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CONCEPTUAL MODEL OF THE RISKS OF FINANCING SMALL AND MEDIUM ENTERPRISE BUSINESS-PROJECTS IN DEVELOPING ECONOMIES

In recent years, project financing has become an important part of national development; this result of the changing nature of project financing can be attributed to technological advancement, and a complex competitive global marketplace. Every project requires a substantial amount of capital outlay from individuals, sponsors, organizations and or governments and as such the need for good understanding of the risk of financing business-projects practices so as to deliver value for money. All over the world SMEs are seen as the engine for growth of every economy. Despite the huge contributions of SMEs to economic growth such as jobs and market creation and income generation, there is not universally accepted definition of SMEs. A review of related literature on the above topic was undertaken in order to establish the perspectives of scholars on the risks of financing SMEs business-projects. Also, this study has identified business idea risk, competency risk and return on investment risk as the three key risks of financing SMEs business projects. Further, this study has developed an effective conceptual model that present, help to identify and control the risks of financing SMEs business-projects. Fig. 4, tabl. 1, ref. 83.

Key words: risk, financing, business-projects, small and medium enterprise.

Introduction to the problem and actuality of the study. Developing Economies are facing unprecedented challenges in the current knowledge economy, as they strive to attain sustainable development through the implementation of short and long term small and medium enterprises (SMEs) business-projects [1]. These challenges have been caused by the current knowledge economy, currently defined: a knowledge economy is characterized with the generation and adoption of new knowledge created by scientific research, technological development, investments in intangible assets, adoption of best practices, and openness to socio-economic, and cultural innovations [2]. This characteristic of the Knowledge economy has caused a major challenge to the financing of business-projects implemented by governments, international organizations, and individuals through small and medium enterprises in developing economies. The differences in SME definition extend in three flanks: definitions by international institutions, definitions by national laws and by industry definitions. Finding a universal standard poses a sharp and acute critic to institutionalists, economists, academics and industrialists [3]. Empirical research has show that small and medium enterprises are very often defined by adjectives such as size. Most economists for instance define SMEs by dividing them into classes according to some quantitative measurable indicators. However, the most common decisive factor to distinguish between large and small businesses is the number of employees [4]. It is believed that the Bolton Report, 1971 is one of the first attempts to provide a definition of SMEs [5]. The report suggests two approaches to define SMEs: quantitative approach and qualitative approach. Financing is seen as the major challenge confronting all business projects implemented by SMEs in most developing economies; particularly in Ghana [6, 7].

Most SME business-projects in developing economies face the challenge of insufficient funding, poor financial management, weak administration processes and procedures, lack of quality materials, lack of skilled personnel needed to run the projects and legal and political concerns. These challenges not only causes poor business project quality and less output or impact but it also impact negatively on

achieving national, economic and global development. Developing economies implementing such business-projects need finance to meet the requirements in the current economic world. Also, any kind of business-project activity depends on finance. Hence, finance is the lifeblood of every business project. Whether the business-project's concerns are big or small, they need finance to fulfill all activities involved. Ensuring that adequate and timely risk identification is performed is the responsibility of the business project owner, as the owner is the first participant in the project. The sooner risks are identified, the sooner plans can be made to mitigate or manage them. Assigning the risk identification process to a contractor or an individual member of the project staff is rarely successful and may be considered a way to achieve the appearance of risk identification without actually doing it. It is important, however, that all project management personnel receive specific training in risk management methodology. This training should cover not only risk analysis techniques but also the managerial skills needed to interpret risk assessments [8]. Unfortunately, this is not the case in developing economies, particularly in Ghana. Most business projects owners do not have the training or skills to be able to indentify risks of financing a particular business project. However, the ability to identify and allocate risks is a key component of business project financing.

