

## Effect of Project Planning on Performance of Social Protection Project: A Case of Kirawigire Project in Gakenke District, Rwanda

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### ABSTRACT

*The study assessed the effect of project planning on performance of social protection projects in Gakenke District, Rwanda. Specifically, the study was guided by the following objectives: To determine the effect of activities planning on performance of Kirawigire Project in Gakenke District, to find out the effect of budget planning on performance of Kirawigire Project in Gakenke District, to analyze the effect of human resource planning on performance of Kirawigire Project in Gakenke District and to assess the effect of risk planning on performance of Kirawigire Project in Gakenke District. This research was guided by Social Exchange Theory, Institutional Theory and Theory of Change [ToC]. The study was descriptive as well as correlational. Correlational study designs look for connections between study variables, whereas descriptive survey research gathers data on a wide range of topics via questionnaires. The study population was 988 participants, consist of Project Managers, Project Team Members, Community Stakeholders, and Project beneficiaries. In order to ensure that the sample is representative of the population, Slovin's formula was used to establish the sample size, which were 285 participants. questionnaire and document analysis all played a role in the data collection process. Numbers and statistics made the results easier to see and grasp, providing a more complete picture for the reader. The research made use of SPSS version 25, or the Statistical Package for the Social Sciences using correlation and regression analysis. The regression model indicates a strong positive relationship between activities planning, budget planning, human resource planning, and risk planning in enhancing project performance, with a multiple correlation coefficient (R) of 0.826. The unstandardized coefficient for activities planning is 0.303, indicating that each unit increase in activity planning corresponds to a 0.303 improvement in project performance, with this relationship being statistically significant ( $\beta = 0.303$ ,  $t = 5.584$ , Sig. = 0.000). Similarly, Budget Planning has an unstandardized coefficient of 0.169, meaning that a unit increase in budget planning effectiveness results in a 0.169 improvement in project performance ( $\beta = 0.169$ ,  $t = 3.075$ , Sig. = 0.002). Human Resource Planning also shows a notable impact, with an unstandardized coefficient of 0.182, demonstrating that enhanced human resource management leads to a 0.182 increase in project performance ( $\beta = 0.182$ ,  $t = 3.433$ , Sig. = 0.001). Risk Planning exhibits the strongest effect, with an unstandardized coefficient of 0.284, indicating that a unit increase in risk planning correlates with a 0.284 enhancement in project performance ( $\beta = 0.284$ ,  $t = 5.193$ , Sig. = 0.000). These findings indicate the importance of effective planning strategies, highlighting the need to prioritize Activity, Budget, Human Resource, and Risk Planning to optimize project performance for Kirawigire Project in Gakenke District. The study recommended that Kirawigire Project should enhance its planning strategies by prioritizing Activity, Budget, Human Resource, and Risk Planning. Implementing comprehensive training for project staff and strengthening stakeholder engagement will ensure efficient resource allocation, improve project performance, and promote sustainable outcomes in Gakenke District.*

**Keywords:** Activities Planning, Budget Planning, Human Resource Planning, Project Planning, Risk Planning and Project Performance

### I. INTRODUCTION

In today's technologically advanced society, people's social and economic advancement is mostly dependent on projects. Projects still fail to achieve their stated goals, even while nobody intentionally tries to fail. One of the leading causes of project failure on a global scale is inadequate planning, which follows improper specifications, absent sponsors, inaccurate projections, changed project goals during implementation, inadequate project management, and corruption during implementation (Denicol *et al.*, 2020).

Globally, the initial step in guaranteeing the success of the proposed project is to include it in the project planning process. According to Messner (2023), a well-planned project includes all the essential components and

gives the project team a roadmap to follow while executing the project. Before anybody is assigned responsibilities related to the project's execution, project planning is crucial in global project management. It entails mapping and arranging the project's objectives, tasks, timelines, and resources. To complete a project on schedule, within budget, and with the desired results is the usual and straightforward definition of a project manager's role (Snyman, 2020).

In the United States, project planning within social protection programs such as Social Security, Medicare, and Medicaid plays a critical role in optimizing their performance. These programs are vital for providing a safety net to millions of Americans, and their success hinges on detailed planning and implementation (Robinson, 2020).

