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Effect of Project Planning Practices on Project Performance: A Case of Baho Neza Project Implemented By Vision Jeunesse Nouvelle in Rubavu District, Rwanda

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Abstract

Project performance is influenced by different factors. The aim of this study is to “Assess the effect of project planning practices on project performance, a case of Baho Neza project implemented by Vision Jeunesse Nouvelle in Rubavu district, Rwanda. The specific objectives were to examine the effect of resource planning on the performance of the Baho Neza project, to find out the effect of risk management planning on the performance of the Baho Neza project, and to determine the effect of working capital management planning on the performance of the Baho Neza project in Rubavu district. This study adopted mixed method, which consolidates components of quantitative exploration and subjective examination to respond to the exploration questions. The study employed 300 respondents chosen randomly from 1200 workers of VJN. Under this research, the universal sample size technique was used. The study used Yamane (1974), the sample size was 300 respondents. The instruments of data collection in this study involved a questionnaire and interview to collect primary data and a documentary to collect secondary data. Regression coefficients revealed that there was a positive and significant effect of resource planning ($\beta = 0.498$, p value=0.000), risk management planning ($\beta = 0.159$, p value=0.037) and working capital planning ($\beta = 0.145$, p value=0.047). The findings show $p < 0.05$ indicate significant effect on performance of Baho Neza project. The findings show $p < 0.05$ indicate significant effect on performance of Baho Neza project. The results of the hypothesis testing indicate that all three alternative hypotheses, H1a, H1b, and H1c, have been accepted at a significance level of $p < 0.05$. This indicates that Resource planning, Risk management planning, and Working capital management planning all significantly affect the performance of the Baho Neza project in Rubavu district. The study suggests that project managers should possess strong operational and service delivery skills in order to effectively acknowledge the impact of planning techniques on project performance.

Keywords: *Project planning, resource planning, risk planning, working capital planning, project performance, teen mothers, Vision Jeunesse Nouvelle, Baho neza project*

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1. Introduction

There are multiple factors contributing to the failure of numerous projects in Rwanda. According to Discenza and Forman (2007), the absence of effective planning procedures would result in project failures inside any organizational setting. The utilization of efficient planning strategies is highly regarded and serves as a guiding framework in the field of project management. The stages of conception, implementation, and close-out each encompass the process of strategic planning. Based on the findings of the report titled *Maternal mortality: Levels and trends 2000 to 2017, 2019*, it is observed that a significant proportion, specifically 95%, of births among adolescents occur within the context of low and middle-income countries, such as Rwanda.

The planning process encompasses several key components, including conducting a needs analysis or feasibility study, engaging with relevant government regulations, mobilizing both human and financial resources required for task completion, and actively involving stakeholders to ensure their participation. Kotani and Qasim (2012) conducted a study with the objective of analyzing the challenges encountered by the RPP project implemented in Pakistan to address the issue of electricity scarcity within the nation. Following a three-year period of implementation, the project encountered challenges pertaining to corruption, inadequate governance, instructional deficiencies, suboptimal planning, an improper tariff structure, and insufficient power generation capacity. The electricity supply provided by this project had a decrease of 1.25% and 3.09% in the years 2000 and 2010, respectively.

Despite the progress made by Rwanda and NGOs in social programs, the issue of effective planning remains a significant challenge. According to Discenza and Forman (2017), it is argued that project failure has the potential to transpire in any project, regardless of the organization involved. There are multiple aspects that have the potential to contribute to the failure of the project. The main factors contributing to project failure in Rwanda encompass insufficient financial resources, inadequate implementation of project management methodologies, instances of fraudulent activities, and suboptimal utilization of available resources (Kalamagye, 2021).

In addition to the aforementioned situation, there exist several further instances. The lack of recognition of the role played by Non-Governmental Organizations (NGOs) in promoting socio-economic development can be attributed to a deficiency in information and understanding regarding their contributions, as highlighted by Spadacini (2020). Although Rwanda has made substantial progress in some aspects, the effective implementation of social programs by non-governmental organizations (NGOs) has been hindered by the persistent difficulty of adequate planning. As said by Sandesh Phullsunder in 2022. Every endeavor possesses the inherent possibility of failure, regardless of the individuals involved in its execution. There are various factors that could potentially lead to the failure of the project. Instances may arise in which the project manager lacks adequate oversight over workers, resources, supplies, technological tools, and information. The successful completion of the assignment is contingent upon the effective management of the aforementioned resources.

Despite efforts to assure project success, poverty eradication projects in Rwanda have consistently faced challenges such as time and budget overruns, unfulfilled product specifications, unmet customer demands and requirements, and unmet management objectives (Kobusingye et al., 2017). Despite the notable progress made in Rwanda, non-governmental organizations (NGOs) continue to face significant difficulties in effectively coordinating their social initiatives. According to Discenza and Forman (2017), it is argued

that any team or project possesses the inherent possibility of experiencing failure. The program is anticipated to face potential failure due to a multitude of factors.

The occurrence of pregnancy during adolescence continues to be a significant factor in the rates of mother and child death. Pregnancy and childbirth-related complications constitute the primary cause of mortality among adolescent females between the ages of 15 and 19 on a global scale. Pregnant individuals who are girls or teens are additionally susceptible to additional health hazards and issues as a result of their underdeveloped physiques. Infants born to moms of a younger age are likewise subject to an increased level of vulnerability. For a significant number of adolescents, the occurrence of pregnancy and childbirth is often unplanned and undesired. In nations where abortion is outlawed or subject to significant restrictions, adolescents often turn to hazardous abortion methods, so endangering their well-being and lives. Adolescent pregnancy can yield adverse social and economic consequences for young females, as well as their families and communities.