Typical of most developing countries SMEs business-project financing is the shortage of long term and local currency financing for small and large scale projects. Most projects finance in developing economies is impeded by poor local economic development. Insufficient monetary transfers, diminutive own source revenue and lack of creditworthiness make it difficult for local governments to generate funds adequate enough to fully fund projects on their own. When financing business projects in developing economies certain important funding and finance issues must be noted. Financing projects in developing economies tend to be expensive compare to developed economies. Therefore, developing strategies for sourcing funding (both public and private) to fund projects need to be an integral part of the financing strategy. Project finance in developing economies is based on three sources: Debt, Equity and Grants [9]. Interestingly, most investors that fund projects in developing economies are very much interest in the term 'bankability' [10]. Governments all over the World are losing huge sums of money through projects as a result of project failure. Recent study into over 200 projects showed that only one out eight information and communications technology projects can be considered truly successful [11, 12]. According to Heeks, 2006 [13] almost all World Bank funded Projects in Africa is either total failure or partial failure. This report is heart breaking. The question one may ask is: *are there no better methods of identifying the risks of financing SMEs business projects in Africa?* The over dependence upon developed countries and agencies such as the United Nations and the World Bank by developing economies to achieve their development objectives are no longer sustainable but unfortunately, developing countries lack resources [14, 15].

Most importantly, every type of business activity depends on finance, irrespective of whether it is big or small they need finance to fulfill all activities [16]. However, most business project activities are directly related to making profit, creating jobs or promoting development and all these activities combined some form of factors of production. It must be noted that the core of project financing is the analysis of project risks, namely: Construction risk, Operating risk, Market risk, Regulatory risk, Insurance risk and Currency [17]. Available report has shown project finance default rate 1980 – 2014 increased from 0.9% in 2013 to 1.3% in 2014. The report also, showed that 80% of such funding goes into one particular sector [18]. This believes such investment behavior would increases Business-project financing risks. Isaac S. D. et al. (2015) indicated that delays in payments and release of funds as among the top ten caused

of government projects failures in Ghana [19]. Whereas Joseph C. et al. (2011) mentioned that most public infrastructure projects do not have adequate commercial opportunities to be fully self-funded [20]. Also, to Gatti (2008) business-project financing is characterized with over ten critical risks [21]. Additionally, recent studies have shown that businesses and governments all over the World are losing huge sums of money through projects as a result of project failure (Espiner, 2007, Asay, 2008, and Isaac S.D., 2015). [22,23,24]. Also, Marzouk, M. M. et al. (2013), Sweis, G. (2008), and Abednego, M. P. et al (2006) have highlighted on most risks associated with business-projects financing [25,26,27]. These studies have prompted the need to conceptually look into the risk of financing SMEs business projects in developing economies.

Project financing is a relatively new financial discipline that has developed rapidly over the last 20 years, with the core objective of analysis of project risks. However, each year billions of dollars of investments are made in projects around the world using project finance techniques [28]. However, to Miceli, T.J. (1997) the problem of risk sharing is recognized as that who should bear a loss when a risk occurs [29]. Also, to Posner et al. one of the major problems that arise in risk sharing in the contract law is that which party would bear a loss if they could have foreseen that contingency [30]. On the other hand, Kiyoshi K. et al. (2006) believes that the party who can assess and control the risk should bear it [31]. The issue of financing risk is increasingly becoming an important subject matter for project implementation in developing economies, most importantly in SMEs business projects. This is due to the demands for improvement in quality, accountability and organizational effectiveness in implementation. Authors such as Morris et al., (2012), Rosacker and Rosacker (2010), Crawford, L. et al., (2003), Baranskaya (2007) Ama Lawani, (2016), and Graham, R. J., and Englund, R. L. (2013) have written extensively on the practices of project management and financing in developing economies [32,33,34,35,36, and 37]. However, these studies do provide holistic knowledge on the key risks of financing SMEs business-projects in developing economies. These knowledge gaps regarding the risk of financing SMEs business-project are what this study sought to answers.

The Research question. The significant role finance play in SMEs business projects in economy development cannot be overemphasized. In developing economies; governments are expected to implement projects that are believed would contribute to the attainment of the desired level of development. The actual contribution of finance to business project success is considered to be more critical than the project other factors since it aid in shaping the entire project environment to achieve success. However, financing risk has been identified a major problem confronting SMEs projects. To be able to confront the above identified problem this study will attempt to find answers to the following questions: what are the key SMEs business project financing risks? And what model could effectively help in the identification and controlling of those risks?