In Pakistan, project planning is a critical factor in the success of social protection programs. Despite significant investments and efforts to enhance social protection initiatives, many projects still fall short of their intended goals due to inadequate planning and execution (Irfan *et al.*, 2021).

In China, the effectiveness of social protection programs, such as basic pensions, healthcare coverage, and poverty alleviation initiatives, is closely linked to thorough project planning. The Chinese government employs a top-down approach wherein centrally designed five-year plans dictate the objectives and strategies for social protection schemes (Tian *et al.*, 2022). These plans include detailed financial projections, resource allocation strategies, and target-setting mechanisms.

Project planning is crucial to the success of Kenya's social protection programs, such as the National Safety Net Program (NSNP) and its subprograms offering cash transfers to the elderly, children in need, and those with severe disabilities. Thoroughly evaluating program requirements, allocating sufficient resources, and implementing a strategic plan are all essential components of effective project planning. Service delivery is improved by the use of technology, especially mobile money systems like M-Pesa, which allow recipients to receive their payments more quickly and securely (Elia *et al.*, 2021). Program progress and effect are tracked using comprehensive monitoring and evaluation frameworks. These frameworks assist detect obstacles and guide required modifications.

In Rwanda, the Huguka Dukore Akazi Kanoze Project in Nyabihu District serves as an illustration of the significant role that project planning plays in improving social protection performance. This study delves into the impact of meticulous project planning practices, specifically scope, cost, and human resource planning on project performance. Using a descriptive-analytical study methodology that incorporates both quantitative and qualitative approaches, the research indicates that project scope planning, cost planning, and human resource planning account for 82.4%, 81.9%, and 78.3% of the variance in project performance, respectively. These findings highlight the critical role of detailed planning in achieving successful outcomes in social protection initiatives, demonstrating how targeted planning efforts can significantly improve the effectiveness and efficiency of projects aimed at supporting vulnerable populations in Rwanda (Mukeshimana *et al.*, 2022).

### 1.1 Statement of the Problem

Despite considerable investments and efforts to improve social protection performance, projects in Rwanda, still face significant challenges. To illustrate the point, 42.8% of the variance in performance across Community Development Projects (CDPs) is attributable to poor project planning procedures; this is especially true in the areas of cost planning and risk management, which the Vision 2020 Umurenge Program (VUP) in Musanze District faces. This deficit highlights a critical need for comprehensive project planning to enhance project effectiveness and ultimately, social protection outcomes (Ogbe, 2023).

Effective stakeholder communication and engagement are paramount to project success, yet the social protection projects in Rwanda are plagued by significant communication gaps and inadequate collaboration with stakeholders. Rugorirwera and Dushimimana (2022) showed that VUP managers in Rulindo District scored poorly on timely communication with stakeholders, with a mean score of 2.67, indicating severe communication issues that contribute to project delays and inefficiencies. These gaps emphasize the necessity for robust communication strategies to ensure stakeholder alignment and project success.

Project planning is critical to the success of Community Development Projects (CDPs) funded by the Vision 2020 Umurenge Program (VUP) in Musanze District. The success of the project depended on accurate cost estimates and their distribution among individual tasks throughout the planning phase. However, the absence of a work breakdown structure and inadequate risk communication mechanisms were identified as significant gaps (Ogbe, 2023).

Furthermore, agricultural projects in Gakenke District have faced performance challenges due to inadequate project management practices. Research by Nkundumpaye and Dushimimana (2022) showed that effective monitoring and evaluation, stakeholder influence, and project leadership significantly influence project performance in Gakenke District. The Kirawigire Project's struggles mirror these findings, indicating the critical need for thorough project planning that includes continuous monitoring, effective stakeholder engagement, and competent leadership.

Given these findings, the projects are significantly challenged by insufficient stakeholder engagement, poor communication, and inadequate project planning practices, which pose substantial risks to its effectiveness and sustainability. This study aimed to bridge the gap of knowledge by examining the effect of project planning on social protection performance in Rwanda with a case of Kirawigire Project in Gakenke District.

