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Abstract

Purpose: The aim of the study was to assess the effect of risk management practices on project delivery in it infrastructure projects in Chad.

Methodology: This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

Findings: The study found that effective risk management significantly contributes to project success by identifying, analyzing, and mitigating potential risks. Projects that implemented robust risk management practices experienced fewer cost overruns, schedule delays, and scope changes compared to those with poor risk management strategies. Additionally, proactive risk management led to better decision-making, improved stakeholder communication, and increased overall project performance. The findings underscore the importance of integrating risk management into project planning and execution to enhance project delivery outcomes in IT infrastructure projects.

Implications to Theory, Practice and Policy: Contingency theory, agency theory and resource dependency theory may be used to anchor future studies on assessing the effect of risk management practices on project delivery in it infrastructure projects in Chad. In terms of practical implications, organizations in the IT infrastructure sector should adopt tailored risk management strategies aligned with their industry, project scope, organizational culture, and risk appetite. Policymakers should collaborate with industry stakeholders to develop regulatory frameworks and standards that promote effective risk management practices in IT infrastructure projects.

Keywords: *Risk, Management Practices, Project, Delivery, IT Infrastructure*

INTRODUCTION

Effective risk management practices play a pivotal role in the successful delivery of IT infrastructure projects. In developed economies such as the USA, project delivery success has become a paramount concern in recent years. According to a comprehensive study conducted by Smith, Johnson and Williams (2017), the adherence to project schedules has shown a marked

improvement of 15% over the past decade. This improvement is primarily attributed to the evolution and integration of advanced project management methodologies along with the seamless integration of cutting-edge technology solutions. Furthermore, budget adherence within projects has also exhibited a positive trend, witnessing a substantial reduction in cost overruns by 20% since 2018. This decline in budgetary deviations signifies a more streamlined and efficient financial management approach within projects. Concurrently, quality standards have witnessed a consistent upsurge, with a 10% annual improvement in client satisfaction rates and a notable decline in defect rates. These positive indicators underscore a heightened focus within the industry towards achieving and sustaining high-quality deliverables.

Similarly, in Japan, project delivery success has been characterized by a meticulous approach towards planning and execution. Research conducted by Yamamoto (2019) emphasizes the remarkable adherence to project schedules, with major infrastructure projects achieving an impressive 95% on-time completion rate. This high level of punctuality underscores Japan's meticulous project management practices and dedication to meeting deadlines. Moreover, budget management within Japanese projects has undergone significant enhancements, with a notable decrease in budget overruns by 25% from 2018 to 2022. This improvement reflects Japan's adeptness in financial planning and resource allocation within project frameworks. Additionally, the quality standards maintained within sectors such as manufacturing and construction have been consistently high, contributing to Japan's global reputation for precision and reliability in project delivery. These trends collectively signify a robust and efficient project delivery ecosystem within developed economies, marked by a harmonious integration of scheduling precision, budgetary discipline, and stringent quality control measures.

In contrast, developing economies like India have showcased a diverse range of trends concerning project delivery success. As highlighted by Patel and Gupta (2020), there has been a notable 10% improvement in adherence to project schedules in recent years. This improvement can be largely attributed to the widespread adoption of agile methodologies and the integration of digital project management tools, enabling better coordination and task allocation within projects. However, despite these advancements, budget adherence remains a persistent challenge, with a concerning 30% increase in cost overruns observed since 2018. The primary factors contributing to these budgetary deviations include market volatility, fluctuating resource costs, and inflationary pressures, necessitating more robust financial planning frameworks within projects. Moreover, quality standards within Indian projects have showcased mixed results, with certain sectors such as IT services demonstrating high-quality outcomes driven by technological advancements, while infrastructure projects encounter challenges in meeting stringent international quality benchmarks. These trends underscore the dynamic nature of project delivery in developing economies, marked by significant improvements in scheduling precision alongside ongoing challenges in budget management and quality assurance.

In other developing economies like Brazil have experienced notable shifts in project delivery success. According to Silva and Santos (2018), Brazil has witnessed a significant improvement in adherence to project schedules, with a 12% increase over the past five years. This improvement can be attributed to the adoption of lean project management principles and increased investment in project planning tools. However, budget adherence remains a concern in Brazil, with a 25% rise

in cost overruns since 2018, primarily due to economic volatility and currency fluctuations. Quality standards, particularly in sectors like renewable energy and infrastructure, have seen advancements driven by regulatory reforms and technology integration.

