

Effect of Project Planning Practices on Improving Project Performance in Rwanda. A Case of Huguka Dukore Akazi Kanoze Project in Nyabihu District (2017-2020)

Mukeshimana Eric^{a*}, Dr Dushimimana Jean de dieu^b, Mutabazi Placide^c,
Ndabananiye Gamariel^d

^{a,b,d}University of Kigali (UoK), School of Graduate Studies, P.O Box: 2611 Kigali, Rwanda

^cNkumba University, School of Postgraduate Studies and Research, P.O. Box 237, Entebbe Uganda

^aEmail: ericmigambi4@gmail.com, ^bEmail: jeandedieudushimimana516@gmail.com, ^cEmail: muplacidus@yahoo.fr, ^dEmail: ndabananiyegamariel@gmail.com

Abstract

Project planning practices plays a significant role in worldwide project management as mapping and organizing of project goals, tasks, schedules, and resources before anyone assigns roles for the project and the team begins to execute the plan. This study focuses on the effect of Project Planning Practices on Improving Project Performance in Rwanda, a case of Huguka Dukore Akazi Kanoze Project in Nyabihu District. Descriptive-analytical research design was used in this study. Both quantitative and qualitative research approaches used to assess the effect of project planning on improving project performance. The reason for using these approaches is that they enable the researcher to come out with different views, feelings, opinions and behaviors analysis from different respondents in regard to the study. They also facilitated the acquisition of both quantity and quality of the views, opinions, feelings, perceptions and intentions from different respondents. In this research to a total population of 123 people where 15 Project staff members, 5 Staff in the unit of Business development and employment promotion in Nyabihu District and 103 beneficiaries and there was no need of forming sample because all target population were accessible by the researcher. The information was collected using documentation technique, questionnaire and interview while the analysis was done with the help of Statistical Package for Social Scientists (SPSS. 23). The findings revealed that there is strong relationship between project scope planning, cost planning ,human resource planning as project planning practices and project performance respectively and study concluded that there is positive effect of project planning practices on project performance.

Keywords: Project scope planning; Cost planning ;Human resource planning and project Performance.

* Corresponding author.

1. Introduction

A typical explanation of the project manager goal is to bring a project on time, within the budget cost, and to meet the intended performance or end product goals. Thus, the task of project manager is based on the assumption that the performance or end product goals are always perfect and well defined in advance. The entire project management has to do this to prepare a concrete project plan and follow this plan all the way to success even if planning does not guarantee project success, lack of planning will probably guarantee failure[1]. Worldwide, before starting any project, first thing project managers have to perform is project planning, reasonable project manager surely understand the role of planning project well. Carefully planned project takes into account necessary aspects of a project and provide a plan which project team can refer during project implementation [2].

The general performance of the global nature of business and projects depends largely on overall performance of the team assigned to the project. That is why many institutions increased attention towards team[3]. Thus, The success or failure of the implementation process indicate the performance of the project team, staying on budget and schedule, meeting project goals, and maintaining good working relationships in the team and entire organization[4-5].

Most projects in Rwanda have qualified staff but some of them don't have enough skills about project planning. There is no adequate planning process and they don't put in place tight measures to mitigate risks[6-8]. According to the study about the effect of project resource planning practice on project performance of Agaseke project in Kigali city in Rwanda, The study has shown that effectiveness of Project Resource planning can be measured in terms of the extent to which it influences project performance or project implementation, Just Most of the projects experience many challenges that affect project performance even if there is existence of enough resources[9-18]. It is in this regard this study aimed to investigate the Effect of project planning practices on improving project performance in Rwanda.

2. Methods

Descriptive-analytical research design was used in this study. Both quantitative and qualitative research approaches used to assess the effect of project planning on improving project performance. Data were collected using a self-administered questionnaire to interview 123 people where 15 Project staff members, 5 Staff in the unit of Business development and employment promotion in Nyabihu District and 103 beneficiaries and there was no need of forming sample because all target population were accessible by the researcher. Data were analyzed using the Statistical Package for Social Sciences (SPSS) version 20. Statistical analysis using inferential statistics was used considering p-value, 0.05 as the level of significance and 95% Confidence Interval (95% CI).

2. Significance of the study

This research is very useful to the researcher, academicians and project planner as well as public and nonpublic organizations in improving project planning practices to enhance project performance. The research made it possible for the researcher to put into practice different acquired skills in project management by assessing the effect of project planning on improving project performance. In the same vein, the research enabled the researcher

to put into practice theories, knowledge acquired from class.