Aims and Objectives of the Study. The aim of this research is to identify the main factors of the risks of financing SMEs business project in developing economies. As well as to develop a model that will facility effective and quick identification and control of those risks factors. Among this study objective is to further develop models that will guarantee higher returns on investments on SMEs business projects. While the relationship between risks of financing SMEs business projects and return on investment in SMEs business projects are important, the study will also prove the effectiveness of using model to identity and control the risks of financing SMEs business projects.

Literature Review. ***Defining SMEs Business-Projects Financing Key Risks:*** Despite the huge contributions of SMEs to economic growth such as jobs and market

creation and income generation, there is not universally accepted definition of SMEs. The differences in SME definition extend in three flanks: definitions by international institutions, definitions by national laws and by industry definitions. Finding a universal standard poses a sharp and acute critic to institutionalists, economists, academics and industrialists [38]. Empirical research has show that small and medium enterprises are very often defined by adjectives such as size. Most economists for instance define SMEs by dividing them into classes according to some quantitative measurable indicators. However, the most common decisive factor to distinguish between large and small businesses is the number of employees [39]. It is believed that the Bolton Report, 1971 is one of the first attempts to provide a definition of SMEs [40]. The report suggests two approaches to define SMEs: quantitative approach and qualitative approach. However, most international institutions, academics, statistical agencies and policymakers, most often apply the quantitative criteria in defining SMEs. The European Commission defines small enterprise as having 10 to 50 employees and medium enterprise as having 51 to 250 employees, with an annual €10 million and €50 million respectively [41]. But case is different in most developing economies. In Ghana for instance, the Registrar General's Department of Ghana define Small enterprises as those employing between 6 and 29 employees and with fixed assets of up to one hundred thousand dollars ($100,000), whilst medium enterprises as those employing between 30 and 99 employees with fixed assets of up to one million dollars ($1,000,000) [42].

Most SMEs operations entails activities which can best be describe as business project. Sadly, in spite of the billions of dollars spent on economic development assistance each year by national governments and donor agencies, there is still very little known about the actual impacts of these interventions on the SME sector. To achieve success in every business project starts from the 'idea conception stage", *(idea risks).* To logic behind the idea risks introduced in this study can be linked to the 'Noisy' Selection Theory, which states that one key factor to consider when analyzing the success of a firm is its start-up and operating costs [43]. Saburo K. (2001) believes that finance as fundamental to SMEs growth, and describes it as tool for SME development [44]. But the big question is: what is the guarantee that the invested fund will yield the most expected results? (*Thus, return on investment risks)*. However, Najib H. (2002) revealed that the principal factors impeding firm growth are lack of access to qualified workers and managers; government policies such; domestic price volatility among others [45]. Also, Pajarinen et al. (2015) stated that entrepreneurs with higher academic background are more innovative and will use modern techniques and models to do business. Schumpeter (1934) indicated that an entrepreneur needs to be innovative, creative, and should be able to take risk. Further, Barringer and Bluedorn (1999) described entrepreneurs as individuals who can explore the environment, discover the opportunities, and exploit them after proper evaluation [46, 47, and 48]. These characteristics that constitute a successful SMEs ownership when analyzed carefully are linked "competency" *(Competency Risks)*. The competency risk is more affirmed through a careful analysis of the Chaos theory [49].

Defining Risks in the Context of SMEs Business Projects Financing. The meaning of risk can vary. Generally, risk can be viewed as the chance of failure in achieving objectives or goals. Risk is part of investing but it can be measured and managed within an investment portfolio. Taking on some risk is necessary for higher returns. Also, taking on greater short-term risks may be necessary to receive the long-term returns needed to achieve a lifestyle goals and objectives. However, taking on too much risk may prove to be a mistake [50]. Financing of business- projects may take the form of either corporate project finance structures or an independent legal entity established for the purpose of undertaking the project [51]. However, every

SMEs business project undertaken has a substantial degree of risk associated with it. The process of identifying, analyzing, and responding to risk is termed as project risk management. Risk is part of every project undertaken and the objective is always that to maximize the results of positive risk whilst minimizing the impact and consequences of negative events [52]. As also, Gatti S. (2008) identifies over ten major risks associated to business projects as: the pre-completion phase risks, post-completion phase, and risks related to both phases. SMEs must take note that business-projects are sensitive to risks and more complex risks have been brought about by the current knowledge economy.