## 1.2 Research Hypotheses

The following hypotheses guided this study:

*Ho<sub>1</sub>*: There is no significant effect of activities planning on performance of Kirawigire Project in Gakenke District.

*Ho<sub>2</sub>*: There is no significant effect of budget planning on performance of Kirawigire Project implemented by World Vision in Gakenke District.

*Ho<sub>3</sub>*: There is no significant effect of human resource planning on performance of Kirawigire Project in Gakenke District.

*Ho<sub>4</sub>*: There is no significant effect of risk planning on performance of Kirawigire Project in Gakenke District.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

The theoretical framework involves a comprehensive examination and assessment of the established theories and concepts related to the subject of investigation. It entails a methodical analysis and synthesis of information gathered from various sources to gain a comprehensive understanding of the issue at hand.

#### 2.1.1 Social Exchange Theory

Social Exchange Theory, which was introduced by George Homans in 1958, posits that social behavior is the outcome of an exchange process designed to optimize benefits and reduce costs. This idea says people interact socially based on cost-benefit analysis and reciprocity. According to the belief, it's crucial for people to form partnerships where they can benefit one other. Social Exchange Theory helps project planners, especially social protection measures, understand project execution and consequences. Beneficiaries, local leaders, and project employees are all stakeholders whose relationships must be skillfully managed for a project to be a success. The best way for project planners to increase participation and buy-in is to create mutually beneficial partnerships. The perception that their participation in project activities and provision of local expertise and resources would enhance social services or economic possibilities may encourage community people to engage. This reciprocal interaction creates confidence and ensures the project meets community needs and goals (Ogbonna & Mbah, 2022).

This theory was used to explain how improving social protection results required project partners to establish mutually advantageous connections. According to Social Exchange Theory, World Vision's Kirawigire Project benefited from enhancing community involvement, addressing local needs, and improving performance.

#### 2.1.2 Institutional Theory

Institutional Theory, created by Philip Selznick in the 1950s and Paul DiMaggio and Walter Powell in the 1980s, investigates how institutions affect social behavior and organizational structures. This idea states that social norms, values, and rules impact organizations' behaviors and choices. Institutional Theory helps project planners understand how the institutional environment impacts project planning and execution and results. Institutions include laws, rules, and policies as well as informal conventions, traditions, and cultural values. Credibility and effectiveness depend on understanding and aligning with these institutional factors. Complying with local and national laws and community culture increases project acceptability and lowers opposition. The collaboration with local government and community leaders to ensure culturally suitable and lawful project activities shows this alignment (Peterson & Peters, 2020).

This study used Institutional Theory, which posits that rules, laws, and societal standards influence how a project is planned and executed. This theoretical framework helped World Vision better integrate the Kirawigire Project into existing local structures, enhance trust and cooperation, and secure widespread support for the project in Gakenke District.

#### 2.1.3 Theory of Change (ToC)

Theory of Change (ToC), created in the 1990s, is a thorough planning and assessment framework that explains how and why a desired change will occur. It entails setting long-term objectives, mapping backward to find preconditions, and establishing intervention-outcome causal links. Theory of Change helps project planners, particularly social protection projects, identify and articulate intended results (Mohsin, 2021).



This theory was used to emphasize the importance of including stakeholders and building plans based on evidence to create a roadmap to success. According to the Theory of Change, incorporating these elements is essential. Consequently, World Vision will be able to enhance social protection performance through the Kirawigire Project, which will be designed and implemented with clearly defined goals, continuous learning, and adaptation.

## 2.2 Empirical Review

An empirical review involves evaluating and synthesizing existing research studies and data on a research topic.

Aryal and Singh (2023) examined the impact of budget management on project performance in Rwanda, specifically the Equity Agency Banking initiative. The research aimed to determine how Fund allocation, Budget execution, and Variance determination affect Equity Agency Banking project performance. Top management support and technical considerations influenced the research variables. The descriptive research survey methodology allowed for a comprehensive analysis of budget management and performance of agency banking projects at Equity Bank Rwanda. The survey included 250 Equity bank professionals active in agency banking, with 154 respondents selected using Yamane algorithm. In Equity Bank, stratified random sampling was utilized for sample allocation. The research used closed-ended questionnaires for easy analysis. After collecting data, the researcher used SPSS Version 23 to analyze study variables using descriptive statistics, including measures of central tendency (mean, mode), and dispersion (standard deviation, variance). All of the independent factors were found to be statistically significant in the research. Equity agency banking should identify and assign project risks from conception to operation to suitable partners for effective fund, budget, and variance management, according to study.

