management Institute(UMI) pursuing a Masters Degree in Management studies specializing in project planning and management

I am doing a research study on Risk Management strategies and the success of Telecom projects in Uganda. A case study of Uganda Telecom's M-sente project. This questionnaire is intended for academic purpose only and not any other use.

I would therefore like to assure you of the utmost confidentiality. The answer you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

1. What is your role in the M-sente Department?

.....
.....
.....

2.How many years have you worked in the M-sente Department?

a) less than 1 Year

b) 1-2 Years

c) Over 2 Years

4. Do you carry out risk avoidance strategies in the Department?

Yes

No

Do not know

5.If yes ,Please tell me to what extent does the risk avoidance strategy contribute to the success of Uganda Telecom Msente Project

.....
.....
.....

6. Do you carry out risk mitigation strategies in the M-sente Department?

Yes

No

Do not know

7.If yes ,Please tell me to what extent does the risk mitigation strategy contribute to the success of Uganda Telecom Msente Project

.....
.....
.....

8. Do you carry out risk transfer in the Department?

Yes

No

Do not know

9.If yes ,Please tell me to what extent does the risk transfer strategy contribute to the success of Uganda Telecom Msente Project

.....

.....

.....

THANK YOU

END

APPENDIX II

STAFF Questionnaire

Risk Management Questionnaire

Dear respondent,

My name is Bwire Tadeo Kwoba .I am currently a student at Uganda Management Institute(UMI) pursuing a Master’s Degree in Management studies specializing in project planning and management

I am doing a research study on Risk Management strategies and the success of Telecom projects in Uganda. A case study of Uganda Telecom’s M-sente project. This questionnaire is intended for academic purpose only and not any other use.

I would therefore like to assure you of the utmost confidentiality. The answer you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

A. Introduction(Demographic Factors)

Background questions:

1) How many years have you worked in the M-sente Department?

a) Less than 1 Year

b) 1-2 Years

c) Over 2 Years

2) What level of management are you in the Department?

a) Lower level management

b) Middle level management

c) Senior level management

SECTION B. RISK IDENTIFICATION

What risks do you face as M-sente Department? (Tick as appropriately)

Risk	Choice
Fraud risks	
Operational risks	
Fake registrations	
Others (Please specify)	

Please Circle the number in which you are in agreement regarding the sources of risks in M-sente department

Source of Risk	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Ignorance of Msente commission agents	5	4	3	2	1
Msente System failure	5	4	3	2	1
Fraudment dealings by our Msente agents	5	4	3	2	1
Mistakes from Msente Departmental Staff	5	4	3	2	1
Low skills of Msente Departmental Staff	5	4	3	2	1
Mistakes from Msente agents	5	4	3	2	1
Manipulating of the system by Msente Departmental Staff	5	4	3	2	1
No training in risk management of Msente Departmental Staff	5	4	3	2	1
Unreliable M-sente system	5	4	3	2	1
Mistakes by our Msente customers	5	4	3	2	1
Msente Agents who want to earn more commission	5	4	3	2	1

SECTION C. RISK AVOIDANCE:

Please circle the number that best describes how you perceive the following statements in relation to how the department applies them in risk avoidance.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Double checking is done before approval of any Msente transaction	5	4	3	2	1
The M-sente Charter is followed before payment is done	5	4	3	2	1
Identification of customers is done before payment	5	4	3	2	1
Continuous trainings are given to Msente agents	5	4	3	2	1
There is checking information before storing it	5	4	3	2	1
We own our mistakes when committed	5	4	3	2	1
Daily monitoring of our Msente system is done	5	4	3	2	1
Prompt payment to agents is done	5	4	3	2	1
Abrupt system checks are done	5	4	3	2	1
Proper implementation of know your customer policy is vehemently followed	5	4	3	2	1
Fraud risks are handled very cautiously by Msente Staff	5	4	3	2	1
Operational risks are handled cautiously by Msente Staff	5	4	3	2	1
Fake registrations are handled cautiously Msente Staff	5	4	3	2	1

D. RISK MITIGATION

Please circle how each Risk mitigation measure below will mitigate risks in the Msente department.