Finally, unwed pregnant teens may encounter social shame or ostracism from their parents and friends, along with potential exposure to acts of violence. Adolescent females who conceive prior to reaching the age of 18 are at an elevated risk of encountering domestic abuse within the context of a marital or partnership relationship. A comprehensive investigation has yet to be undertaken to assess the influence of project planning protocols on the efficacy of initiatives implemented by Vision Jeunesse Nouvelle, with specific emphasis on the Baho Neza project.

2. Objectives of the Study

The research objectives of this study are subdivided into two types which are the general objective and the specific objectives.

2.1 General Objectives

The main objective of this study is to assess the effect of planning practices on performance of Baho neza project, in Rubavu district.

2.2 Specific Objectives of the Study

This study had the following specific objectives:

- i. To examine the effect of resource planning on the performance of the Baho Neza project in Rubavu district;
- ii. To find out the effect of risk management planning on the performance of the Baho Neza project in Rubavu district;
- iii. To determine the effect of working capital management planning on the performance of the Baho Neza project in Rubavu district.

3. Research Hypotheses

The study had the following hypotheses

H1a: Resource planning significantly affects the performance of the Baho Neza project in Rubavu district.

H1b: Risk management planning significantly affects the performance of the Baho Neza project in Rubavu district.

H1c: Working capital management planning significantly affects the performance of the Baho Neza project in Rubavu district.

2.1 Empirical Literature Review

2.1. Resource planning and project performance

The identification, sharing, budgeting, and control of resources have a significant impact on the success of initiatives. Several factors, such as the presence of a capable project team, sufficient personnel, effective training and development, and equitable compensation, can all play a role in influencing the outcomes of project execution. According to Sang and Abdi (2020) and Umulisa et al. (2015), the primary objective of project management is to meet or exceed the expectations of the project's sponsors.

Identifying the potential occurrence of budgetary and scheduling deviations can be a significant challenge for project managers, as the control mechanisms employed in the project management process may only reveal such discrepancies at a later stage.

Nevertheless, the implications of these findings suggest that deviations from the initial plan prior to the control milestone may have significant consequences, including potential delays, increased costs, and detrimental effects on the overall project performance. A control system is commonly implemented throughout the planning process to assess the actual performance achieved during plan execution in relation to the established standard. The technique primarily entails the physical comparison of actual performance with predetermined criteria. Should the performance differ from the established targets, immediate remedial measures are implemented. The allocation and use of material, human, and financial resources had a significant impact on the project's success, according to Awuor et al. (2019).

It is imperative for every project to strive towards surpassing clients' expectations in each of the aforementioned three domains. Proper management of the project is of utmost importance due to its substantial investment requirements, inherent risks, and unpredictable nature. This necessitates meticulous planning, scheduling, and effective management strategies. In practice, a well-structured plan generally has an inherent control system to ensure adherence to pertinent regulations, optimizing the likelihood of achieving success as outlined in the plan. A control mechanism is implemented to ensure that the actions undertaken to execute a predetermined action plan are aligned with the goals and have the capacity to accomplish the plan's objectives.

Project execution, however, can be conceptualized as the practical implementation of project control, as it involves the implementation of a project plan while simultaneously assessing its effectiveness in attaining the intended objectives. The function can be characterized as the continuous anticipation and coordination of the remaining stages of a project, taking into account the latest advancements and revised expectations. According to Umulisa et al. (2015), the identification of plan deviations is often a complex and challenging task that may not always be feasible. Based on this underlying assumption, one could contend that planning must possess a level of precision that allows for effective control, as its usefulness diminishes rapidly when deviations from the plan are challenging to detect and rectify.

2.2. Risk management planning and project performance

Managing potential threats to a project is standard procedure. Risk management is used in the field because it is widely believed to improve project outcomes. The success or failure of a company or organization may be gauged in part by looking at how successfully its goals have been met. According to Saeidi et al., 2019, ERM is a system that aids businesses in gaining a competitive edge over their rivals by better regulating, managing, and coordinating risk management operations. In order to increase the likelihood of project success and strategic advantages, PRM provides value for project outputs, outcomes, and other organizational

activities (Willumsen et al.; 2019). According to the results of their research, PRM also produces a quantitative value for project success.

Enterprise- risk- management (ERM) has been shown to have a considerable favorable influence on the overall performance of enterprises by Shad et al. (2019). The field of Enterprise Risk Management (ERM) is growing in popularity as practitioners and academics look for new approaches to help businesses identify and reduce the full scope of threats they face. It is considered that a company with a robust ERM system may make more informed strategic and economic choices. Hanggraeni et al.; (2019) state that ERM helps raise executives' consciousness of risk, which in turn improves strategic and operational decision making and boosts businesses' ability to compete. This occurs because ERM gives businesses the tools they need to manage their risks, cutting down on losses and offering useful direction.

Hanggraeni et al.(2019) went on to say that ERM should boost corporate performance and competitiveness since it helps companies take advantage of growth possibilities while shielding them from the dangers of recession. Additionally, businesses who adopt ERM will reap the advantages of enhanced productivity, improved strategic positioning, and a higher rate of return from putting the company's strategic orientation to use. In some organizations, risk is not given the attention it deserves.