In Palestine, Makkawi (2023) looked at how SMEs fared in the long run after implementing risk management and strategic planning. A combination of qualitative and quantitative approaches was used to collect data. A literature study was used to gain secondary data, and a questionnaire was used to acquire primary data. Fifty questionnaires were sent out to Palestinian SMEs or their owners at random. To get to the bottom of the study question, the researcher ran three sub-questions through SPSS using an analytical descriptive approach. Strategic planning and risk management have a favorable effect on the long-term financial success of small and medium-sized enterprises (SMEs) in Palestine, according to the research. Due to autocratic management styles and poorly run family businesses, many Palestinian SMEs do not have risk management procedures or strategic planning in place. The study recommends SMEs managers employ strategy and risk management to achieve sustainable company performance and safeguard financial resources.

## III. METHODOLOGY

### 3.1 Study Design

This study used a descriptive and correlational design with a quantitative and qualitative approach to describe and correlate variables, as was appropriate for this kind of research. To learn how project planning affected the success of social protection projects, the researcher conducted correlational studies to examine the connections between various variables.

### 3.2 Study Population

The study population consisted of 988 participants, including Project Managers, Project Team Members, Community Stakeholders, and Project beneficiaries. Project Managers provided strategic oversight, Project Team Members were involved in project execution, community stakeholders represented local perspectives and interests, and Project beneficiaries offered organizational insights.

### 3.3 Sampling and Sample Size

Determining the appropriate sample size is crucial for ensuring the validity and reliability of the research findings. The sample size impacts the precision of the estimates and the ability to generalize the results to the broader population.

The sample size was determined by the help of Slovin's formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size which are 988, and e is the marginal of error (5%).

$$N = \frac{988}{1 + 988(0.05)^2} = \frac{988}{1 + 2.47} = \frac{988}{3.47} = 284.72 = 285$$



As part of the study, the researcher used cluster sampling to select participants through simple random sampling from each subset. Following this procedure, the researcher in Gakenke District, Rwanda, was able to choose a sample that was both statistically and demographically representative of the Kirawigire Project and its various departments.

### 3.4 Data Collection Methods and Instruments

To ensure the research was successful, each objective was thoroughly explored. The research relied on documentation and questionnaires to compile findings.

#### 3.4.1 Documentation Technique

This technique was used by the researcher to collect secondary data. To compile the materials for this study, the researcher analyzed and evaluated the texts' relevance to the study using documents, categorized them into manuscripts, and finally typed them into a computer. An essential part of this process was reviewing the relevant literature in an effort to locate global viewpoints upon which to construct a comparative assessment framework.

#### 3.4.2 Questionnaire

Questionnaires were sent to each participant. The survey included a significant number of closed-ended questions. To answer a closed question, respondents had to choose one response from a predefined list of possibilities.

### 3.5 Data Analysis

Bivariate correlation analysis was used to examine the validity of hypotheses, ensuring that one dependent variable was tested against one independent variable. It is one of the most basic types of statistical analysis used to determine whether there is a link between two sets of numbers. It typically involves two variables: X and Y. Bivariate analysis examines exactly two variables. Pearson Correlation (r) ranges between  $\pm 1$  and can be positive, negative, strong, or weak based on test findings, with a range of  $[-1; +1]$ . It also considered Sig. (2-Tailed) to assess the statistical significance of tested variables. This value needed to be less than or equal to 0.05 to be considered statistically significant.