The Finance Framework and Financing of SMEs Business Project*:* The origin on the word 'finance' is thought to come from the Latin word "finis" which means end or finish. It is a term whose implications affect individuals and businesses, organizations and states and it has to do with obtaining and using of money or money management [53]. Every type of business activity depends on the finance, irrespective of whether it is big or small they need finance to fulfill all activities [54]. However, most business project activities are directly related to making profit, creating jobs or promoting development and all these activities combined some form of factors of production. The term finance may be called as capital, investment, fund etc., but each term is having different meanings and unique characters. Therefore, finance may be defined as the art and science of managing money and includes financial service and financial instruments [55]. Also, Paish F.W., (1982), John J. H., (1989), and Howard and Upton (1953) have provided detailed definitions to finance entails the position of money at the time it is wanted (*time bound)*; flows of money through an organization, whether it will be a corporation, school, bank or government agency; that administrative area or set of administrative functions in an organization which relates with the arrangement of each and credit so that the organization may have the means to carry out the objectives as satisfactorily as possible [56, 57, and 58]. Existing literatures shows that estimating SMEs credit worthiness can be done base on 'hard' quantitative data, and relationship lending [59 and 60]. However, specific challenges limit traditional banks lending to SMEs. These are largely related to the greater difficulties that lenders encounter in assessing and monitoring SMEs relative to large firms [61 and 62]. Therefore, there is the need to develop an effective financing system that can supply financial resources to a broad range of SMEs in varying circumstances and channeling financial wealth from different sources to SMEs business project investments would be required to help grow the SME sector. Further, the above points indicate that the quantitative method of assessing the financing risk of SMEs business projects is solely not effective and need to be supported by other qualitative indicators and or models.

One major challenge this study sought to address is how to estimate the risk of financing SMEs project. Isaac S. D. et. al. (2015) indicated delays in payments and release of funds as among the top ten caused of government projects failures in Ghana. Studies have shown that not only developing economies project managers have difficulties in acquiring suitable and sufficient funds for projects. Joseph C. et. al (2011) mentioned that most public infrastructure projects does not have adequate commercial opportunities to be fully self-funding. They further stated in their studies that government now needs to develop new models for funding these projects. To succeed, these models must be appropriate to both the individual project circumstances and government's prevailing investment objective. And identified a range of such models should consist of those which enable government to: leverage private sector investment in infrastructure assets; earn a potential return and recycle government capital; reduce the costs of financing new infrastructure and share in future recovery of financial markets; address demand risk for economic infrastructure.

Models serve as a sensitivity analysis to determine the financial impact of different funding levels and the resultant need for special levies/assessments. Before developing any funding model there is the need to establish its purpose. Some funding model purpose includes: to determine the level of unfunded liability; make informed decisions about the allocation of resources; to have full knowledge of the risks of underfunding or overfunding; to avoid/mitigate against controllable risk; to assist in making decisions about appropriate reinvestment levels; and to find an level of equilibrium for the owners [63 and 64]. The above stated points clearly affirm the importance of developing models to identify and control the risk of Financing SMEs business-projects.

The Purpose of the Research. This study is conducted to systematically identify SMEs business project financing risks and to also develop a conceptual model to identify and control those risks.

The Research Methodology. This is a scientific study which uses a well structured survey, and describes the state of affairs as it prevails at the time of study, and analytic, thus, uses the already available data and information and analyze them to make a critical evaluation of the subject [65]. Also, this study is believed to be a social study that employs empirical statements and methods [66]. The study further uses qualitative data and conducts critical analysis on already existing scientific work of other scholars who have studied much into the above field under consideration.