2.3. Working capital management planning

Working capital management (WCM) is widely recognized as a crucial aspect of organizations' financial performance due to its role in connecting liquidity and profitability. In nations characterized by growing and rising economies, where financial markets exhibit greater volatility and economic uncertainties are more prevalent, the significance of working capital management is heightened. This phenomenon results in significant fluctuations and overall instability in prices. Working capital management pertains to the management of a company's current assets and liabilities, acting as a link between liquidity and profitability.

A company's ability to produce adequate cash flow to meet its short-term financial commitments and maintain the continuity of its business operations is directly tied to the efficacy and efficiency of its working capital management techniques. Both Alvarez et al. (2021) and Agha (2014) argue that improved profitability may result from better management of a company's working capital. Organizational profitability may be increased via the use of effective working capital management methods.

The management of working capital plays a critical role in a company's financial performance and overall sustainability, as it significantly influences profitability and the ability to maintain operations. Enhancing the potential for growth and maximizing shareholder return can be achieved by minimizing the allocation of resources towards existing assets within a company, enabling the saved capital to be redirected onto profitable ventures that generate more value.

The profitability of a business, which in turn affects the completion of projects, is directly correlated with the effectiveness with which its working capital is managed. In 2014, Agha investigated the topic. Working capital management, according to Rey-Ares et al. (2021), is a key factor in the growth and success of SMEs. The success of a business may be improved by better management of its working capital (Arnaldi et al., 2021).

2.4. Project planning practices and project performance

According to Pantakul et al. (2016), government projects and programs require a lot of coordination, planning, and collaboration through well-established project management methods, strong and solid team determination, and the involvement of several stakeholders. A project management plan can also boost the likelihood of success on a larger scale (Nasseri, 2015; Patanakul et al., 2016; Zewdie, 2016). Sevilay and Ozorhon (2017) used a case study of the Turkish construction industry to conduct research on measuring project management performance.

The project integration elements human resources, financial management, and risk management were found to have a direct and indirect impact on the performance of 121 projects, according to the data gathered using the questionnaire. Project scope and time management are reported to have a more indirect impact on performance than risk and cost management, although communication, safety considerations, and cost management have a direct impact as well. Project claims, procurement variables, quality, stakeholder management, and environmental management, and their effects on project performance, were all insignificant. Research on energy vision: efficient project planning and management interconnected challenges and solutions (Hammond et al., 2017).

They listed a number of difficulties, but the absence of a long-term strategic plan stood out as the most significant one. Short-term decisions are made regarding policies in this field. The authors recommended long-term planning, such as using the NISR's general census in 2022 to assess the effect of project planning procedures on family planning. Project execution estimation encompasses more than just teamwork, business procedures, or organizational execution; it also includes assessing how well a gathering, a business method, or an affiliation's framework is being implemented. Therefore, we must investigate the kind of metrics that will inform us of the information we actually require to manage the project's execution.

When we assess how well a business strategy or group is being implemented, we are excited to see how the business result that system or group is communicating is evolving over time. How can we collect the data to use in the future to make it easier? We are creating new technologies as time goes on. The performance may not be the same with every new development, but the procedure can be used, saving time and work. The magnitude of this effect on an organization's performance serves as a barometer for the success of an endeavor.

It measures how much the level of performance before the project's start time and the level after the challenge's end time differ (Kerzner, 2022). What are the regions that need error-fixing, the specifics of whether or not performance has altered, and the primary errors that may be prevented? These are some of them, which I have categorized here: avoiding wasting time on a non-existent problem. In addition, the issue, which has already been resolved, if the cost of completing the project is no longer sufficiently lower than the impact, the assignment is successful. Therefore, we want many essential indicators of the estimated economic effect, such as prices saved or profits made, as well as human resource, which is the task's cost in relation to the economic effect.

2.5. Research gap

Few researchers have identified a relationship between project resource planning and project performance, according to the empirical literature. The researcher discovered that there hasn't been any specific investigation into how well Vision Jeunesse Nouvelles's initiatives perform in relation to project planning practices. Furthermore, it was discovered that few studies had

been done in Rwanda to assess project resource planning as a component of project management practices and that they had missed to demonstrate whether there was a connection between project planning techniques and project performance. Despite this, there is a lot of research on project delays (Gitau, 2015) and cost overruns, which still happen frequently in many endeavors. Research is required to create a better understanding of practical undertaking planning techniques in projects in this way. This study attempts to add to that body of information by focusing on Rwandan initiatives, particularly those carried out by Vision Jeunesse Nouvelle.

2.5 Conceptual Framework

This study intends to assess the effect of project planning practices on the project performance of the Baho Neza Project in Rubavu District. Resource planning, risk management planning, and working capital management planning serve as indicators of project planning practices, while beneficiary satisfaction, goal attainment, and high-quality service delivery serve as indicators of project performance. The intervening variables presented in the figure below have been taken as external variables in the study. Those variables are mainly employee skills, project manager competency, and working conditions.