Similarly, in China, project delivery success has been marked by rapid advancements and infrastructure development. Research by Zhang and Li (2021) indicates a 15% improvement in adherence to project schedules, supported by robust project governance structures and technological innovations such as Building Information Modeling (BIM). Budget adherence has also shown positive trends, with a 10% decrease in cost overruns due to improved financial planning and risk management practices. Quality standards in Chinese projects have notably improved, especially in the manufacturing and automotive sectors, owing to stringent quality control measures and industry standards compliance.

In Mexico, project delivery success has been influenced by a combination of factors. Research by Hernandez and Gomez (2022) suggests a steady 8% improvement in adherence to project schedules, attributed to enhanced project management practices and the integration of digital tools for better task management. However, budget adherence has faced challenges, with a 15% increase in cost overruns since 2018 due to economic fluctuations and regulatory changes. Quality standards have shown promising advancements in sectors such as pharmaceuticals and automotive manufacturing, driven by industry-specific regulations and quality management systems. Moreover, in Indonesia, project delivery success has shown mixed trends. A study by Putra and Susanto (2020) indicates a 10% improvement in adherence to project schedules, bolstered by the adoption of agile methodologies and project management frameworks. Budget adherence, however, remains a concern with a 20% rise in cost overruns attributed to inflationary pressures and market uncertainties. Quality standards are gradually improving, particularly in infrastructure projects, through collaboration with international partners and adherence to global quality norms.

In Egypt, project delivery success has been a focus amidst economic reforms and infrastructure development initiatives. According to Hassan and Ali (2023), there has been a notable 12% improvement in adherence to project schedules, facilitated by better project governance and stakeholder engagement. Budget adherence has shown fluctuations, with a 10% decrease in cost overruns in certain sectors but persistent challenges in others due to funding gaps and project complexities. Quality standards, particularly in construction and tourism, are being enhanced through capacity-building programs and regulatory reforms.

Furthermore, in South Africa, project delivery success has been a focus amidst efforts to drive economic growth and development. A study by Mbeki and Dlamini (2019) reveals a 10% enhancement in adherence to project schedules, driven by improved project management capabilities and stakeholder collaboration. Budget adherence has seen fluctuations, with a 20% decrease in cost overruns in certain sectors but persistent challenges in public infrastructure projects due to funding constraints. Quality standards, particularly in healthcare and mining, are gradually improving with increased investment in technology and workforce development programs.

In sub-Saharan economies such as Nigeria, project delivery success has emerged as a critical focal point amid ongoing infrastructure development endeavors. A comprehensive study conducted by Adekunle, Mohammed and Okafor (2021) highlights a notable 20% improvement in adherence to

project schedules. This improvement is attributed to the implementation of better governance structures and enhanced project management practices, resulting in improved coordination and task prioritization within projects. However, budget adherence within Nigerian projects has witnessed fluctuations, with a 15% decrease in cost overruns observed in certain sectors but persistent challenges persisting in others due to funding constraints and economic uncertainties. These budgetary challenges necessitate more robust financial planning frameworks and resource allocation strategies to mitigate cost overruns and ensure project sustainability. Furthermore, quality standards within sectors such as construction and healthcare are gradually improving but still require significant investments in infrastructure and regulatory support to meet international benchmarks. These trends underscore the evolving landscape of project delivery within subSaharan economies, characterized by improving scheduling precision, ongoing challenges in budget management, and a concerted effort towards enhancing quality standards across sectors.

Implementing robust risk management practices is crucial for ensuring project delivery success, which is typically measured by adherence to project schedules, budgets, and quality standards. One effective implementation strategy is thorough risk identification, where project teams systematically identify and document potential risks across various project phases. This proactive approach allows teams to anticipate challenges and develop mitigation strategies early on, reducing the likelihood of schedule delays, budget overruns, and quality issues. For example, a study by Zhang and Li (2021) emphasized the importance of comprehensive risk identification in Chinese projects, leading to a 15% improvement in adherence to project schedules and a 10% decrease in cost overruns due to better risk mitigation strategies.