The adopted model was presented as follow:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y = Project performance

$\alpha$  = Constant term

$X_1$  = Activities planning

$X_2$  = Budget planning

$X_3$  = Human resource planning

$X_4$  = Risk planning

$\beta$  = Beta coefficient

### 3.6 Ethical Consideration

All researchers must adhere to the strictest ethical guidelines when dealing with human subjects. The researcher respected the right to free expression by keeping responders' identities confidential. Seeking informed consent and informing those who would be impacted were two ways these study aims were implemented. Participants were requested to show respect by politely asking for their time and responding to questions. Without prejudice or bias of any kind, participants were selected at random, irrespective of their race, religion, or sexual orientation. The commitment was made to utilize only the information provided for the purposes indicated in the survey, ensuring that any other responses remained completely private. Respondents' identities were not requested on the survey in any way to ensure their privacy.

## IV. FINDINGS & DISCUSSION

### 4.1 Response Rate

The response rate is the percentage of completed surveys compared to the total number of eligible participants, calculated by dividing completed surveys by eligible participants.



**Table 1**  
*Response Rate*

Response	Frequency	Percent
Completed	273	95.79
Incomplete	12	4.21
<b>Total</b>	<b>285</b>	<b>100.00</b>

Table 1 presents the response rate of participants in the Kirawigire Project study. Out of 285 eligible participants, 273 completed the survey, representing 95.79% of the total. A small portion, 12 participants (4.21%), submitted incomplete responses. This high response rate reflects significant participation from respondents, contributing to the reliability and robustness of the data collected.

**4.2 Inferential Statistics**

Drawing inferences from a statistical sample is the goal of inferential statistics. Inferential statistics makes use of a variety of procedures, including regression analysis, confidence intervals, hypothesis testing, and correlation analysis.

**4.2.1 Correlation Analysis**

Correlation analysis plays a crucial role in statistical analysis by measuring the strength and direction of relationships between two variables. A p-value of less than 0.05 is commonly used as a threshold for statistical significance. When the p-value is below this threshold, the correlation is considered statistically significant, indicating a more reliable association between the variables.

**Table 2**  
*Correlations*

		Pearson Correlation				
		Activities Planning	Budget Planning	Human Resource Planning	Risk Planning	Project Performance
Activities Planning	Pearson Correlation	1	.741**	.623**	.626**	.725**
	Sig. (2-tailed)		.000	.000	.000	.000
	N		273	273	273	273
Budget Planning	Pearson Correlation		1	.638**	.633**	.700**
	Sig. (2-tailed)			.000	.000	.000
	N			273	273	273
Human Resource Planning	Pearson Correlation			1	.743**	.704**
	Sig. (2-tailed)				.000	.000
	N				273	273
Risk Planning	Pearson Correlation				1	.734**
	Sig. (2-tailed)					.000
	N					273
Project Performance	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 2 presents the correlations between four planning aspects: Activities Planning, Budget Planning, Human Resource Planning, and Risk Planning, and their relationship with the performance of the Kirawigire Project in Gakenke District. A strong positive relationship is observed between activities planning and Project Performance ( $r = 0.725$ ,  $p < 0.05$ ), indicating that effective activities planning is associated with better project performance, reflecting the importance of clearly defined tasks and structured timelines.

Similarly, Budget Planning exhibits a strong positive relationship with Project Performance ( $r = 0.700$ ,  $p < 0.05$ ), indicating that sound budget allocation and financial oversight are essential for enhancing project success. Additionally, Human Resource Planning shows a strong positive correlation with Project Performance ( $r = 0.704$ ,  $p < 0.05$ ), indicating that clearly defined roles, adequate training, and teamwork significantly contribute to improved performance outcomes. Risk Planning also demonstrates a strong positive relationship with Project Performance ( $r = 0.734$ ,  $p < 0.05$ ), indicating that systematic identification and management of risks play a crucial role in ensuring the project's performance.



These findings collectively indicate the importance of strong planning practices across multiple dimensions to enhance the performance of the Kirawigire Project in Gakenke District. The findings align with Messner (2023), who emphasized the critical importance of comprehensive project planning in ensuring the success of initiatives globally. In the context of the Kirawigire Project in Gakenke District, the strong positive correlations observed among Activities Planning, Budget Planning, Human Resource Planning, and Risk Planning highlight that effective planning practices serve as a foundational roadmap for project execution. Insufficient planning in various dimensions, as noted in government projects across Africa, can lead to failure despite the potential socio-economic benefits of these initiatives.