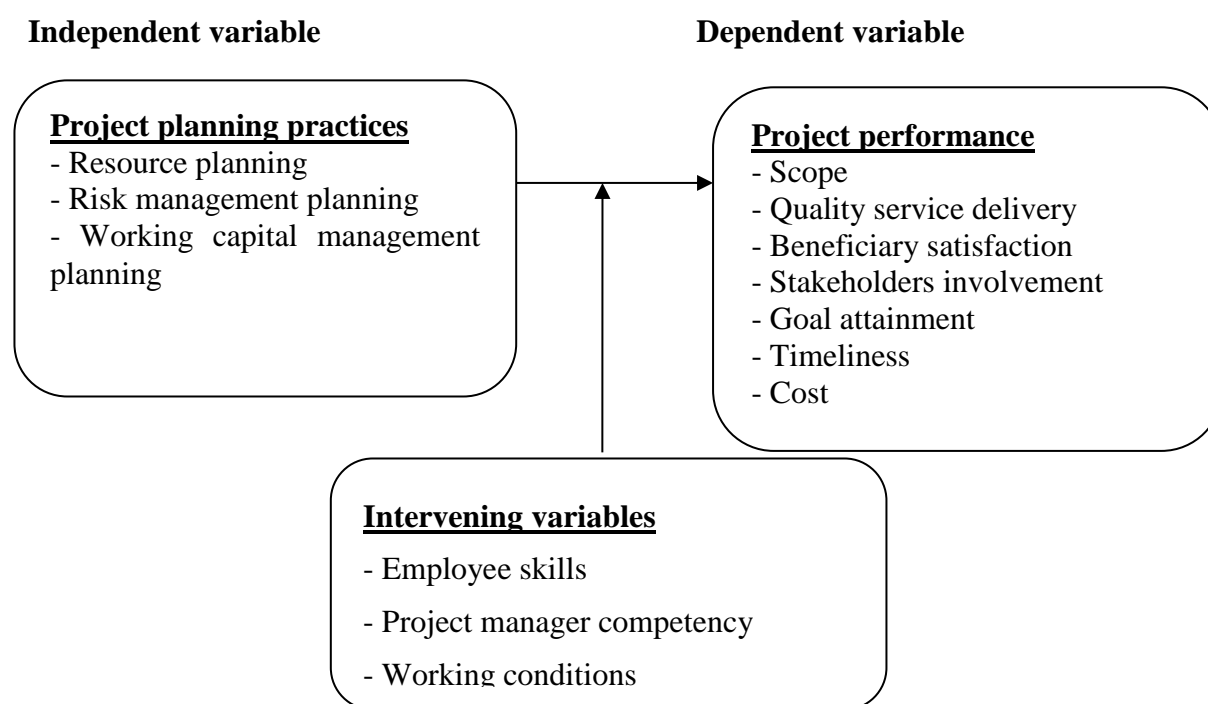


Figure 1 . Conceptual Framework

Source: Researcher conceptualization, 2023

3. Materials and Methods

A mixed research approach was chosen, combining quantitative and qualitative methods to address the research questions effectively. The study population comprised the employees of Vision Jeunesse Nouvelle (VJN), with a sample size of 300 employees chosen via a simple random sampling technique. Additionally, the study included 13 participants, selected purposefully, to provide necessary information. The sample size was determined using Yamane's formula, taking into account the size of the population and the desired level of significance.

Data collection methods included the use of questionnaires for quantitative data and interviews for qualitative data. A five-point Likert scale questionnaire was developed in both English and Kinyarwanda languages to ensure clarity and understanding. The study also utilized documentary analysis of reports from the Baho Neza project, sourced as secondary data. The researcher ensured the validity and reliability of the study by conducting a pilot study with 30 randomly selected respondents. Validity was guaranteed through expert consultation and the assessment of questionnaire appropriateness. Reliability was assessed using Cronbach's alpha, yielding a score of 0.870, indicating strong reliability.

Data analysis involved both qualitative and quantitative techniques. Thematic analysis was used for qualitative data, while descriptive and inferential statistics were applied for quantitative data, with the help of SPSS software. The limitations of the study were acknowledged, including potential respondent bias and restricted access due to geographic constraints and transportation expenses. Ethical considerations were paramount, and the researcher adhered to ethical principles, ensuring confidentiality and respect for respondents' privacy throughout the study.

4. Presentation of research findings

4.1. Resource planning and performance of Baho Neza project

This section dealt with the perceptions of respondents about the effect of resource planning on the performance of the Baho Neza project.

Table 1: Resource planning and performance of Baho Neza project

	N	Mean	Std. D.
In our project, all resources are well allocated	299	3.90	1.122
The formulation and implementation of human resource training are in line with overall goal	299	3.91	1.171
Personnel have skills and knowledge necessary to carry out their job in the best way	299	3.81	1.017
Human resource planning constitutes a strategic priority of our institution	299	3.88	1.100
Our institution provides professional training for employees that helps us to perform well	299	3.83	1.116
Our institution evaluates employees' performance which result in the global performance of the institution	299	3.88	1.054
Our organization recruits essential employees at each level	299	3.76	1.057
Employees' salary is sufficiently motivating to carry out their tasks and improve their performance	299	4.02	1.060
Project resource planning and resource allocation helps that employees are satisfied with their coworkers	299	4.10	1.088
Overall mean	299	3.89	1.87

Source: Field data (2023)

The results obtained from Table 1 suggest that the participants in the study expressed agreement with the assertion that resource planning has an impact on the performance of the Baho Neza project. This is evident from the relatively high overall mean and standard deviation values of 3.89 and 1.087, respectively. The respondents agree that in Baho Neza