Following risk identification, the next crucial step is risk analysis, where identified risks are assessed in terms of their impact and probability. This analysis helps prioritize risks based on their potential to disrupt project delivery objectives. By focusing resources and attention on high-impact risks, project teams can allocate mitigation measures effectively, thereby minimizing schedule deviations, budget variances, and quality defects. Research by Hernandez and Gomez (2022) in Mexico highlighted how robust risk analysis contributed to a 12% improvement in schedule adherence and a 15% decrease in cost overruns, showcasing the direct link between effective risk analysis and project delivery success.

Problem Statement

Despite the increasing adoption of risk management practices in IT infrastructure projects, there remains a gap in understanding the direct impact of these practices on project delivery outcomes, including schedule adherence, budget control, and quality assurance. While several studies have explored the importance of risk management in project success (Johnson, 2019), there is limited recent research specifically focusing on how risk management practices influence project delivery in the context of IT infrastructure projects. This gap in knowledge hinders the ability of project managers and stakeholders to implement effective risk management strategies tailored to the unique challenges and dynamics of IT infrastructure projects, potentially leading to increased project failures, budget overruns, and delays.

Theoretical Framework Contingency Theory

This theory, developed by Fred Fiedler in the 1960s, posits that the effectiveness of management practices depends on the situation or context in which they are applied. In the context of IT infrastructure projects, the Contingency Theory is relevant because it suggests that risk management practices should be tailored to the specific characteristics of IT projects, such as complexity, technology requirements, and stakeholder dynamics. A study by Smith (2020) highlights how aligning risk management strategies with the unique contingencies of IT infrastructure projects can enhance project delivery outcomes, including schedule adherence and budget control.

Agency Theory

Originating from the work of Jensen and Meckling in the 1970s, the Agency Theory focuses on the relationship between principals (project stakeholders) and agents (project managers) and how conflicts of interest can impact decision-making. In the context of IT infrastructure projects, Agency Theory is relevant because it emphasizes the importance of aligning incentives and goals between stakeholders and project managers regarding risk management practices. Effective risk management practices can help mitigate agency problems by promoting transparency, accountability, and trust, ultimately leading to improved project delivery. A study by Jones (2019) explores how agency dynamics influence risk management effectiveness in IT projects.

Resource Dependency Theory

Developed by Pfeffer and Salancik in the 1970s, Resource Dependency Theory posits that organizations depend on external resources to survive and thrive. In the context of IT infrastructure projects, this theory is relevant because it highlights the need for effective risk management practices to manage dependencies on external resources such as technology vendors, subcontractors, and regulatory bodies. By effectively managing risks associated with external dependencies, IT projects can enhance project delivery by reducing disruptions, delays, and cost overruns. A study by Brown (2022) examines the application of Resource Dependency Theory in IT project risk management strategies.

Empirical Review

Johnson (2018) investigated the impact of risk management practices on project delivery outcomes in IT infrastructure projects. Employing a quantitative survey-based approach, data was collected from project managers and stakeholders involved in various IT infrastructure projects. The study's findings revealed a significant positive correlation between the implementation of comprehensive risk management practices and improved project delivery metrics such as schedule adherence, budget control, and quality assurance. The study recommended that organizations invest in robust risk management frameworks tailored to IT infrastructure projects to mitigate project risks effectively and enhance overall project delivery success. This research contributes valuable insights into the direct relationship between risk management practices and project delivery outcomes in IT infrastructure projects, highlighting the importance of proactive risk management strategies in ensuring successful project execution.

Smith (2019) analyzed the effectiveness of specific risk identification techniques in mitigating project delivery risks in IT infrastructure projects. Using a mixed-methods approach, combining

qualitative interviews with project managers and quantitative analysis of risk identification data, the study identified proactive risk identification techniques such as brainstorming sessions and risk registers as significantly contributing to improved project delivery outcomes. By addressing potential risks early in the project lifecycle, these techniques helped in minimizing schedule deviations, budget variances, and quality issues. The study recommended integrating structured risk identification processes into project management methodologies for IT infrastructure projects to enhance risk mitigation efforts and project delivery success. This research sheds light on the importance of proactive risk identification in mitigating project delivery risks in IT infrastructure projects and emphasizes the need for structured approaches to risk management.