Measure used	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Training of Msente staff about risk management	5	4	3	2	1
Monitoring of Msente transactions if done on hourly basis and any suspected account is suspended	5	4	3	2	1
Recruitment of skillful staff in risk management	5	4	3	2	1
Going through the whole procedure of transaction assessment before payment	5	4	3	2	1
Encouraging agents to be careful in all their transactions	5	4	3	2	1
Encouraging staff to be careful when making transactions	5	4	3	2	1
Suspension of agent accounts where fraudulent dealings are found	5	4	3	2	1
Punishing agents involved in any Msente transaction fraudulent dealings	5	4	3	2	1
The department encouraging the policy of whistleblowing in case of any suspicion	5	4	3	2	1
Finance Department should double check before payment of agents	5	4	3	2	1

13. On the scale below, please rate how the above risks mitigation measures will affect the success of the M-sente Department if adequately put in place?

Strongly Affect	Affect	Neither Affect Nor Do Not Affect	Do Not Affect	Strongly Do Not Affect
5.	4.	3.	2.	1.

E. RISK TRANSFER

Please circle the methods which are employed in the M-sente Department?

Method	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Owning up of mistakes and sharing of the risk	5	4	3	2	1
Insuring all the risks with insurance company	5	4	3	2	1
Reporting to risk and audit Department any suspected risky scenario	5	4	3	2	1

TELECOM PROJECT SUCCESS

14. On the scale below, rate the effect of the following attributes to the success of M-sente project when the risk management Strategies are ably employed

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The organization will minimize costs when risk management Strategies are ably employed	5	4	3	2	1
The organization's service Quality will improve when risk management Strategies are ably employed	5	4	3	2	1
The decision making turnaround time will improve when risk management Strategies are ably employed	5	4	3	2	1
The business profits will improve when risk management Strategies are ably employed	5	4	3	2	1
More workers will be	5	4	3	2	1

employed when risk management Strategies are ably employed					
Once risk strategies are ably employed the volume of assets will increase	5	4	3	2	1
Once risk management strategies are ably employed new products will be put on the market	5	4	3	2	1
Once risk management strategies are ably employed business market share will improve greatly	5	4	3	2	1
Once risk management strategies are ably employed the organization will reward its customers	5	4	3	2	1

END

Thank you

APPENDIX III

Beneficiaries Questionnaire

Risk Management Questionnaire

Dear respondent,

My name is Bwire Tadeo Kwoba .I am currently a student at Uganda Management Institute(UMI) pursuing a Masters Degree in Management studies specializing in project planning and management

I am doing a research study on Risk Management strategies and the success of Telecom projects in Uganda. A case study of Uganda Telecom’s M-sente project. This questionnaire is intended for academic purpose only and not any other use.

I would therefore like to assure you of the utmost confidentiality. The answer you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

B. Introduction(Demographic Factors)

Background questions:

3) How long have you been using the M-sente service?

d) Less than 1 Year

e) 1-2 Years

f) Over 2 Years

SECTION B. RISK IDENTIFICATION

Which risks do you face when using the M-sente service? (Tick as appropriately)

Risk	Choice
Fraud risks	
Operational risks	
Fake registrations	
Others (Please specify)	

Please Circle the number in which you are in agreement regarding the sources of risks faced when using the M-sente service

Source of Risk	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Ignorance of personnel at Msente service points	5	4	3	2	1
Msente System failure	5	4	3	2	1
Fraudment dealings by Msente agents	5	4	3	2	1
Mistakes from personnel at Msente service points	5	4	3	2	1
Manipulating of the system by Msente agents	5	4	3	2	1
Unreliable M-sente system	5	4	3	2	1

SECTION C. RISK AVOIDANCE:

Please circle the number that best describes how you perceive the following statements in relation to how the organization applies them in risk avoidance.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Double checking is done before approval of any Msente transaction	5	4	3	2	1
Menu to follow before payment or sending money	5	4	3	2	1
Identification of customers is done before payment, withdraw and depositing money	5	4	3	2	1

D. RISK MITIGATION

Please circle how each risk mitigation measure below will mitigate risks when employed by the management of Msente project.