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project the resources are well allocated as indicated by ($\bar{x} = 3.90$, $\delta = 1.122$) which is high, the formulation and implementation of human resource training are in line with overall goal ($\bar{x} = 3.91$, $\delta = 1.171$) which is high, personnel have skills and knowledge necessary to carry out their job in the best way ($\bar{x} = 3.81$, $\delta = 1.017$) which is high, human resource planning constitutes a strategic priority of our institution ($\bar{x} = 3.88$, $\delta = 1.100$) which is high, our institution provides professional training for employees that helps us to perform well ($\bar{x} = 3.83$, $\delta = 1.116$) which is high, our institution evaluates employees' performance which result in the global performance of the institution ($\bar{x} = 3.88$, $\delta = 1.054$) which is high, our organization recruits essential employees at each level ($\bar{x} = 3.76$, $\delta = 1.057$) which is high, employees' salary is sufficiently motivating to carry out their tasks and improve their performance ($\bar{x} = 4.02$, $\delta = 1.060$) which is high, project resource planning and resource allocation helps that employees are satisfied with their coworkers ($\bar{x} = 4.10$, $\delta = 1.088$) which is also high. Furthermore, all standard deviations for all statements are greater than 0.5, indicating heterogeneity in responses among respondents concerning the statements.

Participant A, during the interview, emphasized the significance of their statement: *"I have participated in the training session, and a key takeaway for me was the understanding of effective human resource allocation to enhance productivity."* He additionally stated: *"During the training program, I acquired knowledge on conflict resolution strategies aimed at effectively addressing internal issues."* This observation suggests that employees experience a sense of satisfaction in their working relationships with colleagues. This indicates that Vision Jeunesse Nouvelle strategically allocates resources in order to enhance project performance.

The findings align with Abdi and Sang's (2020) emphasis on the crucial role of resource planning in project success. Abdi and Sang highlight that resource identification, sharing, budgeting, and control are vital aspects of effective resource planning. The study's results corroborate this by demonstrating that resource planning significantly impacts the performance of the Baho Neza project, emphasizing the importance of allocating resources efficiently and investing in human resource development, thereby contributing to project success.

4.2. Risk management planning and performance of Baho Neza project

This section was about analyzing the perception of respondents about the effect of risk management planning on the performance of Baho Neza project.

Table 2 : Risk management planning and performance of Baho Neza project

	N	Mean	Std. D
Risk identification process was carried out at the inception of the project to identify both internal and external factors affecting the project	299	3.57	1.318
For all the risks identified the likelihood and impact of the risk was assessed	299	3.97	1.074
The risk identified were ranked depending on their significance to the project	299	3.93	1.088
All managers within VJN projects ensure regular meetings to avoid any risk.	299	3.94	1.073
Management and employees are involved in periodic review and risk management planning exercise to monitor, identify, and manage risk	299	3.96	1.042
Employees have access to all the rules and regulation dealing with risk management	299	3.71	1.373
There is a formal strategic business plan that could be used as a platform for risk management	299	4.00	1.041
Employees are trained to overview the potential risks and how to sport them, procedures for reporting potential problems	299	4.52	.872
The project management team follow a policy set out for management of risk in project	299	3.87	1.012
Overall mean	299	3.94	1.09

Source: Field data (2023)

According to the data presented in Table 2, the results suggest that the respondents expressed the impact of risk management planning on the performance of the Baho Neza project. This is evident from the high overall mean and standard deviation values of 3.94 and 1.09, respectively. The respondents significantly agreed with the statement that risk identification process was carried out at the inception of the project to identify both internal and external factors affecting the project as indicated by ($\bar{x}=3.57, \delta=1.318$) which is high, for all the risks identified, the likelihood and impact of the risk was assessed ($\bar{x}=3.97, \delta=1.074$) which is high, the risk identified were ranked depending on their significance to the project ($\bar{x}=3.93, \delta=1.088$) which is high, all managers within VJN projects ensure regular meetings to avoid any risk ($\bar{x}=3.94, \delta=1.073$) which is high, management and employees are involved in periodic review and risk management planning exercise to monitor, identify, and manage risk ($\bar{x}=3.96, \delta=1.042$) which is high, employees have access to all the rules and regulation dealing with risk management ($\bar{x}=3.71, \delta=1.373$) which is high, there is a formal strategic business plan that could be used as a platform for risk management ($\bar{x}=4.00, \delta=1.041$) which is high, employees are trained to overview the potential risks and how to sport them, procedures for reporting potential problems ($\bar{x}=4.52, \delta=.872$) which is high, the project management team follow a policy set out for management of risk in project ($\bar{x}=3.87, \delta=1.012$) which is also high. This suggests that within the context of VJN, the significance of risk in influencing the company's performance is not given due consideration. Furthermore, all standard deviations for all statements are greater than 0.5, indicating heterogeneity in responses among respondents concerning the statements.

A Programs Manager of VJN stated, *"effective risk management planning is the cornerstone of our Baho Neza project's success. It not only safeguards our investments but also ensures efficient resource allocation, timely decision-making, and ultimately enhances project performance. By proactively identifying and mitigating risks, we empower our team to deliver exceptional results and fulfill our mission."*

The findings align with Shad et al. (2019)'s emphasis on the importance of effective risk management planning. Shad et al. argue that robust risk management planning positively influences overall enterprise performance by enabling informed strategic and economic decision-making. However, the data presented in Table 2 indicates that, within the context of the Baho Neza project, there is high evidence on the impact of risk management planning on project performance.

4.3. Working capital management planning and performance of Baho Neza project

In this section, the perceptions of the respondents regarding the impact of working capital management planning on the performance of the Baho Neza project were presented. These perceptions were quantified using the mean and standard deviation as indicators.