Data Analysis. This study identified that project evaluation in developing countries is much more complex than in developed countries. Most importantly, it is very critical to accurately identify risks and to measure the degree of mitigation. As a rule, each risk needs to be handled consistently [67]. This study identified that one of the earliest model to estimate the risk of financing business project is the Country Risk Model: thus, political risk, economic risk, financial risk and country credit ratings [68]. **Political:** Economic expectations vs. reality, Economic planning failures, Political leadership, External conflict, Corruption in government, Military in politics, Organized religion in politics, Law and order tradition, Racial and nationality tensions, Political terrorism, Civil war, Political party development, and Quality of the Bureaucracy. **Financial:** Loan Default or unfavorable loan restructuring, Delayed payment of suppliers' credits, Repudiation of contracts by governments, Losses from exchange controls, and Expropriation of private investments. **Economic:** Inflation, Debt service, Liquidity ratios, Foreign trade collection experience, Current account balance, and Foreign exchange rate market indicators. Based on the above indicating factors and others identified through literature review and survey, this study observed that the risk of financing SMEs business project falls into three main categories: business idea risk, competency risk and return on investment risks. The fig. 1 below illustrates how the risk of financing SMEs business project originates.

The figure developed by this study clearly shows that the risk of financing SMEs business projects originates from the SMEs entrepreneur. To logic behind the *Idea Risks* introduced in this study can be linked to the Behavioral Economics and Noisy Selection Theory. The theory states that one key factor to consider when analyzing the success of a firm is its start-up and operating costs [69]. To better gain more insight on the rationale behind most SMEs choices of business project and decision making, this study draws on behavioral economics. Understanding the effect of psychological, cognitive, emotional, cultural and social factors on the economic decisions of individuals or institutions and how those decisions vary from those implied by classical theory is very crucial when estimating the risk of financing SMEs business projects [70].

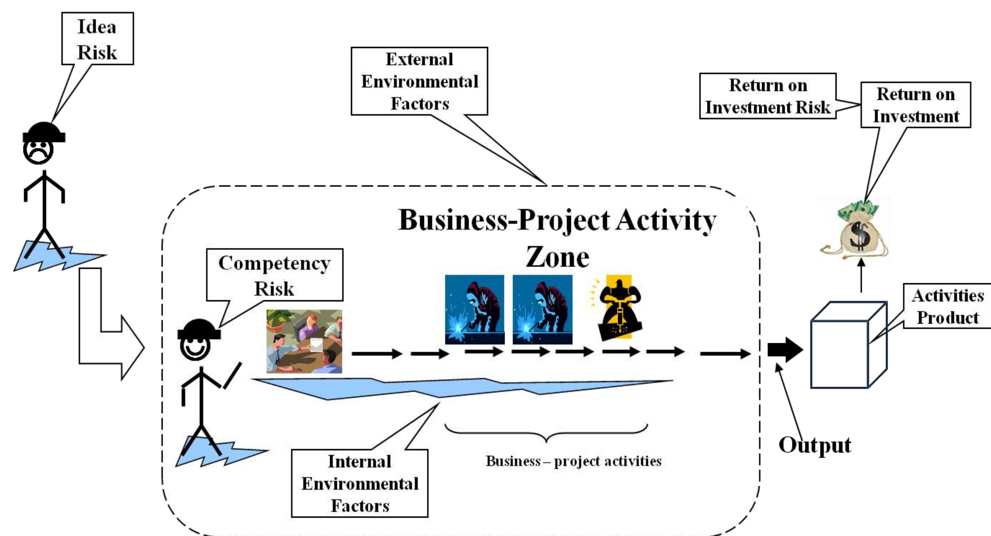

Fig. 1. SMEs business project financing risk life cycle model
Source: developed by author based on [71, p. 30, 44].

It must be noted that humans make 95% of their decisions using mental shortcuts or rules of thumb. Humans' frame their idea base on the collection of anecdotes and stereotypes that make up the mental filters individuals rely on to understand and respond to events. However, one must note that market inefficiencies exist and these include mispricing and non-rational decision making, thus *Idea Risk* [72]. Also, when individuals make decisions, their rationality is limited by the tractability of the decision problem, their cognitive limitations and the time available. Therefore, decision makers in this view act as satisfiers, seeking a satisfactory solution rather than an optimal one. Also, ideas that humans generate take shortcuts that may lead to suboptimal decision-making, also an *Idea Risk* [73, 74, and 75].