In addition, the findings of this research will help future researchers, project planners in different institutions as reference or documentary source of how project planning practices affect project performance. Furthermore, this study helped to know the correction measures needed to strengthen the performance of Huguka Dukore Akazi Kanoze project in Nyabihu District.

4. Results and Discussion

This section presents, analyzes and interprets data gathered from primary and secondary sources. The chapter is divided into sections. In order to supplement the findings from the collected questionnaires, interview was also used.

Table 1: Correlation between project scope planning and project performance.

		Project scope planning	Project performance
Project scope planning	Pearson Correlation	1	.913**
	Sig. (2-tailed)		.000
	N	123	123
Project performance	Pearson Correlation	.913**	1
	Sig. (2-tailed)	.000	
	N	123	123

Source: Field data, September 2021

Above table shows that correlation is significant in this study because the p value is 0.00, which is less than 0.05, and the Pearson Correlation value was 0.913. Based on this, the researcher demonstrated that there is a positive and very strong relationship between project scope planning and project performance of the Huguka Dukore Akazi Kanoze Project in Nyabihu District.

This shows the effectiveness of scope planning where the boundaries of project were clear enough to the good performance of the project as training was focusing on soft skills and hands-on skills like juice, milk and bakery processing. Unfortunately there is a need of financial support so that trained youth can put in action acquired skills in action as quick as possible. [16-17] Similar results in his study on the Importance of Scope planning in Project performance. Many projects begin with good ideas, large investments, and significant effort. However, the majority of them fail miserably; major contributor to project failure is a lack of understanding or definition of project and product scope at the outset of the project. A properly defined and managed scope results in the delivery of a quality product to stakeholders at an agreed-upon cost and within specified timelines.

Table 2: Correlation between project cost planning and project performance.

		Project cost planning	Project performance
Project cost planning	Pearson Correlation	1	.853**
	Sig. (2-tailed)		.000
	N	123	123
Project performance	Pearson Correlation	.853**	1
	Sig. (2-tailed)	.000	
	N	123	123

Source: Field data, September 2021

Table 2 revealed that there is a strong correlation between project cost planning and performance of the Huguka Dukore Akazi Kanoze Project in Nyabihu District, with a Pearson Correlation of 0.853. This indicates that project scope planning has a significant relationship with project performance.

Similar study[17-18]. on the impact of cost on project performance. The study found that cost estimation should be based on the scope of the project and the work breakdown structure. The study also discovered that for the project to be accurate, the cost of individual activities must be estimated based on specific activity conditions.

Table 3: Correlation between project’s human resource planning and project performance.

		Project’s human resource planning	Project performance
Project’s human resource planning	Pearson Correlation	1	.814
	Sig. (2-tailed)		.002
	N	123	123
Project performance	Pearson Correlation	.814	1
	Sig. (2-tailed)	.002	
	N	123	123

Source: Field data, September 2021

Table 3 shows that 123 respondents completed copies of the questionnaire. According to this table, the project’s human resource planning had a significant and strong positive correlation with performance of the Huguka Dukore Akazi Kanoze Project in Nyabihu District, with a Pearson correlation of 0.814.

The study on Determinants of project performance in non-governmental organizations in Kenya[18], a case study of hand in hand eastern Africa, The study recommended that top management recognize the importance of delegating responsibility to project managers and teams as support in project performance . The study also discovered that top management support has a significant influence on project performance in Kenyan non

5. Conclusion

The overall target of this examination was to research the impact of task anticipating further developing the undertaking execution in Huguka Dukore Akazi Kanoze Project in Nyabihu District. The review was directed by the accompanying explicit goals: To discover the impact of degree arranging practice on the exhibition of

Huguka Dukore Akazi Kanoze Project in Nyabihu District, to decide the impact of undertaking cost practice on the presentation of Huguka Dukore Akazi Kanoze Project in Nyabihu District and to research the impact of the venture's human asset arranging practice on the exhibition of Huguka Dukore Akazi Kanoze Project in Nyabihu District. The entire review included 123 who addressed poll inquiries while interview was simply given to recipients. These incorporate 15 venture staff individuals, 5 staff in the Unit of Business Development and work Promotion in Nyabihu District and 103 recipients of the task. The review applied devices of information assortment which incorporate narrative, interview and poll. The discoveries showed that R-square is 0.824, and that implies that the variety in execution of the Huguka Dukore Akazi Kanoze Project in Nyabihu not entirely set in stone by project scope arranging at 82.4%. R-square outcomes show that undertaking cost arranging represents 81.9 % of the absolute variety in project execution. As per the R-square outcomes, task's human asset arranging represents 78.3 % of the absolute variety in project execution. It exhibited the impact of the task's human asset anticipating the presentation of the Huguka Dukore Akazi Kanoze Project in Nyabihu District

6. Recommendations

According to findings, the researcher provided recommendations to the staff of Nyabihu district and direct beneficiaries of Huguka Dukore Akazi Kanoze Project.