Table 3: Working capital management planning and performance of Baho Neza project

	N	Mean	Std. D
Working capital management is the important step in the performance of our project	299	3.94	1.038
Working capital management is enough to pay the basic employees' salary	299	3.96	1.094
Working capital management helps our project to make job satisfaction a priority	299	3.56	1.378
Working capital management is well planned before the project starts	299	3.79	1.274
Working capital management helps in predicting the future and sustainability of our project	299	3.87	.996
Working capital management helps our project in financial decision making	299	3.85	.994
Working capital management has great impact on our project performance	299	3.85	1.360
Workers' motivation influences the quality service delivery in our project	299	3.78	1.328
The partners are informed about the project achievement through the narrative and financial report	299	4.03	.957
Overall	299	3.84	1.15

Source: Field data (2023)

In this section, we explored the perspectives of the respondents concerning the impact of working capital management planning on the success of the Baho Neza project. The summarization of responses was carried out through the calculation of the mean and standard deviation.

Based on the data presented in Table 3, it is evident that respondents widely agree that planning for working capital management has a substantial influence on the performance of the Baho Neza project. This is apparent from the overall high mean and standard deviation

values, which are reported as 3.84 and 1.15, respectively. Participants strongly concur that effective working capital management is pivotal to the overall performance of our project (mean = 3.94, standard deviation = 1.038), indicating a high level of positive agreement among respondents.

Furthermore, it is noted that working capital management is deemed sufficient to cover the basic salaries of employees (mean = 3.96 which is high, standard deviation = 0.994). The utilization of effective working capital management strategies is associated with a greater emphasis on ensuring job satisfaction within our project (mean = 3.56 which is high, standard deviation = 1.378). The level of working capital management is seen as significantly high, with careful strategizing before the project's initiation (mean = 3.79 which is high, standard deviation = 1.274).

Working capital management is also seen as having a substantial role in forecasting the project's future prospects and long-term viability (mean = 3.87 which is high, standard deviation = 0.996). A high mean score of 3.85 (standard deviation = 0.994) indicates that working capital management plays a crucial role in facilitating financial decision-making for our project. Additionally, it has been observed that working capital management has a substantial impact on our project's performance, with a high mean score of 3.85 ($\delta= 1.360$). The influence of workers' motivation on the quality-of-service delivery in our project is significantly high, with a $\bar{x}=3.78$ which is high and a $\delta=1.328$. Additionally, the partners are effectively informed about the project's achievements through both narrative and financial reports, with a high mean score of 4.03 and a standard deviation of 0.957, indicating a high level of effectiveness in communication. Furthermore, all standard deviations for all statements are greater than 0.5, indicating heterogeneity in responses among respondents concerning the statements. The significance of working capital management planning lies in its ability to not only facilitate the achievement of project objectives but also enhance the overall performance of the Baho Neza project.

A project beneficiary stated, *“In past years, our organization successfully achieved its objectives. We anticipate similar success this year, as we have made substantial progress and are now at 85% completion of our project scope. Furthermore, we possess ample resources, including sufficient cash and materials, which will enable us to fulfill our goal.”*

The findings are consistent with Alvarez et al.'s (2021) emphasis on the crucial role of working capital management planning. Alvarez et al. highlight that effective working capital management planning is essential for ensuring a company's continuous functioning and its ability to generate sufficient cash flow to meet short-term financial obligations. This aligns with the data presented, where respondents strongly agree that such planning significantly influences the performance and various aspects of the Baho Neza project, emphasizing the importance of strategic working capital management.

4.4. Project performance

This section presented the perception of respondents about the performance of Baho Neza project as indicated by the mean and standard deviation.

Table 4: Performance of Baho Neza project

	N	Mean	Std. D
The project resources are well allocated to deliver quality service	299	3.95	1.028
The project resources are well placed and managed to meet the project target	299	3.80	1.049
Working capital management is well used and managed to meet the beneficiaries' satisfaction	299	3.89	1.266
Stakeholders are involved during the project lifecycle	299	3.85	1.284
Working conditions are good to deliver quality service	299	3.64	1.365
All stakeholders identified in our project are committed to contribute to the project goal achievement	299	3.82	1.262
Resources are well planned in our project to meet its schedule objective	299	3.24	1.201
Time resources are well planned and used to achieve the project goal	299	3.75	1.136
Beneficiary are satisfied with the project service delivery	299	3.73	1.154
Overall	299	3.74	1.19

According to the data presented in Table 4, it can be observed that the respondents expressed agreement on the influence of project planning techniques on the performance of the Baho Neza project. The high overall mean and standard deviation values of 3.74 and 1.19, respectively, support this assertion. The respondents indicate a high level of agreement regarding the allocation of project resources to deliver quality service ($\bar{x} = 3.95$ which is high, $\delta = 1.028$). Similarly, the respondents perceive that project resources are effectively placed and managed to meet the project target ($\bar{x} = 3.80$ which is high, $\delta = 1.049$), demonstrating a high level of agreement. The management of working capital is also perceived to be well-utilized and effectively managed to meet the satisfaction of beneficiaries ($\bar{x} = 3.89$, $\delta = 1.266$), which is considered high. Furthermore, stakeholders are reported to be actively involved throughout the project lifecycle ($\bar{x} = 3.85$ which is high, $\delta = 1.284$), indicating a high level of agreement. The working conditions are deemed favorable for delivering quality service ($\bar{x} = 3.64$, $\delta = 1.365$), which is considered high. Additionally, all stakeholders identified in the project are reported to be committed to contributing to the achievement of the project goal ($\bar{x} = 3.82$ which is high, $\delta = 1.262$), demonstrating a high level of agreement. The resources in the project are well-planned to meet its schedule objective ($\bar{x} = 3.24$ which is neutral, $\delta = 1.201$), indicating neutral agreement among respondents on the statement. Time resources are also reported to be well-planned and utilized to achieve the project goal ($\bar{x} = 3.75$ which is high, $\delta = 1.136$), indicating a high level of agreement. Lastly, beneficiaries' express satisfaction with the project service delivery ($\bar{x} = 3.73$ which is high, $\delta = 1.154$), indicating high positive level of agreement.