Also, Najib H. (2002) revealed that the principal factors impeding firm growth are lack of access to qualified workers and managers; government policies such; domestic price volatility among others, thus *Competency Risk* [76]. Also, Pajarinen et al. (2015) stated that entrepreneurs with higher academic background are more innovative and will use modern techniques and models to do business. Schumpeter (1934) indicated that an entrepreneur needs to be innovative, creative, and should be able to take risk. Further, Barringer and Bluedorn (1999) described entrepreneurs as individuals who can explore the environment, discover the opportunities, and exploit them after proper evaluation [77, 78, and 79]. These characteristics that constitute a successful SMEs ownership when analyzed carefully are linked competency, thus *Competency Risks*. The competency risk is more affirmed through a careful analysis of the Chaos theory [80]. Form these points, the estimation of the risk of financing SMEs project must go beyond just looking at financial indicators but should also look at the psychological state of the personality initiating the business idea or requesting for funding. Virlics A., (2013) shows that investment decisions are made after a complete analysis of the investment project. Virlics A. further stated that one of the basic factors that influence the decision is the risk factor of the investment. This risk exists because it is uncertain that the cost of the investment will be recovered and a profit will be gained, thus *Return on Investment Risk* [81]. One major challenge associated with investment decision making is risks and uncertainty. Toma S.V. et al. (2012) also stated that to

better understand the concept of risk, it is necessary to make a clear distinction between risk and uncertainty [82]. The tabl. 1 below illustrates the components of the three key risks of financing SMEs business-projects.

Table 1

Risks of Financing SMEs Business Projects

BUSINESS PROJECT FINANCE RISKS (BPFR) = R			
BUSINESS IDEA RISKS (BIS) = r_1			
Originality / Uniqueness (OU)	*Acceptability / Adoptability (AA)*	*Technology Incorporated (TI)*	*Operationality (OP)*
• Self generated. • Effectiveness. • Cohesiveness. • Practicality. • Tactical • Real (authentic) • Safety net (backup) • Tacit	• Universalism. • Integrated. • Modernity. • Flexibility. • Likability. • Ambiguity. • Multi-functionality. • Capacity.	• Knowledge flow. • Machinery. • Diffusion of idea. • Global focus. • Operation mode • Differentiation • R and D	• Pre-requisites • Redundancy • Idea chaos • Productiveness. • Competitiveness. • Sustainability
COMPETENCY RISKS (CR) = r_2			
Creativity/Insight (CI)	*Perspective (Per)*	*People (Pe)*	*Social (So)*
• Innovativeness. • Leadership. • Competitive intelligence. • Strategic alliances. • Knowledge creation. • Connectivity. • Assertiveness.	• Environment. • Management. • Unique skills • Motivation. • Commitment • Self-control. • Openness. • Deliverables.	• Human Capital • Expectancy. • Results orientation. • Efficiency. • Consultation. • Education level. • Crisis • Trustworthiness.	• Experience • Demographic index • Civil integration • Perceptions. • Benefit / Value • Elasticity • Availability of information • Factors linkage
RETURN ON INVESTMENT RISKS (RIR) = r_3			
Financial Risk (FR)	*Economic Risk (ER)*	*Political and Legal Risks (PLR)*	*Culture and Tradition Risks (CTR)*
• Project cost. • NPV • Financing structure. • Securing other financing. • Liquidity ratio • Financing cost. • Cash flow projection • Financial mgt. plan. • Credit history. • Reliance on revenue source. • Operating-self sufficiency. • Funding participants.	• Inflation. • Interest rate • Competition. • Market share / size • Market prices. • Availability of suppliers. • Minimum wage. • Cost of material. • Tax law. • Industry-specific economic growth.	• Political stability. • Economic policies. • Legal requirements. • Corruption. • Degree of freedom. • Leadership • The project and politics. • Security. • Bureaucracy.	• Customs • Beliefs • Ethnocentrism • Entrepreneurship background. • Ethics. • Social life. • Attitude towards work.

Source: developed by author.