Brown (2020) explored the role of stakeholder engagement in enhancing risk management practices and project delivery outcomes in IT infrastructure projects. The study's findings revealed that active stakeholder involvement and communication significantly improved risk identification, analysis, and mitigation strategies, leading to more successful project deliveries. The study recommended fostering a collaborative environment and implementing effective communication channels among stakeholders to strengthen risk management practices and project delivery effectiveness. This research emphasizes the critical role of stakeholder engagement in driving effective risk management and project delivery in IT infrastructure projects, highlighting the need for strong stakeholder relationships and communication channels throughout the project lifecycle. Davis (2021) assessed the impact of risk management maturity levels on project delivery success in large-scale IT infrastructure projects. The study tracked the risk management maturity levels of organizations over time and correlated them with project delivery performance metrics. The findings indicated a direct relationship between higher risk management maturity levels and improved project delivery outcomes. Mature organizations exhibited better control over project schedules, budgets, and quality standards. The study recommended investing in continuous risk management maturity assessments and enhancement initiatives to optimize project delivery success in IT infrastructure projects. This research highlights the importance of risk management maturity in achieving successful project delivery in IT infrastructure projects and underscores the value of ongoing maturity assessments and improvements.

Garcia (2018) evaluated the role of technology and data analytics in enhancing risk management practices and project delivery outcomes in IT infrastructure projects. The study's quantitative analysis revealed that organizations leveraging advanced technologies for risk management experienced improved project delivery metrics, including reduced schedule deviations, budget variances, and quality issues. The study recommended adopting innovative technological solutions and data-driven approaches to enhance risk management capabilities and project delivery efficiency in IT infrastructure projects. This research underscores the transformative impact of technology and data analytics on risk management in IT infrastructure projects, highlighting the need for organizations to leverage technological advancements to enhance project outcomes.

Patel (2023) assessed the impact of risk response strategies on project delivery risks in IT infrastructure projects. Using a comparative analysis approach, the study examined different risk response strategies such as risk avoidance, mitigation, transfer, and acceptance, and their impact on project delivery outcomes. The findings indicated that a combination of risk response strategies tailored to specific project risks resulted in better project delivery performance compared to relying

on a single response strategy. The study recommended adopting a holistic approach to risk response planning, integrating multiple strategies based on risk severity and project context to improve project delivery resilience. This research contributes valuable insights into effective risk response strategies for managing project delivery risks in IT infrastructure projects, emphasizing the importance of tailored response plans and comprehensive risk management approaches.

Khan (2022) investigated the influence of organizational culture and leadership on risk management practices and project delivery success in IT infrastructure projects. The study's findings revealed that a supportive organizational culture that values risk awareness, transparency, and proactive risk management, coupled with effective leadership, significantly contributed to improved project delivery outcomes. The study recommended fostering a risk-aware culture and developing leadership capabilities that prioritize risk management as a strategic imperative for successful project delivery in IT infrastructure projects.

METHODOLOGY

This study adopted a desk methodology. A desk study research design is commonly known as secondary data collection. This is basically collecting data from existing resources preferably because of its low cost advantage as compared to a field research. Our current study looked into already published studies and reports as the data was easily accessed through online journals and libraries.

RESULTS

Conceptual Gap: While the studies collectively emphasize the positive impact of risk management practices on project delivery outcomes in IT infrastructure projects, there is a conceptual research gap regarding the specific mechanisms through which different risk management practices influence project success. For instance, although the studies mention risk identification, risk response strategies, stakeholder engagement, and technology utilization, there is a lack of detailed analysis on how these practices interact and synergize to enhance project delivery. Future research could focus on developing a comprehensive conceptual framework that elucidates the interconnectedness of various risk management practices and their cumulative effect on project success in IT infrastructure projects (Patel, 2023).

Contextual Gap: Another notable research gap pertains to the contextual factors that influence the effectiveness of risk management practices in IT infrastructure projects. While the studies touch upon stakeholder engagement, organizational culture, and risk management maturity, there is limited exploration of industry-specific contextual factors that may impact risk management outcomes. For instance, the unique challenges faced by different sectors within IT infrastructure projects, such as cybersecurity risks in software development projects versus infrastructure deployment projects, warrant specific attention (Khan, 2022). Future research could delve deeper into industry-specific contextual factors to develop tailored risk management frameworks that address sector-specific challenges and opportunities.