Employee of VJN stated, “*requirements and qualifications are the main factors guiding the allocation of resources in their project lends support to this assertion. Additionally, they emphasized the importance of ensuring that individuals are assigned to positions that align with their respective talents and abilities. It is anticipated that the quality of service will be of a certain standard in this manner.*” Programs Manager of VJN also stated, “*the Baho Neza project has had a significant impact on their livelihood situation. There has been a shift in thinking, resulting in the adoption of a savings-oriented culture.*” Furthermore, one project beneficiary stated, “*the Baho Neza initiative proved to be really beneficial in assisting me as*

a teenage mother. Baho Neza has played a significant role in fostering self-worth and reinforcing the importance of upholding personal beliefs in my life. The Baho Neza initiative imparts the value of non-discrimination towards adolescent moms in our households. I am content with the Baho Neza project.”

The findings align with Kerzner's (2022) emphasis on the significance of project performance factors. Respondents' high agreement levels regarding project planning techniques, resource management, stakeholder involvement, and satisfaction validate Kerzner's insights about these aspects positively influencing project performance. This underscores the practical relevance of Kerzner's observations in the context of the Baho Neza project, emphasizing the importance of these factors in achieving successful project outcomes.

4.5. Inferential statistics

In this study, inferential statistics were used to indicate the relationship between project planning practices and the performance of the Baho Neza project using correlation analysis.

Table 5: Tests of Normality

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Project performance	.082	299	.061	.971	299	.065
Resource planning	.107	299	.074	.968	299	.071
Risk management planning	.137	299	.080	.953	299	.079
Working capital management	.115	299	.060	.963	299	.063

a. Lilliefors Significance Correction

Source: Field data (2023)

The table 5 shows two tests of normality, the Kolmogorov-Smirnov test and the Shapiro-Wilk test, for four different variables: Project performance, Resource planning, Risk management planning, and Working capital management. The tests assess whether the data for each variable follows a normal distribution. For the Kolmogorov-Smirnov test, the Sig. value (0.061) is greater than the typical alpha level of 0.05. For the Shapiro-Wilk test, the Sig. value (0.065) is also greater than the typical alpha level of 0.05. Therefore, it shows that the data for "Project performance" as dependent variable is approximately normally distributed for the purposes of your analysis

Table 6: Correlation between planning practices and performance of Baho Neza project

		Scope planning	Resource planning	Risk management planning	Working capital management	Project performance
Resource planning	Pearson Correlation	.721**	1	.835**	.807**	.768**
	Sig. (2- tailed)	.000		.000	.000	.000
	N	299	299	299	299	299
Risk management planning	Pearson Correlation	.724**	.835**	1	.856**	.718**
	Sig. (2- tailed)	.000	.000		.000	.000
	N	299	299	299	299	299
Working capital management	Pearson Correlation	.681**	.807**	.856**	1	.701**
	Sig. (2- tailed)	.000	.000	.000		.000
	N	299	299	299	299	299
Project performance	Pearson Correlation	.716**	.768**	.718**	.701**	1
	Sig. (2- tailed)	.000	.000	.000	.000	
	N	299	299	299	299	299

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

Source: Field data (2023)

Based on the data shown in Table 6, The results of a partial correlation coefficient (two-tailed) study showing a positive connection between resource planning and Baho Neza project performance ($r = .768$, $p = .000$, $N = 299$). Abdi and Sang's (2020) research supports this claim by showing that proper resource identification, allocation, budgeting, and management are crucial to a project's ultimate success. A competent project team, enough personnel, chances for training and growth, and fair compensation all play a role in how projects evolve throughout their execution. The effect careful risk management planning had on the Baho Neza project's success in the Rubavu region. A relatively good correlation between risk management planning and Baho Neza project performance was found in the research. The statistical results in the table corroborate this link; the correlation coefficient (r) was .718, showing a significant relationship ($p = .000$). $N = 299$ was used as the sample size for this study. Enterprise risk management (ERM), as defined by Saeidi et al. (2019), is a strategic framework that exceeds the capabilities of traditional risk management approaches by helping businesses increase their competitive advantage through better control, management, and organization of risk management operations. According to Willumsen et al. (2019), PRM increases the chance of project success and strategic benefits by contributing to the development of value for project outputs, outcomes, and other organizational activities. According to Shad *et al.* (2019), businesses may reap significant benefits from implementing effective enterprise risk management (ERM).

Study results showed a strong positive correlation between working capital management planning and Baho Neza project success. The 0.701 correlation coefficient provided statistically substantial ($p = 0.000$) proof of this. The sample size for this analysis was 299.