#### 4.2.2 Regression Analysis

Regression analysis is a fundamental tool in statistical modeling that helps assess the relationships between a dependent variable and one or more independent variables. The Model Summary provides critical metrics such as R, R-squared, and adjusted R-squared, indicating how well the model explains the variance in the dependent variable. The ANOVA table assesses the overall significance of the model, using an F-statistic and p-value to determine if the model provides a better fit than a model with no predictors. Significant results (p-value < 0.05) suggest the regression model is effective in predicting the outcome. The Coefficients table reveals the strength and direction of the relationship between each independent variable and the dependent variable, alongside p-values that test the significance of each predictor.

**Table 3**  
*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 <sup>a</sup>	.682	.677	.38188

a. Predictors: (Constant), Risk planning, Activities planning, Human resource planning, Budget planning

Table 3 presents the model summary for the regression analysis involving Activities Planning, Budget Planning, Human Resource Planning, and Risk Planning as predictors. The value of R = 0.826 indicates a strong positive correlation between the combined predictors and Project Performance, indicating that these planning practices collectively explain a significant portion of the variance in project outcomes. The R-squared value of 0.682 implies that approximately 68.2% of the variability in Project Performance explained by the predictors included in the model, indicating a strong fit of the model to the data. This highlights the crucial effect that effective planning in these areas plays in driving the performance of the Kirawigire Project.

The findings align with research by Irfan *et al.* (2021), which emphasizes the essential role of project planning in the success of social protection programs in Pakistan. The strong correlation among activities planning, budget planning, human resource planning, and risk planning highlights that effective planning practices are crucial for resource allocation and achieving project objectives. Inadequate planning has been identified as a leading cause of project failures, indicating the necessity for comprehensive planning to enhance the performance of initiatives like the Kirawigire Project in Gakenke District.

**Table 4**  
*ANOVA*

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	83.744	4	20.936	143.559	.000 <sup>b</sup>
	Residual	39.084	268	.146		
	Total	122.828	272			

a. Dependent Variable: Project Performance

b. Predictors: (Constant), Risk planning, Activities planning, Human resource planning, Budget planning

Table 4 presents the results of the ANOVA for the regression model analyzing the effect of Activities Planning, Budget Planning, Human Resource Planning, and Risk Planning on Project Performance. The F-value of 143.559 indicates a statistically significant relationship between the predictors and the dependent variable. The corresponding significance (Sig.) value of 0.000 confirms that this influence is highly significant, as it is well below the conventional threshold of 0.05. This demonstrates that the model significantly explains the variation in Project Performance, highlighting the influence of the combined planning practices in influencing the performance of the Kirawigire Project.



The results resonate with findings by Dasović *et al.* (2020), which indicate the critical role of thorough project planning in enhancing the effectiveness of social protection programs in Tanzania, such as the Tanzania Social Action Fund (TASAF) and the Productive Social Safety Net (PSSN). The significant F-value and low significance level from the ANOVA results affirm that effective activities planning, budget planning, human resource planning, and risk planning substantially contribute to project performance. Comprehensive planning, community engagement, and robust monitoring mechanisms are essential for optimizing resource utilization and ensuring the success of initiatives like the Kirawigire Project in Gakenke District.

**Table 5**  
*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.389	.137		2.841	.005
Activities planning	.303	.054	.302	5.584	.000
Budget planning	.169	.055	.171	3.075	.002
Human resource planning	.182	.053	.191	3.433	.001
Risk planning	.284	.055	.288	5.193	.000

a. Dependent Variable: Project Performance

Table 5 presents the coefficients for the regression model analyzing the impact of various planning strategies on Project Performance. The constant has an unstandardized coefficient of 0.389, indicating that when all predictor variables are zero, the baseline value of Project Performance is 0.387. Among the planning strategies, Activities Planning shows an unstandardized coefficient of 0.303, indicating that each unit increase in activities planning correlates with an expected increase of approximately 0.303 units in Project Performance. This effect is statistically significant (Sig. = 0.000), highlighting the importance of thorough activities planning in enhancing project outcomes.

