

**PROJECTS AND PROGRAMMES: SIMILARITIES, DIFFERENCES AND IMPLICATIONS FOR RISK MANAGEMENT IN SOUTHERN AFRICAN INFRASTRUCTURE DEVELOPMENT****Emmanuel Mulambya**Faculty of Economic and Management sciences, North-West University, Vanderbijlpark, South Africa  
ORCID: 0000-0003-2796-5534**Abstract:**

The implementation of capital infrastructure projects is a strategic requirement for economic growth in Africa. There is increasing acknowledgement that programme management should be employed in the implementation of strategic change. Programme management refers to the coordinated management of multiple projects to achieve benefits and control not achievable by managing each project individually. However, managing the risks related to the implementation of capital infrastructure programmes is complex due to the dynamic nature, societal requirements and cost implications of such programmes. Accordingly, the importance of programme risk management as a supportive process of programme management is now widely acknowledged. However, executing programme risk management principles in practice has proved to be difficult. The purpose of this paper is to report similarities and differences between projects and programmes, and the practical implications of these similarities and differences for risk management in southern African infrastructure development. This qualitative study is based on (1) a literature review on programme risk management, (2) semi-structured interviews with southern African project and programme management practitioners on their experiences, and (3) inductive thematic analysis. I present challenges of programme risk management due to similarities and differences between projects and programmes, and their implications for risk management in southern African infrastructure development. This study provides theoretical and practical insights into a field that is important for the African development agenda, but where current knowledge appears to be inadequate to facilitate the transitioning from project to programme risk management. The study further positions programme risk management as a framework that bridges the gap between project risk management and portfolio risk management.

**Keywords:**

Programme risk management, Southern Africa, programme risk culture