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Alvarez et al. (2021) have provided evidence for the notion that the proficient and streamlined administration of working capital contributes to the sustained functioning of organizations by enabling them to generate sufficient cash flow for meeting immediate financial obligations. Agha (2014) asserts that the significance of excellent working capital management lies in its profound impact on a company's profitability and subsequent market presence.

Based on Agha's (2014) findings, there exists a notable and positive correlation between the efficient management of working capital and the profitability of a company. A strong correlation exists between efficient management of working capital and the financial profitability of a company, subsequently resulting in enhanced project performance. Agha (2014) conducted a study. The management of working capital holds significant relevance as a key determinant of small and medium-sized enterprises' (SMEs) performance. According to the study conducted by Rey-Ares et al. (2021), Arnaldi et al. (2021) propose that a direct correlation exists between working capital management and the performance of a corporation.

Table 7: The Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.614	.610	.40644

a. Predictors: (Constant), Working capital management, Resource planning, Risk management planning

Source: Field data (2023)

The Model Summary presented in Table 7 provides valuable observations into the effect of independent variables Working capital management, Resource planning, Risk management planning and the dependent variable (Project performance). The multiple correlation coefficient (R), which is 0.784, indicates a strong positive effect of the combined independent variables on project performance. This value suggests that the project planning factors collectively have a significant influence on the project's overall performance. The coefficient of determination (R Square), which is 0.614, demonstrates that approximately 61.4% of the variance in Baho Neza project performance explained by the included independent variables in the model.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	77.639	3	25.880	156.664	.000 ^b
	Residual	48.732	295	.165		
	Total	126.371	298			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Working capital management, Resource planning, Risk management planning

Source: Field data (2023)

The ANOVA results presented in Table 8 provide valuable observations into the statistical significance of the regression model. The F-value (156.664) suggests that there is a significant difference among the means of the dependent variable (Performance of Baho Neza project) based on the combined effect of the independent variables (Working capital management, Resource planning, Risk management planning). The associated significance

level (Sig.), denoted as .000, is less than the conventional threshold of 0.05, indicating that the regression model is statistically significant.

Table 9: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error			
(Constant)	.872	.126		6.903	.000
1 Resource planning	.498	.068	.510	7.348	.000
Risk management planning	.159	.076	.166	2.092	.037
Working capital management	.145	.072	.148	1.999	.047

a. Dependent Variable: Project performance

Source: Field data (2023)

Regression coefficients revealed that there was a positive and significant effect of resource planning ($\beta = 0.498$, p value=0.000), risk management planning ($\beta = 0.159$, p value=0.037) and working capital planning ($\beta = 0.145$, p value=0.047). The findings show $p < 0.05$ indicate significant effect on performance of Baho Neza project. The assertions made by Berg *et al.* (2016) substantiate the notion that evaluating project performance necessitates a comprehensive examination of all facets pertaining to the project. In order to advance the development of theories and models aimed at enhancing project performance, it is imperative to enhance comprehension of the essential competences that must be effectively employed within a project framework. The success of the project is contingent upon the ongoing evaluation conducted at each level, facilitating further advancements. According to Kerzner (2022), effective management of project targets may be achieved by a team member through the continuous monitoring of a project's performance, ensuring that the targets set are timely, reachable, and realistic.

Table 10: Hypotheses results

Alternative hypotheses	P Value	Comment
H1a: Resource planning significantly affects the performance of the Baho Neza project in Rubavu district.	$p < 0.05$	Accepted
H1b: Risk management planning significantly affects the performance of the Baho Neza project in Rubavu district.	$p < 0.05$	Accepted
H1c: Working capital management planning significantly affects the performance of the Baho Neza project in Rubavu district.	$p < 0.05$	Accepted

The results of the hypothesis testing indicate that all three alternative hypotheses, H1a, H1b, and H1c, have been accepted at a significance level of $p < 0.05$. This suggests that Resource planning, Risk management planning, and Working capital management planning all significantly affect the performance of the Baho Neza project in Rubavu district.

5.1 Conclusion

The implementation of project planning techniques has an impact on the performance of the Baho Neza project, according to the study's findings. This conclusion was drawn based on the assessment of respondents' perceptions, which were quantified using overall averages and standard deviations. The findings from the inferential statistics analysis indicate a modest positive association between resource planning and the success of the Baho Neza project. In a similar vein, the findings indicated that the performance of the Baho Neza project improved as a result of enhanced risk management and strategic planning for working capital. In contrast, the findings of the regression analysis conducted in this study indicate that both working capital management and risk management planning significantly contribute to the final model. The results of the hypothesis testing indicate that all three alternative hypotheses, H1a, H1b, and H1c, have been accepted at a significance level of $p < 0.05$. This indicates that Resource planning, Risk management planning, and Working capital management planning all significantly affect the performance of the Baho Neza project in Rubavu district.

5.2 Recommendations

Based on the research findings, the study presents several key recommendations. Firstly, it emphasizes the importance of collaboration between the public and private sectors to develop an enhanced training curriculum that focuses on improving project planning capabilities for long-term project sustainability. Secondly, it suggests that project managers should prioritize the development of strong operational and service delivery skills, with a particular emphasis on risk management planning to positively influence project performance. Regular meetings and training sessions are advised to ensure effective implementation of planning methods. Lastly, the study recommends further research to explore additional factors influencing project performance, advocating for similar studies across different projects and districts in Rwanda to comprehensively assess the impact of planning techniques.

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