6.1. Management of Huguka Dukore Akazi Kanoze Project

Project staff should strengthen the involvement of direct beneficiaries and local authorities in project planning process. They should also put more emphasis on changing youth's mindset about job creation so that they can play their role in improving their standard of living regardless other external support.

6.2. Beneficiaries of Huguka Dukore Akazi Kanoze Project

The youth should start from what they have in order to start small businesses while they are waiting for sponsors. They should also keep looking for paid employment related to their competencies so that they can get income.

6.3. Authorities of Nyabihu District

Authorities of Nyabihu district, especially staff of business development and employment promotion should promote advocacy to different organization in order to get different support on behalf of youth who want to create jobs. They should also keep an eye on the youth after attending the training by Huguka Dukore Akazi Kanoze Project

References

- [1]. Dvir, D., Raz, T., & Shenhar, A. J. (2003). An Empirical Analysis of the Relationship between Project Planning and An empirical analysis of the relationship between project planning and project success. 7863(March 2019). [https://doi.org/10.1016/S0263-7863\(02\)00012-1](https://doi.org/10.1016/S0263-7863(02)00012-1)

- [2]. Kostalova, J., & Tetrevoval, L. (2014). Project Management and its Tools in Practice in the Czech Republic. *Procedia - Social and Behavioral Sciences*, 150, 678–689. <https://doi.org/10.1016/j.sbspro.2014.09.087>
- [3]. Okoronkwo, I. (2017). Team Performance and Project Success.
- [4]. Organisation, I. L. (2020). Guidance Note 1 . 1 : Project Design and Theory of Change. 2(June), 1–7.
- [5]. Pinto, J. K., & Mantel, S. J. (1990). The Causes of Project Failure. *IEEE Transactions on Engineering Management*, 37(4), 269–276. <https://doi.org/10.1109/17.62322>
- [6]. Muhammad Huzaifa Butt, Shahid Iqbal, Muhammad Abubakar Saddique, & Hamza Shahid. (2021). The Effect of Risk Management at Project Planning Phase on Performance of Construction Projects in Pakistan.
- [7]. A. K. Hassan, A. Q. Adeleke, T. D. . (2005). The Effects of Project Triple Constraint on Malaysia Building Projects. 1222.
- [8]. Ajayi, V. O. (2017). Primary Sources of Data and Secondary Sources of Data. September, 1–6. <https://doi.org/10.13140/RG.2.2.24292.68481>
- [9]. Umulisa, A., Mbabazize, M., & Shukla, J. (2015). Effects of Project Resource Planning Practices on Project Performance of Agaseke Project in Kigali, Rwanda. *International Journal of Business and Management Review*, 3(5), 29–51. www.eajournals.org
- [10]. UWANYIRIGIRA, V., & RUSIBANA, D. C. (2020). Determinants of Project Scope and Project Performance: Project. *International Journal of Scientific and Research Publications (IJSRP)*, 10(11), 1098–1114. <https://doi.org/10.29322/ijsrp.10.11.2020.p107104>
- [11]. VINCENT, N. (2015). Project Planning And Project Success In Rwanda : A Case Study Of Children Education And Community Development Project
- [12]. Akaranga, S. I., & Makau, B. K. (2016). Ethical consideration and their applications to a Research[1]. *Journal of Educational Policy and Entrepreneurial Research*, 3, 1–9.
- [13]. Amandin, M. M., & Kule, J. W. (2016). Project Delays on Cost Overrun Risks: A Study of Gasabo District Construction Projects Kigali, Rwanda. *ABC Journal of Advanced Research*, 5(1), 21–34. <https://doi.org/10.18034/abcjar.v5i1.55>
- [14]. Baggini, J., & Fosl, P. S. (2010). Basic Tools for Argument. *The Philosopher’s Toolkit*, 1–41.

- [15]. Bojesson, C. (2015). Improving Project Performance In Product Development Improving Project Performance (Issue 192). Mälardalen University Press Licentiate Theses No.
- [16]. Muute. (2019). Project Planning Practices and Performance of Construction. April.
- [17]. News. (2018). Newsletter In Action : Their Experiences The Month Of. May.
- [18]. Nikuze, A., Sliuzas, R., Flacke, J., & van Maarseveen, M. (2019). Livelihood impacts of displacement and resettlement on informal households - Kigali, Rwanda. *Habitat International*, 86(February), 38–47. <https://doi.org/10.1016/j.habitatint.2019.02.006>