The study further observed that there is a strong connection among the three identified risks indicators. The fig. 2 below illustrates the relationship among the risks and its impact on business project activities.

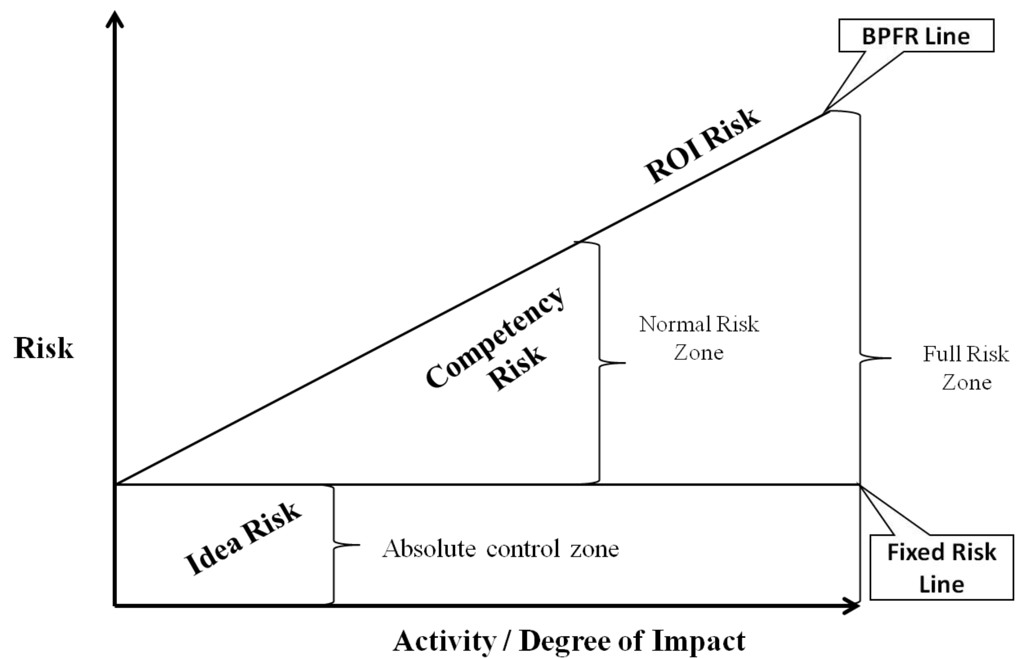

Fig. 2. BPFR Risk and activity curve

Source: developed by author.

The above figure shows that relationship among each risk business project activities undertaken and the degree of impact that the risk can have on the entire project. What the curve illustrates shows that if idea risk is not will manage it would have greater impact on the competency of the business project management team. At some point the idea risk can escalate above the safety line to reach competency risk. This will require specialized competent team to manage the business project at this stage. Further, if competency risk if not dealt with swiftly would have greater impact on the entire project which will result in low or negative return on the investments in the business project, thus return on investment risk. Also, the above cure shows that as the business project activity travels risk of increases which give us the following principles: 1.There is positive relationship between risk and activity. Thus, as business project activities increases risk also increases. 2. Idea risk impact is above zero - there is no risk free life or activity. 3. The higher the risk the less likely more activities would be undertaken. 4. Return on Investment Risk (ROI) is the sum total of all risks. 5. Entrepreneurs have full control over idea risks. The interconnectivity of the three SMEs business- project financing risks reveals what this study term as '*BPFR Triangle'*. The fig. 3 below illustrates the BPFR Triangle.

The BPFR triangle indicates that idea risk would increase competency risk if not managed well. Also, SMEs owners who lack competency would general more risky business project ideas. Further, high competency risk would automatically have influence return on investment – thus return on investment risk. It is worth noting that

ROI depends highly on creative ideas and high competent team in other to yield the desire and expected returns.

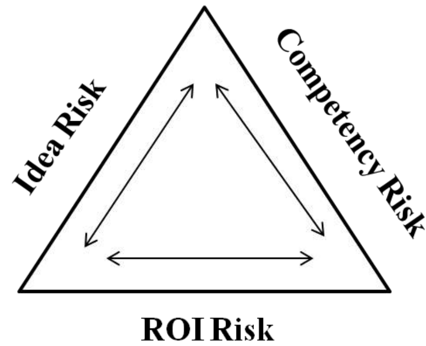

Fig. 3. Business project financing risk (BPFR) triangle
Source: developed by author.