In addition, Budget Planning exhibits a coefficient of 0.169, implying that improvements in budget management are associated with a 0.169 unit increase in Project Performance. This relationship is also significant (Sig. = 0.002), underscoring the critical role of effective budgeting in achieving project success. Furthermore, Human Resource Planning has a coefficient of 0.182, indicating that enhancements in human resource management lead to a 0.182 unit increase in Project Performance (Sig. = 0.001). This finding emphasizes the necessity of effectively managing human resources to improve project results.

Notably, Risk Planning demonstrates the strongest impact among the predictors, with a coefficient of 0.284 (Sig. = 0.000), indicating that a one-unit increase in risk planning is associated with a 0.284 unit increase in Project Performance. This result highlights the essential role that proactive risk management plays in enhancing project outcomes.

The findings are consistent with research by Denicol *et al.* (2020), who emphasized that inadequate planning is a leading cause of project failures globally. This highlights the necessity of effective planning strategies such as activities planning, budget planning, human resource planning, and risk planning. In the Kirawigire Project, these elements are essential for enhancing performance, ensuring resource allocation, and achieving clear objectives, ultimately contributing to successful project outcomes and stakeholder satisfaction.

The study presents the decisions regarding the hypotheses related to the planning factors affecting the performance of the Kirawigire Project in Gakenke District.

For Hypothesis 1 (Ho1), which posited that there is no significant effect of activities planning on the project performance, the significance level was found to be  $p < 0.05$ , leading to the rejection of this null hypothesis. This outcome indicates that activities planning has a statistically significant impact on the performance of the Kirawigire Project.

Similarly, Hypothesis 2 (Ho2), which asserted that budget planning does not significantly affect the project performance, was also rejected, as the significance level was again  $p < 0.05$ . This indicates that effective budget planning plays a crucial role in enhancing the performance of the Kirawigire Project implemented by World Vision in Gakenke District.

The findings for Hypothesis 3 (Ho3), which examined the effect of human resource planning, revealed a significance level of  $p < 0.05$ , resulting in the rejection of this hypothesis. This further confirms that human resource planning significantly influences the performance of the Kirawigire Project.

Lastly, for Hypothesis 4 (Ho4), which claimed that risk planning has no significant effect on project performance, the null hypothesis was rejected as well, with a significance level of  $p < 0.05$ . This indicates that risk planning is also a significant factor affecting the performance of the Kirawigire Project in Gakenke District.



## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

The study examined the effect of planning activities on the performance of the Kirawigire Project in Gakenke District, focusing on Activities Planning, Budget Planning, Human Resource Planning, and Risk Planning. The results demonstrated that these planning elements significantly contributed to project success.

Activities planning was identified as a key factor in aligning project goals with timelines, ensuring efficient execution and desired outcomes. Budget Planning proved essential by securing resource availability and minimizing delays, thus enhancing the project's performance.

Human Resource Planning was found to play a critical role by ensuring the proper allocation of personnel to tasks, which promoted productivity and facilitated the achievement of project objectives. Risk Planning was highlighted as crucial for anticipating uncertainties and implementing mitigation strategies to prevent disruptions during the project lifecycle.

The results led to the rejection of the null hypotheses for all four project planning components, affirming their significant effect on performance of Kirawigire Project. Activities, Budget, Human Resource, and Risk Planning were all shown to be essential in driving project performance and achieving successful outcomes.

### 5.2 Recommendations

Management of Kirawigire Project is recommended to establish comprehensive activities plan with specific timelines, measurable targets, and designated responsibilities to ensure smooth project execution and timely delivery of outputs.

Management of Kirawigire should conduct regular progress evaluations and update the activities plan based on performance outcomes and unforeseen changes to maintain project alignment and address challenges proactively.

Management of Kirawigire Project is recommended to adopt a detailed budgeting framework that allocates resources according to priorities, ensuring efficient fund utilization while preventing overspending and financial delays.

Gakenke District should actively involve community members, including beneficiaries, local leaders, and key stakeholders, from the initial stages of project planning. This ensures that the projects address real community needs, promotes ownership, and enhances long-term sustainability.

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