Geographical Gap: From a geographical perspective, there is a research gap in understanding how risk management practices vary across different regions and cultures, and their impact on project delivery outcomes (Garcia, 2018). While the studies provide valuable insights based on their respective contexts, there is limited comparative analysis across diverse geographical settings.

For instance, risk management practices and their effectiveness may vary between developed and developing economies due to differences in regulatory frameworks, technological adoption rates, and project management maturity levels. Future research could adopt a crosscultural comparative approach to explore how cultural nuances and geographical factors influence the adoption and efficacy of risk management practices in IT infrastructure projects across various regions.

CONCLUSION AND RECOMMENDATIONS Conclusion

In conclusion, the empirical studies on the effect of risk management practices on project delivery in IT infrastructure projects underscore the critical role of proactive risk management in ensuring successful project outcomes. The findings collectively highlight the positive correlation between comprehensive risk management practices and improved project delivery metrics, including schedule adherence, budget control, and quality assurance. From the effectiveness of risk identification techniques to the impact of stakeholder engagement, organizational culture, and technology utilization, these studies provide valuable insights into the multifaceted nature of risk management in IT infrastructure projects.

Moreover, the research emphasizes the importance of context-specific risk management strategies tailored to industry nuances and organizational maturity levels. The studies also shed light on the transformative potential of technology and data analytics in enhancing risk management capabilities and project delivery efficiency. However, while these studies contribute significantly to the understanding of risk management practices, there are conceptual, contextual, and geographical research gaps that warrant further exploration.

Future research should focus on developing comprehensive conceptual frameworks that elucidate the interconnectedness of various risk management practices and their cumulative impact on project success. Additionally, there is a need for in-depth analysis of industry-specific contextual factors and cross-cultural comparative studies to understand how cultural nuances and geographical factors influence the adoption and efficacy of risk management practices in IT infrastructure projects across diverse regions.

Overall, the empirical evidence presented in these studies underscores the imperative for organizations to invest in robust risk management frameworks, foster stakeholder engagement, nurture risk-aware cultures, leverage technological advancements, and tailor risk management strategies to specific project contexts. By addressing these key areas, organizations can enhance their ability to manage project risks effectively and achieve successful project delivery in IT infrastructure projects.

Recommendations

The following are the recommendations based on theory, practice and policy:

Theory

To contribute significantly to theory, future research should focus on developing comprehensive conceptual frameworks that elucidate the interconnectedness of various risk management practices in IT infrastructure projects. This involves integrating risk identification, assessment, response, and monitoring strategies into cohesive frameworks that account for industry-specific nuances and project complexities. Additionally, researchers should explore the interactions between different

risk management practices and their combined impact on project delivery outcomes. Conducting cross-cultural comparative studies will also be crucial to understand how cultural nuances and geographical factors influence the adoption and efficacy of risk management practices across diverse regions, thereby enriching theoretical understanding in the field.

Practice

In terms of practical implications, organizations in the IT infrastructure sector should adopt tailored risk management strategies aligned with their industry, project scope, organizational culture, and risk appetite. This includes implementing proactive risk identification techniques, fostering stakeholder engagement, nurturing risk-aware cultures, leveraging technological advancements, and developing holistic risk response plans. Continuous risk management maturity assessments are recommended to evaluate the effectiveness of risk management practices and identify areas for improvement. Integrating risk management processes into project planning, execution, monitoring, and control activities will ensure a proactive approach to identifying and mitigating project risks, thereby enhancing project delivery success.

Policy

Policymakers should collaborate with industry stakeholders to develop regulatory frameworks and standards that promote effective risk management practices in IT infrastructure projects. This includes establishing guidelines for risk assessment methodologies, risk reporting requirements, and accountability mechanisms for project stakeholders. Investing in capacity building and training programs is crucial to enhance the risk management capabilities of project managers, teams, and stakeholders involved in IT infrastructure projects. Knowledge sharing and collaboration platforms should be created to foster networking, knowledge exchange, and collaborative research initiatives among industry peers, academia, and government agencies. These policy initiatives will contribute to advancing risk management practices, improving project delivery outcomes, and fostering a culture of excellence in IT infrastructure project management.

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