Further, this study has developed a conceptual model that represents the three main risks of financing SMEs business projects. The fig. 4 below represents the developed model.

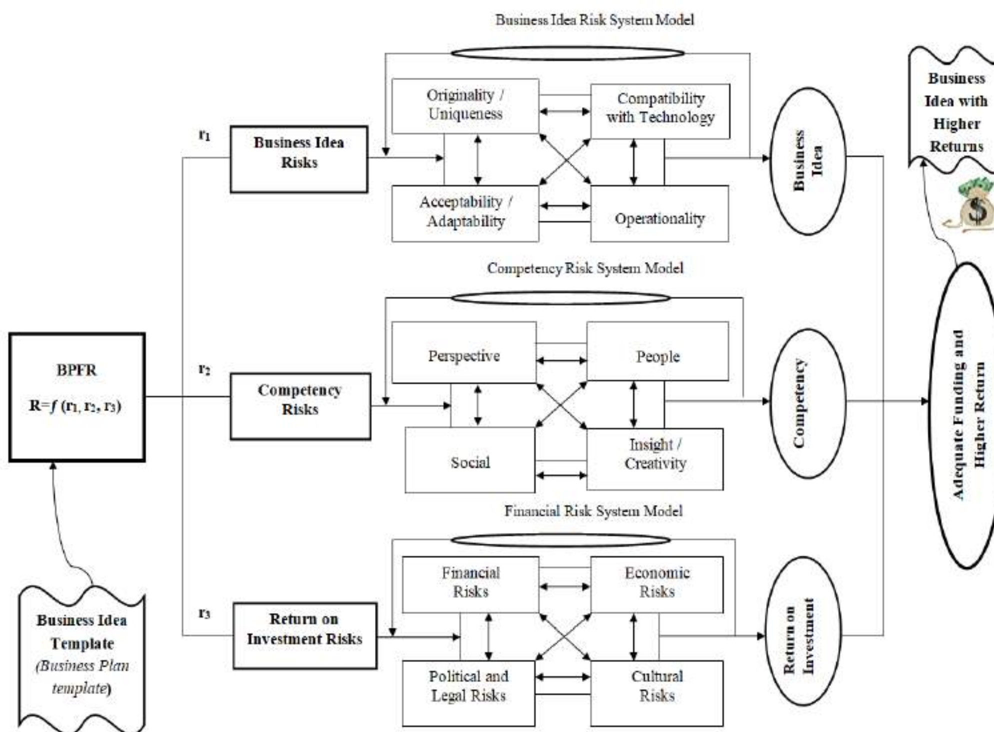

Fig. 4. Business project financing risk (BPFR) model
Source: developed by author based on [83].

Conclusions. Financing is seen as the major challenge confronting all SMEs business projects implemented in most developing economies; particularly in Ghana.

As a result, this study has analyzed the existing body of literature on the risk of financing SMEs business projects. Also, this study has identified business idea risk, competency risk and return on investment as the three key risks of financing SMEs business projects. Further, this study has developed the most effective conceptual model that present, help to identify and control the risks of financing SMEs business-projects. also, the following principles exist among the three identified risks: 1. There is positive relationship between risk and activity. Thus, as business project activities increases risk also increases. 2. Idea risk impact is above zero - there is no risk free life or activity. 3. The higher the risk the less likely more activities would be undertaken. 4. Return on Investment Risk (ROI) is the sum total of all risks. 5. Entrepreneurs have full control over idea risks. Also, the interconnectivity of the three SMEs business- project financing risks reveals what this study term as '*BPFR Triangle'.* Finally, this study believes that the above developed model is the most effective model that presents the risks of financing SMEs business-projects.

Recommendations. This study recommends that SMEs must know their risks tolerance level and must have the ability to effectively identify and control all risks associated with the financing of business projects using the above developed conceptual model. Also, this study recommends a further study be conducted on the above topic and the developed model.

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