Measure used	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Training of Msente staff about risk management	5	4	3	2	1
Monitoring of Msente transactions if done on hourly	5	4	3	2	1

basis and any suspected account is suspended					
Recruitment of skillful staff in risk management	5	4	3	2	1
Going through the whole procedure of transaction assessment before payment	5	4	3	2	1
Encouraging agents to be careful in all their transactions	5	4	3	2	1
Encouraging staff to be careful when making transactions	5	4	3	2	1
Suspension of agent accounts where fraudulent dealings are found	5	4	3	2	1
Punishing agents involved in any Msente transaction fraudulent dealings	5	4	3	2	1
The department encouraging the policy of whistleblowing in case of any suspicion	5	4	3	2	1

13. On the scale below, please rate how the above risks mitigation measures will affect the success of the M-sente service if adequately put in place?

Strongly Affect	Affect	Neither Affect Nor Do Not Affect	Do Not Affect	Strongly Do Not Affect
5.	4.	3.	2.	1.

E. RISK TRANSFER

Please circle the methods which you are in agreement that they are employed in risk transfer by the management of Msente project.

Method	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Owning up of mistakes and sharing of the risk	5	4	3	2	1
Insuring all the risks with insurance company	5	4	3	2	1

TELECOM PROJECT SUCCESS

15. On the scale below, rate the effect of the following attributes to the success of M-sente project when the risk management Strategies are ably employed

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
The organization will minimize costs when risk management Strategies are ably employed	5	4	3	2	1
The organization's service Quality will improve when risk management Strategies are ably employed	5	4	3	2	1
The decision making turnaround time will improve when risk management Strategies are ably employed	5	4	3	2	1
The business profits will improve when risk management Strategies are ably employed	5	4	3	2	1
More workers will be employed when risk management Strategies are	5	4	3	2	1

ably employed					
Once risk strategies are ably employed the volume of assets will increase	5	4	3	2	1
Once risk management strategies are ably employed new products will be put on the market	5	4	3	2	1
Once risk management strategies are ably employed business market share will improve greatly	5	4	3	2	1
Once risk management strategies are ably employed the organization will reward its customers	5	4	3	2	1

END

Thank you

APPENDIX IV

BUDGET FOR RESEARCH

No	Item	Quantity	Total cost (UGx)
1	Training and facillitation allowance of resaerch assistants	2 @ 100,000	200,000
2	Stationary	Lumpsum	100,000
3	Photocopying data tools	Lumpsum	100,000
4	Data punching & coding	2 @ 100,000	200,000
5	Contigency	Lumpsum	200,000
	GRAND TOTAL		800,000

APPENDIX V

WORK PLAN AND TIME FRAME FOR THE RESEARCH

Task	TIMING						
	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Data Collection & cleaning							
Data Entry							
Data processing and analysis							
Report presentation							

APPENDIX VI

DOCUMENTARY REVIEW CHECKLIST

	Title	Author
Journals	Risk management of organizational records", Records Management Journal, Vol. 9 Iss:2 pp. 93 – 116	Angel Egbuji, (1999)
	Uganda Government (2010). Status of the Communications Market – March 2010	Uganda Communications Commission UCC)
Textbooks	Supply risk management: model development and empirical analysis", International Journal of Physical Distribution & Logistics Management, Vol. 42 Iss: 1 pp. 60 – 82	Daniel Kern, Roger Moser, Evi Hartmann, Marco Moder, (2012)
Internet	Obopay announces international expansion	www.obopay.com/
	corporate/press_releases/Obopay_India_032708.shtml (accessed 15 April 2010).	Accessed 15 April 2010).
	Tameer Microfinance Bank and Telenor Pakistan launch 'money transfer' service	www.telenor.com.pk/pressCenter/pressrelease
	http://www.itl.nist.gov/div898/handbook/eda/section3/eda35b.htm	
	http://en.wikipedia.org/wiki/Skewness	
http://office.microsoft.com/en-us/excel-help/skew-HP005209261.aspx		